



PORT ORANGE CITY COUNCIL

SPECIAL MEETING

Council Chambers

Tuesday, June 16, 2015 @ 4:30 PM

SPECIAL MEETING AGENDA

Pursuant to Section 3.06 of the Charter of the City of Port Orange, the Mayor has called a **Special Meeting** of the City Council to be held for the following purposes:

OPENING

1. Pledge of Allegiance
2. Silent Invocation
3. Roll Call

DISCUSSION ITEMS

4. Selection of City Manager Finalists

ADJOURNMENT

ANY PERSON WHO DECIDES TO APPEAL ANY DECISION MADE BY THE CITY COUNCIL WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE HE OR SHE MAY NEED TO ENSURE AT HIS OR HER OWN EXPENSE FOR THE TAKING AND PREPARATION OF A VERBATIM RECORD OF ALL TESTIMONY AND EVIDENCE OF THE PROCEEDINGS UPON WHICH THE APPEAL IS TO BE BASED.

NOTE: IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS ANY ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, TO THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE CITY CLERK FOR THE CITY OF PORT ORANGE, 1000 CITY CENTER CIRCLE, PORT ORANGE, FLORIDA 32129, TELEPHONE NUMBER 386-506-5563, WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING DATE; IF YOU ARE HEARING OR VOICE IMPAIRED, CONTACT THE RELAY OPERATOR AT 1-800-955-8771.



CITY COUNCIL AGENDA ITEM

REQUESTED COUNCIL MEETING DATE 06/16/2015

Consent item: No

SUBJECT: Selection of City Manager Finalists

DEPARTMENT: Administrative Services

RECOMMENDED MOTION: Move to invite ----- to interview as a finalist for the position of Port Orange City Manager.

SUMMARY: The purpose of this meeting is for Council to decide which candidates you wish to interview from among the 89 applicants. Attached is information on the six applicants whom the Mercer Group has recommended as semifinalists. Council may select finalists to interview from among these six or any of the other 83 applicants.

Project Funding Account
No.: No.:

ATTACHMENTS:

1.	Mercer Group Recommendations	City Manager Semi-Finalists Recomendations.pdf
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Fenwick, Robin
Steinebach, Donna
Harden, David

Created/Initiated - 06/11/2015
Approved - 06/11/2015
Final Approval - 06/11/2015



The Mercer Group, Inc.

**CITY
of
PORT ORANGE

CITY MANAGER

SEMI-FINALISTS**

June 9, 2015

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

**Port Orange, Florida
City Manager
June 9, 2015**

Candidate	Education	ICMA Other	Agency	Current/Recent Position	Salary Base	Other
Randall Dowling Hoschton, GA	MPA; BS- Pub Adm	ICMA; GCCMA	Barrow County, GA Gordon County, GA	County Manager; County Administrator	\$110,250	Large Org; Coastal, FEMA, & Hurricane Experience
James D. Drumm Zephyrhills, FL	MPA; BS- Pub Adm	ICMA; FCCMA	Zephyrhills, FL High Springs, FL	City Manager 4/2014; City Manager	\$97,500	Econ Dev, CRA, Budget, Legislation
Sylvia Glazer Hollywood, FL	BS-Organization Mgt		Hollywood, FL; Redondo Beach, CA	Public Works Dir; Public Works Dir.	\$140,000	Organization & People skills; high energy & driven
Robin R. Hayes Titusville, FL	BS – Business Administration	ICMA	Oviedo, FL; Winter Garden, FL	Mgt. Service Director; Finance Director	\$93,500	Strong Finance & City Org. Knowledge; Drive to be CM
Michael H. Johansson Norfolk, FL	MPA; Bachelor Resource Mgt.	ICMA; Military	U.S. Navy, Hampton Roads, VA	City Manager (Commanding Officer)	\$162,000	Strong leader but all experience is in military.
Christopher M. Rose Cutler Bay, FL	MPA; Bachelor Political Science		City of Miami, FL; Miami-Dade Conty	Director Mgt/ Budget; Asst. Dir. Mgt/ Budget	\$143,000	Sharp; Strong Finance & Organizational knowledge



The Mercer Group, Inc.

PORT ORANGE, FLORIDA

CITY MANAGER

June 9, 2015

Summary

Randall Dowling

- **Master of Public Administration; Bachelor of Public Administration**
- **ICMA; GCCMA (Georgia Association)**
- **County Manager, Barrow County, GA; County Administrator, Gordon County, GA**
- **Salary: \$110,250**
- **Internet Research**
- **September 21, 2013** - Gordon County fires County Administrator
 - http://www.northwestgeorgianews.com/rome/news/local/gordon-county-fires-county-administrator/article_7898e160-2287-11e3-ac5a-0019bb30f31a.html
- **November 27, 2013** - Barrow County Commissioners appoint Dowling new County Administrator.
 - <http://www.barrowjournal.com/archives/8542-BOC-hires-former-Gordon-County-manager,-asks-doubters-to-give-him-a-chance.html>
- **Member - Girls Scout Advocacy Network – Barrow County**
- **Various newspaper article mentions – neutral**

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Senior Vice President

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The Mercer Group, Inc.

**APPLICATION
LETTER OF INTEREST
&
RESUME**

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

EMPLOYMENT APPLICATION



CITY OF PORT ORANGE
 1000 City Center Circle
 Port Orange, Florida 32129
 386.506.5560
<http://www.port-orange.org>

Dowling, Randall
2015-26 CITY MANAGER

Received: 5/29/15 4:01 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 2015-26
NAME: (Last, First, Middle) Dowling, Randall		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) 1248 Olde Lexington Road, Hoschton, Georgia 30548		
HOME PHONE: 770-324-5160	ALTERNATE PHONE:	EMAIL ADDRESS: daniellegastin@gmail.com
DRIVER'S LICENSE: ☐ Yes ☐ No	DRIVER'S LICENSE: State: GA Number:	LEGAL RIGHT TO WORK IN THE UNITED STATES? ☐ Yes ☐ No

PREFERENCES

PREFERRED SALARY:	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT:	
OBJECTIVE:	

EDUCATION

DATES: From: 8/1985 To: 8/1987	SCHOOL NAME: University of North Texas	
LOCATION:(City, State) Denton, Texas	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Master's
MAJOR: Public Administration	UNITS COMPLETED: 56 - Semester	
DATES: From: 8/1981 To: 5/1985	SCHOOL NAME: University of Arkansas	
LOCATION:(City, State) Fayetteville, Arkansas	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Public Administration	UNITS COMPLETED: 124 - Semester	

WORK EXPERIENCE

DATES: From: 11/2013 To: Present	EMPLOYER: Barrow County, GA	POSITION TITLE: County Manager
ADDRESS: (Street, City, State, Zip Code) 30 N. Broad St., Winder, Georgia 30680		COMPANY URL: www.barrowga.org
PHONE NUMBER: 770-307-3000	SUPERVISOR: Board of Commissioners	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$9,187.00/month	# OF EMPLOYEES SUPERVISED: 250
DUTIES: Implement Board policies, oversee the day to day operations, manage the capital improvement program, supervise ten department directors, assist the cities with their issues and concerns, prepare and monitor the \$66.5M annual budget, prepare agenda items and reports, develop bid and RFP specifications, and resolve citizen complaints.		
REASON FOR LEAVING: Career Advancement in Florida.		
DATES: From: 6/2002 To: 9/2013	EMPLOYER: Gordon County, GA	POSITION TITLE: County Administrator
ADDRESS: (Street, City, State, Zip Code) 201 N. Wall St., Calhoun, Georgia 30701		COMPANY URL: gordoncounty.org
PHONE NUMBER: 706-629-3795	SUPERVISOR: Board of Commissioners	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No

HOURS PER WEEK: 40	SALARY: \$8,333.00/month	# OF EMPLOYEES SUPERVISED: 200
DUTIES: Implemented Board policies, oversaw the day to day operations, managed the capital improvement program, supervised 13 department directors, assisted the cities with their issues and concerns, prepared and monitored the \$47.6M annual budget, prepared agenda items and reports, wrote and administered various grants, developed bid and RFP specifications, and resolved citizen complaints.		
REASON FOR LEAVING: New elected officials changed the form of government.		
DATES: From: 3/1996 To: 3/2002	EMPLOYER: Lee County, GA	POSITION TITLE: County Administrator
ADDRESS: (Street, City, State, Zip Code) 110 Starksville Ave. North, Leesburg, Georgia 31763		COMPANY URL: www.lee.ga.us
PHONE NUMBER: 229-759-6000	SUPERVISOR: Board of Commissioners	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$6,166.00/month	# OF EMPLOYEES SUPERVISED: 100
DUTIES: Implemented Board policies, oversaw the day to day operations, managed the capital improvement program, supervised eight department directors, assisted the cities with their issues and concerns, prepared and monitored the \$24M annual budget, prepared agenda items and reports, wrote and administered various grants, developed bid and RFP specifications, and resolved citizen complaints.		
REASON FOR LEAVING: contract was not renewed by mutual consent.		
DATES: From: 12/1993 To: 3/1996	EMPLOYER: Berrien County, GA	POSITION TITLE: County Manager
ADDRESS: (Street, City, State, Zip Code) 201 N. Davis St., Nashville, Georgia 31639		COMPANY URL: berriencountygeorgia.com
PHONE NUMBER: 229-686-5421	SUPERVISOR: Board of Commissioners	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$3,666.00/month	# OF EMPLOYEES SUPERVISED: 50
DUTIES: implemented Board policies, oversaw the day to day operations, managed the capital improvement program, supervised five department directors, prepared the \$6M annual budget, prepared agenda items and reports, developed bid and RFP specifications, and resolved citizen complaints.		
REASON FOR LEAVING: Career Advancement		
DATES: From: 1/1990 To: 12/1993	EMPLOYER: Indian River County, FL	POSITION TITLE: Assistant to County Administrator
ADDRESS: (Street, City, State, Zip Code) 1801 27th St., Vero Beach, Florida 32960		COMPANY URL: irccgov.com
PHONE NUMBER: 772-567-8000	SUPERVISOR: Jim Chandler - County Administrator	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$3,333.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Assisted the County Administrator with day to day operations, acted as County Administrator during his absence, wrote and administered various federal and state grants, assisted with the annual budget preparation, and conducted special projects.		
REASON FOR LEAVING: Career Advancement		
DATES: From: 11/1987 To: 1/1990	EMPLOYER: City of Homestead, FL	POSITION TITLE: Assistant to the City Manager
ADDRESS: (Street, City, State, Zip Code) 650 NE 22 Terrace, Homestead, Florida 33033		COMPANY URL: cityofhomestead.com
PHONE NUMBER: 305-224-4401	SUPERVISOR: Alex Muxo - City Manager	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$2,666.00/month	# OF EMPLOYEES SUPERVISED: 5
DUTIES: Assisted the City Manager with day to day operations, prepared the \$36M annual budget, and supervised the City Clerk's Office and Building Maintenance Dept.		
REASON FOR LEAVING: Career Advancement		

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills

Nothing Entered For This Section

ADDITIONAL INFORMATION

RANDALL DOWLING

1248 Olde Lexington Road / Hoschton, Georgia 30548 / (770) 324-5160
dowlingrandall@gmail.com

May 26, 2015

The Mercer Group
City of Port Orange

Re: City Manager Position

Dear Mercer Group:

Enclosed is my resume for the position of **City Manager**. As you can see on my attached resume, I have the necessary qualifications for this position. I have earned a Bachelor of Science in Public Administration (BSPA) degree and a Master of Public Administration (MPA) degree. I also have 29 years of local government management experience in both city and county governments with a proven record of performance, accomplishments, and stability.

During my meaningful local government management career, I have supervised and coached many employees, prepared and monitored budgets ranging from \$6M to \$66.5M, prepared agenda items and reports, managed many contracts for services, and responded to citizen complaints and media inquiries. In addition, I have planned, managed, and financed many successful capital projects including fire stations, park and recreation facilities, law enforcement facilities, road, bridge, and sidewalk improvements, and public safety radio systems. Looking to the future, I have also developed strategic plans such as comprehensive master plans, unified land development codes, transportation plans, solid waste management plans, park & recreation master plans, overlay districts, and compensation and classification studies using professional consultants. Lastly, I have created bid and RFP/RFQ specifications, managed and served on various community boards, wrote and administered many federal and state grants, and kept elected officials, staff, and the public informed of county activities through a constantly updated and distributed program of work document and web site.

More specifically, I have Florida experience as Assistant to the County Administrator in Indian River County and Assistant to the City Manager in Homestead. I also have knowledge of FEMA procedures due to Barrow County, Georgia recently being declared a disaster area as a result of a winter storm.

With my extensive experience in local government management, I can assist Port Orange with any project or issue.

Thank you for your consideration of my qualifications. I look forward to hearing from you soon.

Very truly yours,

Randall Dowling

Randall Dowling

RANDALL DOWLING

Address

1248 Olde Lexington Road
Hoschton, Georgia 30548
(770) 324-5160
dowlingrandall@gmail.com

Career Summary

29 years of local government management experience. Academic credentials include MPA and BSPA degrees.

PROFESSIONAL EXPERIENCE

County Manager, Barrow County, Georgia, November 2013 to present. 70,169 population, \$66.5M all fund annual budget, seven member Board of Commissioners, ten department directors, six incorporated cities, 576 full-time and part-time employees, 162 square miles, full-service county, 50.3% population growth rate from 2000 to 2010. Suburb of Atlanta.

Typical duties include:

- ❑ Implement Board policies, oversee the day-to-day operations of the county government, and manage the county's capital improvement program funded by a voter-approved special purpose local option sales tax (SPLOST).
- ❑ Supervise department directors, assist the constitutional officers, various public and quasi-public agencies, and the incorporated cities with their concerns and projects, and maintain positive relationships with each group.
- ❑ Prepare the annual budget, quarterly finance reports, bi-monthly commission agendas, and various federal and state grant applications.
- ❑ Respond to media inquiries (print, radio, and television).
- ❑ Develop bid specifications and Request for Proposals/Qualifications for a variety of products and services.
- ❑ Consult with and advise contractors, vendors, engineers, and architects performing projects for the county.
- ❑ Resolve citizen complaints.
- ❑ Strategically identify short and long-range opportunities that would benefit the county.

Selected accomplishments include:

- ❑ Transitioning the county government from a traditional commission to a commission-manager form of government and improving the administrative framework that includes written personnel, purchasing, and financial policies, a five year CIP, professional web site, streamlined budget process, and hiring vacant department director positions.
- ❑ Lowered the property tax rate from 13.26 to 12.75 mills by reducing expenses and refinanced three bond issues that will save \$5.5M over 17 years.
- ❑ Conducted a year-long process to outsource many county departments using a public-private partnership model to achieve cost savings and increase organizational efficiencies. Selected consultant guaranteed \$4M in savings over a five year period. Board voted not to implement proposal. Currently outsourcing services on a case-by-case basis including EMS billing that will generate an additional \$250,000 per year.
- ❑ Upgraded the county-wide public safety radio system from a VHF system to a more modern 700 megahertz system for better radio coverage.
- ❑ Supervising many projects including road improvements, public safety (911) improvements, utility improvements, and preparing strategic plans.

County Administrator, Gordon County, Georgia, June 2002 to September 2013. 60,000 population, \$47.6M all fund annual budget, five member Board of Commissioners, 13 department directors, five incorporated cities, 400 full-time and part-time employees, 356 square miles, full-service county, 25.1% population growth rate from 2000 to 2010.

RANDALL DOWLING

PROFESSIONAL EXPERIENCE

County Administrator, Gordon County, Georgia

Typical duties include:

- Same as Barrow County, Georgia

Selected accomplishments include:

- Supervised the design and successful completion of several major SPLOST funded capital improvement projects including:
 - \$30M, 376 bed, 100,000 s.f. Jail and Sheriff's Office.
 - \$11M, 75 acre regional recreation complex.
 - \$3M two bay fire station with equipment.
 - \$2.8M county-wide public safety VHF simulcast radio system.
 - \$11M worth of road and bridge improvement projects.
 - \$4M, 20,000 s.f. county-owned DFACS building using 100% state funds.
 - Acquired and renovated facilities for a Boys & Girls Club and two social service agencies using \$1.5M in CDBG funds.
 - Developed a county-owned civil war historic site using \$200,000 in federal TE funds.
 - Constructed a \$2.5M, 14,000 s.f. Agricultural Service Center to house federal, state, and local agricultural agencies under one roof.
- Outsourced the management of the county's 600 acre MSW landfill which resulted in significantly higher waste tonnage, higher revenue stream, and lower county expenses.
- Prepared two SPLOST continuation plans that resulted in successful referendum votes during 2005 and 2011. All capital projects funded by SPLOST-2005 have been successfully completed.
- Created, staffed, and funded a Planning & Development Department and a GIS Department to properly manage the county's growth.
- Improved the 911 Center by implementing Phase I and II wireless technology.
- Completed a county-wide revaluation of all real property to equalize and update property values that resulted in a lower millage rate from 9.5 in 2008 to 8.9 in 2010.
- Prepared numerous strategic plans to guide the county's future growth including a Comprehensive Master Plan 2007-2027 and Update 2013-17, Unified Land Development Code, Transportation Plan, Solid Waste Management Plan, Parks & Recreation Master Plan, two historic overlay districts, and a historic resource survey. In addition, completed and fully implemented a compensation plan to fairly compensate all employees based on market rates.
- Completed other small but important projects including installing a state-of-the-art VOIP county-wide telephone system, outsourced inmate food and medical services as well as general lawn care to achieve cost savings, created a paperless commission agenda process, prepared two promotional videos of the county for economic development purposes, improved the county's web site to project a professional public image, had the county designated as a "Storm Ready Community" by the National Weather Service, and obtained several GFOA awards.
- Increased the General Fund unrestricted fund balance by 203% from \$5.3M in 2003 to \$16.1M in 2012 that resulted in healthy cash reserves and an excellent AA bond rating. For 2012, the General Fund unrestricted fund balance was 59.1% of total General Fund expenditures.

RANDALL DOWLING

PROFESSIONAL EXPERIENCE

County Administrator, Lee County, Georgia, March 1996 to March 2002. 27,382 population, \$24M all fund annual budget, five member Board of Commissioners, eight department directors, two incorporated cities, 200 full-time employees, 362 square miles, full-service county, 52% population growth rate from 1990 to 2000. Suburban area of Albany, Georgia.

Typical duties include:

- Same as Barrow County, Georgia

Selected accomplishments include:

- Supervised the design and successful completion of numerous capital improvement projects including:
 - 33,000 s.f. Jail, Sheriff Administration Offices, and 911 Center.
 - 8,000 s.f. Public Works Maintenance Facility.
 - Senior Citizens Center.
 - Health Department.
 - County Administration Building.
 - three Fire/EMS stations.
 - historic courthouse renovations.
 - four field softball complex and numerous neighborhood parks.
- Implemented an aggressive road paving and resurfacing program using county SPLOST and state funds. Paved in excess of 60 miles of new and existing roads. This program included road design, right-of-way acquisition, condemnations, environmental assessments, wetland mitigation, and utility infrastructure installation including water, wastewater, and storm water improvements.
- Redesigned the employee health insurance plan from a traditional 80/20 plan to a modern PPO plan and redesigned the employee retirement plan from a traditional defined benefit plan to a modern and portable defined contribution plan to reduce cost and to increase employee participation.
- Managed over \$11M in various competitive federal and state grants including CDBGs, FEMA hazard mitigation grants, Georgia Greenspace Program grants, Land & Water Conservation Fund grants, and historic preservation grants that resulted in clean audits at the conclusion of the grant program.
- Created a Local Area Network (LAN) that linked all county buildings together with fiber optic cable to provide file and print sharing through a Windows NT environment, standardized all computer hardware and software purchases, developed a county web site, and provided only department directors with web browsers and all employees with e-mail through a permanent T1 connection.
- Prepared a Fire Insurance Rating Reduction Study which resulted in a reduction from an ISO Class 9 to a Class 6 (typical homeowner saved approximately 30% in annual fire insurance premiums), prepared a service delivery strategy plan delineating the service delivery responsibilities of the county and each city within the county to avoid duplication of services, prepared a green space protection plan, had developed a county-wide storm water management plan, and prepared two SPLOST strategic plans and a liquor-by-the-drink plan which resulted in successful referendum votes.
- Recruited new businesses to the county including a Wal-Mart Super Center and other major retailers using various incentives that resulted in additional sales tax and property tax revenue as well as employment opportunities.

RANDALL DOWLING

PROFESSIONAL EXPERIENCE

County Manager, Berrien County, Georgia, December 1993 to March 1996. 16,000 population, \$6M all fund annual budget, three member Board of Commissioners, five department directors, four incorporated cities, 85 full-time employees, 458 square miles, 15% population growth rate from 1990 to 2000.

Typical duties include:

- ☐ Same as Barrow County, Georgia

Selected accomplishments include:

- ☐ Developed a ten year master plan of needed capital facilities including a Public Works Maintenance Facility, EMS Facility, Fire Station, and an Agricultural Center at one location in a campus type environment. Most facilities have been completed.
- ☐ Redesigned the employee health insurance plan from a traditional 80/20 plan to a PPO plan to reduce cost and increase employee participation. Added a dental plan in place of the savings.
- ☐ Increased EMS revenue by 100% through aggressive collections. EMS revenue covered 75% of EMS expenditures.

Assistant to County Administrator, Indian River County, Florida, January 1990 to December 1993. 100,000 population, \$140M all fund annual budget, five member Board of Commissioners, five incorporated cities, 700 full-time employees, full-service coastal county.

- ☐ Assisted the County Administrator in day-to-day county operations and acted as County Administrator during his absence.
- ☐ Wrote and administered various federal and state grants.
- ☐ Assisted with the annual budget preparation.

Assistant to City Manager, City of Homestead, Florida, November 1987 to January 1990. 25,000 population, \$36M all fund annual budget, seven member City Council, 350 full-time employees, full-service city including an electric utility. Suburb of Miami.

- ☐ Assisted the City Manager with day-to-day city operations.
- ☐ Prepared the annual budget.
- ☐ Supervised the City Clerk's Office and Building Maintenance Department.

Intern, City Manager's Office, City of Rockwall, Texas, October 1986 to July 1987. 10,000 population, \$5M all fund annual budget, seven member City Council, 80 full-time employees. Interned while attending graduate school. Suburb of Dallas.

- ☐ Assisted the City Manager with day-to-day city operations.
- ☐ Prepared a fire insurance rating reduction study that resulted in an improved rating and lower fire insurance premiums for city residents.

RANDALL DOWLING

EDUCATION

Master of Public Administration, University of North Texas, Denton, Texas. Graduated August 1987. Specialized curriculum in city management. Recipient of the Hatton W. Sumner Academic Scholarship. GPA 3.5/4.0

Bachelor of Science in Public Administration, University of Arkansas, Fayetteville, Arkansas. Graduated May 1985. Extensive study of business, government, and economics. GPA 3.07/4.0

PROFESSIONAL ASSOCIATIONS

- ❑ Member, International City/County Management Association (ICMA) since 1987.
- ❑ Member, Georgia City/County Management Association (GCCMA) since 1994.
- ❑ Member, Georgia Association of County Managers & Administrators (GACMA) since 1994, Secretary/Treasurer (2008-09), Vice President (2009-10), and President (2010-11).

COMMUNITY ACTIVITIES

- ❑ Board of Directors, Gordon County Chamber of Commerce, 2002-2007.
- ❑ Member, Gordon County Chamber of Commerce Community Development Committee, 2002-2013. Chairman of the committee 2004-2006.
- ❑ Graduate of Leadership Calhoun/Gordon County in 2003.
- ❑ Certified County Official from the Association County Commissioners of Georgia (ACCG).

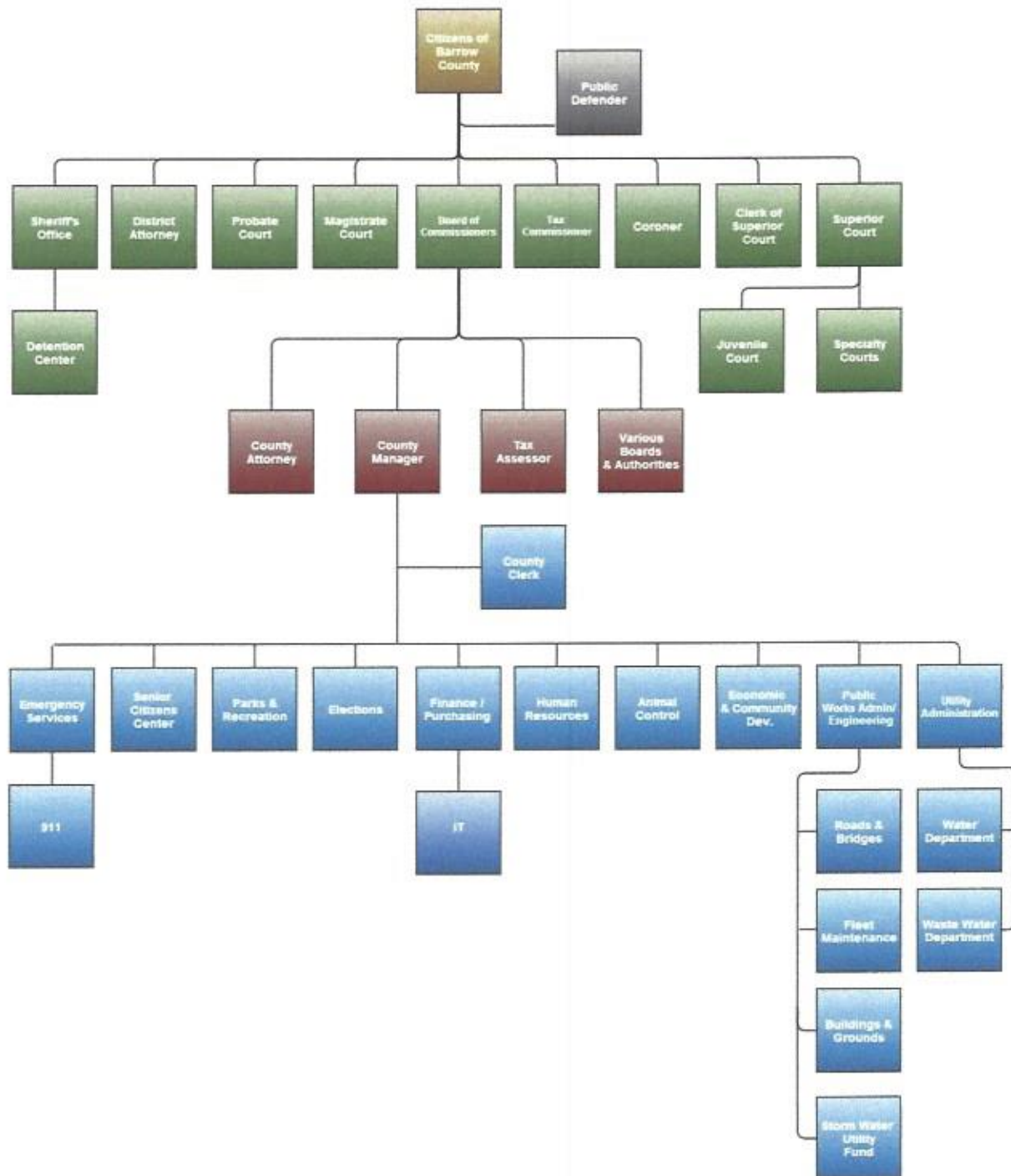
TEACHING EXPERIENCE

- ❑ Adjunct Instructor, Darton College, Albany, Georgia, January 2000 to May 2002. Taught evening classes in Public Administration and American Government. Consistently received high evaluations from the students.

PRESENTATIONS & PUBLICATIONS

- ❑ Developed and distributed an electronic survey of all Georgia county managers to determine their personal and professional characteristics during my tenure as President of GACMA in 2011. Survey had a 76% response rate. A presentation of the results was given during the 2011 GACMA annual conference and an article was published in the Nov./Dec. 2011 issue of Georgia County Government Magazine.
- ❑ Prepared a presentation regarding Gordon County, Georgia's IRS employment tax audit experience and delivered it during the 2011 GCCMA annual conference and at the February 2013 meeting of the Chattanooga, TN Chapter of the Association of Government Accountants.
- ❑ Wrote a short article for Public Management magazine (Sept. 2012 issue) regarding how local government managers maintain control and balance of their daily life.

BARROW COUNTY, GEORGIA ORGANIZATION





The Mercer Group, Inc.

PORT ORANGE, FLORIDA

CITY MANAGER

June 9, 2015

Summary

James D. Drumm

- **Master of Public Administration; Bachelor of Public Administration**
- **ICMA; FCCMA**
- **City Manager, Zephyrhills, FL; City Manager, High Springs, FL**
- **Salary: \$97,500**
- **Internet Research**
- Drumm accepted \$54k severance offer in April 2014 as Zephyrhills City Manager. Drumm believed it was because the council wanted to bring back Spina to City Hall.
 - <http://www.tampabay.com/news/localgovernment/zephyrhills-city-manager-accepts-severance-offer/2176959>
- Drumm was fired as High Spring City Manager in September 2010 due to potential lack of control over the budget.
 - <http://www.gainesville.com/article/20100928/articles/100929508>
- Most articles reference Drumm being fired or resigning from his previous positions.
 - <http://www.gainesville.com/article/20101025/ARTICLES/101029673>
- Various other neutral articles about his city management positions with High Springs, Zephyrhills.

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr.

Senior Vice President

Seminole, Florida 33777-1150

727-214-8673

WDHiggin@mercergroupinc.com

www.mercergroupincflorida.com



The Mercer Group, Inc.

APPLICATION

LETTER OF INTEREST

&

RESUME

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

EMPLOYMENT APPLICATION



CITY OF PORT ORANGE
 1000 City Center Circle
 Port Orange, Florida 32129
 386.506.5560
<http://www.port-orange.org>

Drumm, James David
2015-26 CITY MANAGER

Received: 5/29/15 2:40 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 2015-26
NAME: (Last, First, Middle) Drumm, James David		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) 37309 Fountain Road, Zephyrhills, Florida 33542		
HOME PHONE: 352-226-6533	ALTERNATE PHONE:	EMAIL ADDRESS: jdrumm825@aol.com
DRIVER'S LICENSE: ☐ Yes ☐ No	DRIVER'S LICENSE: State: FL Number: D50-444-62-305-0	LEGAL RIGHT TO WORK IN THE UNITED STATES? ☐ Yes ☐ No

PREFERENCES

PREFERRED SALARY:	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Weekends, On Call (as needed)	
OBJECTIVE: To gain appointment to a senior management local government position.	

EDUCATION

DATES: From: 1/1986 To: 5/1988	SCHOOL NAME: University of South Florida	
LOCATION:(City, State) Tampa, Florida	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Master's
MAJOR: Public Administration		UNITS COMPLETED:
DATES: From: 6/1981 To: 6/1985	SCHOOL NAME: University of Florida	
LOCATION:(City, State) Gainesville, Florida	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Political Science/Public Administration		UNITS COMPLETED:

WORK EXPERIENCE

DATES: From: 5/2011 To: 4/2014	EMPLOYER: City of Zephyrhills	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip Code) 5335 8th Street, Zephyrhills, Florida 33542		COMPANY URL:
PHONE NUMBER: 813-780-0009	SUPERVISOR: City Council	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 55	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED: 165

DUTIES:
 Management of all City departments, including 165 employees. Budget preparation (\$60 Million), capital project planning and management. Writing grants and managing grant projects. Managed capital construction projects. Analyzed operations for efficiency and made operational improvements to save funds in economic challenging times. Human resource management and labor negotiations. Much work was done on economic development policies and projects.

REASON FOR LEAVING:

The retired city manager of 16 years (24 years with the City), having lost his teaching position at a local University, actively politically sought, with City Council members, a contract as city manager at the end of my first 3 year contract. Upon learning of his intentions and the divisive controversy this was causing with staff and the city council, I withdrew from seeking a renewal and resigned my position with the City within days of the contracts expiration. He was appointed city manager the following week. City Council provided severance and this was an amicable separation.

DATES: From: 3/2004 To: 12/2010	EMPLOYER: City of High Springs	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip Code) 110 N.W. 1st Avenue, High Springs, Florida 32643		COMPANY URL:
PHONE NUMBER: 386-454-1416	SUPERVISOR: City Commission	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 60	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED: 75

DUTIES:

Management of all City departments, including 75 employees. Budget preparation, capital project planning and management. Writing grants and managing grant projects. Managed the grants and construction of the City's first ever sewer system in the built out City and the expansion for growth. Designed Park improvements and managed development. Facilitated citizen input through newly created citizen advisory boards and use of the subject specific task force. Served on County-wide Planning and Visioning Committee.

REASON FOR LEAVING:

Resigned. Political and philosophical shift of City Commission majority, due to new members. Commission began 30 day process to end contract for "No Cause".

DATES: From: 3/2002 To: 2/2004	EMPLOYER: Jim Drumm Management and Planning Consulting (self employed)	POSITION TITLE: Owner/Consultant
ADDRESS: (Street, City, State, Zip Code) 475 East. Haines Blvd., Lake Alfred, Florida 33850		COMPANY URL:
PHONE NUMBER:	SUPERVISOR: Clients-local governments	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 50	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED:

DUTIES:

Conducted management studies; conducted personnel management policy analysis and development; reviewed codes and prepared ordinances for planning, zoning, and general code revisions; served as the contract City Planner for two communities, and served as an interim Assistant Town Manager. Also served as an interim Code Enforcement Officer (7 Months). Completed grant applications. Presented issues before City Commissions, Town Councils, and the Polk County Commission.

REASON FOR LEAVING:

to accept the position of City Manager of High Springs, FL

DATES: From: 5/1994 To: 12/2001	EMPLOYER: City of Lake Alfred	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip Code) 120 E Pomelo Street, Lake Alfred, Florida 33850		COMPANY URL:
PHONE NUMBER: 863-291-5270	SUPERVISOR: City Commission	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 55	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED:

DUTIES:

Management of all City departments, including 75 employees. Budget preparation, capital project planning and management. Writing grants and managing grant projects. Designed Park improvements and managed development. Facilitated citizen input through newly created citizen advisory boards and use of the subject specific task force. Served also as the City's planner. Served on the MPO TAC. Served as the founding Polk County Library Cooperative Governing Board Chairman (four years), uniting 13 municipal libraries and two county libraries into one system.

REASON FOR LEAVING:

Political shift of the City Commission after an election from pro-growth to anti-growth

DATES: From: 8/1989 To: 4/1994	EMPLOYER: City of Auburndale	POSITION TITLE: Assistant City Manager
ADDRESS: (Street, City, State, Zip Code) P.O. Box 186, Auburndale, Florida 33823		COMPANY URL:
PHONE NUMBER: 863-965-5500	SUPERVISOR: Robert Green - City Manager	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED: 185

DUTIES:

Assisted in the management of all City Departments, including 180 employees. Assisted with Budget preparation and management. Conducted grant writing and grant management. Supervised capital construction projects (ie parks, roads, drainage, historic preservation). Served as purchasing agent and personnel director. Also served as primary staff to the CRA. Served on the MPO TAC. Resolved public inquiries and complaints.

REASON FOR LEAVING:

to accept a position as City Manager of Lake Alfred, FL

DATES: From: 12/1988 To: 8/1989	EMPLOYER: Hernando County BOCC	POSITION TITLE: Management Analyst
ADDRESS: (Street, City, State, Zip Code) 10 N. Brooksville Avenue, Brooksville, Florida 34601		COMPANY URL:

PHONE NUMBER: 352-754-4000	SUPERVISOR: Charles Hetrick/ Mike Herr - County Manager/Dep. County Mgr.	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED:
DUTIES: Conducted organizational analysis and development studies. Established department goals and performance criteria. Facilitated and trained the Management Quality Circle Program (participatory management). Assisted Department Directors with budget preparation. Served as staff to citizen advisory boards and the fire service task force (for county-wide fire service consolidation). Made presentations to the County Commission and senior management staff.		
REASON FOR LEAVING: accepted a management position with the City of Auburndale, FL		
DATES: From: 4/1988 To: 9/1988	EMPLOYER: Southwest Florida Water Management Agency	POSITION TITLE: Personnel Specialist
ADDRESS: (Street, City, State, Zip Code) 2379 Broad St., Brooksville, Florida 34601		COMPANY URL:
PHONE NUMBER: 352-796-7211	SUPERVISOR: Curtis Diggs - Personnel Manager	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED:
DUTIES: conducted position audits, created job descriptions, salary surveys, and general HR duties.		
REASON FOR LEAVING: Contract temporary position. Funding ended.		

CERTIFICATES AND LICENSES	
TYPE: ICMA-Credentialed Manager	
LICENSE NUMBER:	ISSUING AGENCY:
Skills Nothing Entered For This Section	

ADDITIONAL INFORMATION
Honors & Awards 2009 ICMA Sustainability Award, Cities under 10,000. 2009 FCCMA Sustainability Award 1999 "Man of the Year", Lake Alfred Chamber of Commerce. 1993 "Executive Director's Award", Auburndale Chamber of Commerce

REFERENCES		
REFERENCE TYPE: Professional	NAME: Kenneth Compton	POSITION: City Councilman (City of Zephyrhills), also Asst. State Attorney
ADDRESS: (Street, City, State, Zip Code) 5335 8th St, Zephyrhills, Florida 33542		
EMAIL ADDRESS:		PHONE NUMBER: 813-713-1850
REFERENCE TYPE: Professional	NAME: Robert Green	POSITION: City Manager
ADDRESS: (Street, City, State, Zip Code) P.O. Box 186, Auburndale, Florida 33823		
EMAIL ADDRESS:		PHONE NUMBER: 863-965-5500
REFERENCE TYPE: Professional	NAME: James Gabriel	POSITION: Former Mayor(City of High Springs) Business owner
ADDRESS: (Street, City, State, Zip Code) 215 S. Main Street, High Springs, Florida 32643		
EMAIL ADDRESS:		PHONE NUMBER: 386-588-4029

May 29, 2015

Honorable Mayor and City Council
City of Port Orange
C/O Mr. W.D Higgenbotham Jr.
Sr. Vice President
The Mercer Group Inc.

Dear Mayor Green and members of the City Council:

I submit my resume for the position of City Manager. I have over 20 years of public management experience in Florida, with the majority of this time as a City Manager. I am a "hands on" manager, however I do not micromanage. I do work with the Mayor, City Council, department directors and management staff as a team. We set goals, measure success and achieve results. I have a great understanding of Florida municipal law and the many varied aspects of municipal government, from record archiving, public finance, budgeting, purchasing, community planning, to excelling in program delivery in crucial areas such as emergency services and the public works capital projects. I am available to the citizens, staff, and elected officials and can develop and maintain effective relationships with local and state officials to ensure that City priorities are addressed.

I most recently served as City Manager of Zephyrhills, Florida, in the north Tampa Bay area. I managed 165 employees and a Budget just over \$60 Million. The population is 14,800 people, which swells in winter to approximately 29,000. Zephyrhills is experiencing growth also in our permanent population due to the City of Tampa rapidly moving outward with development. The State indicated that Zephyrhills was ranked 23 of the top 100 cities in growth in 2014. We have been very active in planning for this growth and in constructing major capital improvements to advance our City. In Zephyrhills our goal is to grow, redevelop older neighborhoods in our community, and to protect our history and small town atmosphere. Zephyrhills is a full service City with police, fire, finance, human resources, water, wastewater, stormwater, streets, parks and recreation, cemetery, sanitation, fleet, planning, economic development, building, information technology, airport, golf course, industrial park, library and two museums.

I previously served six and one half years as City Manager of High Springs, Florida. High Springs is a vibrant eco-tourism community located just northwest of Gainesville in Alachua County. It's historic downtown is known for its arts and craft shops and antique stores. The City has full municipal services. These services I managed included police, fire, finance, state license plates (tax collection), water, wastewater, stormwater, streets, farmer's market, parks and recreation, cemetery, sanitation (contracted), planning, development and codes. I managed 69 employees and the Budget was just over \$19 Million. High Springs is 22 square miles in size and currently has 5,500 residents. In High Springs, our goal was to protect the natural and historic resources of the City (and surrounding areas) while promoting tourism, sustainability and planned growth.

I also previously served seven and one half years as City Manager of Lake Alfred, Florida. Lake Alfred is a full service city located along Interstate Highway 4 just west of Kissimmee in Polk County. Services I managed in that city included police, fire, finance, water, wastewater, stormwater, streets, parks and recreation, public beach, cemeteries, sanitation, central garage, planning, building and zoning

and the library. I managed 72 employees and my Budget was \$7 Million. The City of Lake Alfred has approximately 5,000 residents in the city limits and 2,200 within a utility service area outside the city.

I previously served as the Assistant City Manager in Auburndale, Florida, which is also in Polk County and is approximately 13,000 in population with an additional 8,000 living in the utility service area outside the city. Auburndale also is a full service city with the same functions as High Springs and Lake Alfred. In Auburndale, I assisted in the management of 170 employees and a Budget that ranged from \$12-21 Million.

I have been successful in my career with grants, which have involved road construction, drainage, sidewalks, historic preservation, Main Street Program (Downtown Redevelopment), recreation facilities, park development, beach restoration (lake), sustainability planning/implementation, farmer's market expansion, urban forestry, drainage improvements, water line extensions, sewer line extensions, fire station renovations, law enforcement programs, computers, fire equipment, housing improvements, low income rental assistance, and other community improvements.

I have been active with community and intergovernmental relations, as my resume describes. I have served on multi-jurisdictional boards and committees representing my City. I have been actively involved with the Chamber of Commerce and local economic development agencies. I have been successful in working to maintain and recruit businesses in my communities.

While serving as a City Manager, I have always had active citizen participation. I worked with committees and the elected officials as a consensus builder in addressing community concerns and in developing and prioritizing the goals and objectives for the City. Many of these goals were accomplished, such as downtown streetscaping, City Hall restoration, utility construction/extensions, creation of community gardens, Community Center expansion and new park development to name just a few. I also encouraged the creation of temporary task forces and the creation of new citizen advisory committees to encourage public input. One of these was the Mayor's Youth Council to encourage our high school students to get involved in their community at a young age.

I am confident that with my advanced education, work experience, commitment to public service, and strong work ethic that I can handle the challenge of being your City Manager.

I have visited Port Orange and Volusia County many times. My family would be happy to relocate. I would be pleased to discuss my interest in the City Manager position and my qualifications further either by telephone or in person. I am available by telephone at 352-226-6533. I thank you in advance for consideration of my application.

Sincerely,

James D. Drumm

James D. Drumm

**P.O. Box 1377
Zephyrhills, Florida 33539
(352) 226-6533
jdrumm825@aol.com**

CAREER SUMMARY

I have over 20 years of professional municipal management experience in full service cities. I have been successful in budgeting; financial management; grant writing; capital project management; policy development; inter-governmental relations; emergency and disaster response; media relations; visioning; community planning; economic development; downtown redevelopment; developing public works and utilities infrastructure; collective bargaining; developing and mentoring city staff to their potential; and working with dedicated staff members to provide quality services to the citizens we serve.

WORK EXPERIENCE

May 2011-April 2014

City of Zephyrhills, Florida

City Manager

- Management over the operation and employees of all 11 City departments with services including: police, fire, finance, human resources, water, wastewater, stormwater, streets, parks and recreation, cemetery, sanitation, fleet, planning, economic development, building, code enforcement, general aviation airport, golf course, industrial park, library and two museums.
- Preparation and management of the annual budget (\$60 Million)
- Planned and managed capital construction projects
- Supervised and participated in long/short range community planning : historic preservation, downtown re-development, economic development, industrial corridor, and airport expansion
- Prepared and presented agenda items and recommended legislation to the City Council
- Represented the City at meetings with Federal, State and County officials
- Writing and managing grant funded projects and community programs
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a cohesive management team of professionals so to address improving and maintaining quality services while facing budget shortfalls due to the "Great Recession"
- Work involved many interactions with elected officials, Federal State, and County Agencies, City Boards, state/regional municipal leagues, non-profit organizations, civic groups, engineers, planners, developers and the general public
- Negotiated Collective Bargaining agreements
- Managed the Community Redevelopment Agency (CRA)

March 2004-October 2010

City of High Springs, Florida

City Manager

- Management over the operation and employees of all City departments with services including: police, fire, finance, state license plates (tax collection), water, wastewater, stormwater, streets, farmer's market, parks and recreation, cemetery, sanitation (contracted), planning, development and codes.
- Preparation and management of the annual budget (\$19 Million)
- Planned and managed capital projects
- Conducted long and short range community planning
- Prepared and presented agenda items and recommended legislation to the City Commission

- Represented the City on intergovernmental boards and at meeting with Federal, State and County officials
- Writing and managing grant projects
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a professional management team to address customer service, operations and emergencies (i.e. Tropical storms, Hurricanes Frances and Jeanne)
- Work involved many interactions with elected officials, City Boards, state/regional municipal leagues, community organizations, engineers, planners, developers and the general public
- Responsibilities included serving as the City Clerk, which involved records management and supervision of municipal elections
- Served as Personnel Director
- Served as Community Redevelopment Agency (CRA) Executive Director.

March 2002- March 2004 Management/Planning Consulting, Lake Alfred, Florida
Management/Planning Consultant

- Conducted management studies
- Reviewed and conducted pay and classification studies
- Conducted personnel policy reviews and updates
- Reviewed and updated codes and policies
- Grant writing
- Supervised and conducted projects in annexation, land use planning and water/sewer utilities operations/expansions, growth management and various municipal management issues
- Served as Interim Assistant Town Manager of Polk City, Florida for 14 months.

May 1994- December 2001 City of Lake Alfred, Florida
City Manager

- Management over the operation and employees of all City departments with services including: police, fire, finance, water, wastewater, stormwater, streets, parks and recreation, cemeteries, sanitation, central garage, planning, building and zoning and the library.
- Preparation and management of the annual Budget (\$7 Million)
- Conducted long and short range community planning
- Recommended and prepared local legislation for the City Commission
- Prepared and presented agenda items
- Represented the City on intergovernmental boards at meetings and with County and State Officials
- Grant writing
- Analyzed codes, organizational policies and operations to improve efficiency and effectiveness of City services
- Interaction with elected officials, City Boards, community organizations, engineers, planners, developers and the general public
- Served as the Personnel Director
- Served as Interim Public Works Director on two separate occasions (nine months)
- Served as interim City Clerk on two separate occasions (ten months), which included the supervision of two municipal elections

August 1989- May 1994 City of Auburndale, Florida
Assistant City Manager

- Assisted in the management over the operations of all City departments (full service City)
- Assisted in the preparation and management of the annual Budget (\$21 Million)
- Managed the City's personnel and purchasing programs
- Conducted and coordinated special projects
- Intergovernmental coordination through serving on boards and committees

- Staff coordinator to the Community Redevelopment Agency (CRA and other appointed municipal boards
- Grant writing
- Represented the City or the City Manager at meetings or conferences
- Acted as City Manager in his absence, to include representing Administration at City Commission meetings
- Analyzed organizational policies and operations so to recommend and implement effective and efficient programs
- Public relations with the press, the business community, as well as addressing public concerns communicated to the City Manager's Office

December 1988-August 1989

Management Analyst

**The Office of the County Manager
Hernando County, Brooksville, Florida**

- Organizational analysis and development
- Conducted studies involving County procedures, policies and operations
- Analyzed data, determined results and made recommendations for improved operations
- Analyzed workflow, job duties and reporting relationships in order to improve operations and accountability
- Worked with County Commissions appointed citizen task force
- Reviewed department manager's proposed budgets and presentations
- Organized and facilitated Quality Circle Teams and created job classifications and descriptions

April- September 1988

Personnel Specialist

**Southwest Florida Water Management District
Brooksville, Florida**

- Conducted position audits and developed job descriptions
- Analyzed benefits and salary survey data and provided recommendations to the Human Resources Director
- Water Management District comprised of 16 counties

May- July 1987

Personnel Analyst/Intern

City of Gulfport, Florida

- Analyzed departmental functions
- Recommended consolidations of positions and departments
- Conducted position classification studies
- Developed job descriptions for all municipal positions
- Analyzed salary survey materials
- Created employee education programs
- Conducting various personnel research projects

EDUCATION

1986-1988

University of South Florida, Tampa, Florida

- Master of Public Administration
Concentration-Public Management

1981-1985

University of Florida, Gainesville, Florida

- Bachelor of Arts
Major-Political Science, Concentration-Public Administration

CREDENTIAL PROGRAM

- Credentialed City Manager-International City/County Management Association (ICMA)
Washington, District of Columbia, June 2005-present

PROFESSIONAL ACTIVITIES

- International City/County Management Association (ICMA)
- City Manager-Mentor: ICMA-Student Chapter-University of South Florida, Tampa, Florida
- Florida City and County Management Association, Past Board of Directors
- Florida Public Human Resources Association
- Florida Redevelopment Association
- Polk County City Management Association (past member)

INTERGOVERNMENTAL BOARDS

- East Pasco County Water Coalition, Board Member
- Florida Department of Transportation, Transportation Planning Organization
Technical Advisory Committee, past member
- Alachua County BOCC-Countywide Visioning and Planning Committee
- Ridge League of Cities, past Board member
- Polk County Library Cooperative (13 municipal libraries and two county libraries),
Governing Board-Past Chairman, Past Budget and Finance Committee-Chairman
- Central Florida Development Council, Past Board of Directors
- Florida League of Cities, Transportation and Urban Administration Committee, past Member
and past Vice Chairman
- Southwest Florida Water Management District, Surface Water Improvement
Management Committee for the Winter Haven Chain of Lakes, Past Member

COMMUNITY SERVICE

- Zephyrhills Rotary Club, Honorary Member
- High Springs Rotary Club, Past Board of Directors/Past President
- Auburndale Rotary Club, Past Board of Directors/Past President
- High Springs Chamber of Commerce, Past Board of Directors/Economic Development Chair
- Lake Alfred Chamber of Commerce, Past Board of Directors/Past President
- Auburndale Chamber of Commerce, Past Board of Directors
- Zephyrhills Economic Development Coalition, Steering Committee Member
- High Springs Main Street Organization, Economic Re-structuring Committee, Past Member
- Auburndale Main Street Redevelopment Association, Past Board of Directors, Past
Secretary/Treasurer
- Lake Alfred Elementary School Advisory Council, Past Member
- East Polk County Committee of 100, Past Member

AWARDS

- **Program of Excellence Award for Community Sustainability**, ICMA 2009
- **Community Sustainability Award**, Florida City/County Management Association, 2009
- **Man of the Year**, Lake Alfred Chamber of Commerce, 1997
- **Executive Directors Award**, Auburndale Chamber of Commerce, 1993

REFERENCES

- Kenneth Compton, City Councilman (also Assistant State Attorney)
City of Zephyrhills
5335 8th Street
Zephyrhills, FL 33542
(813) 713-1950
- Jodi Wilkeson, Former City Council President (also Architect)
City of Zephyrhills
5335 8th Street
Zephyrhills, FL 33542
(813) 997-7194
- James M. Gabriel, Former Mayor/Formal City Commissioner
215 S. Main Street
High Springs, FL 32643
(386) 588-4029
- James Pendland, City Attorney-retired
215 NW 7th St.
High Springs, FL 32643
(352) 672-3586
- Albertus Maultsby, City Commissioner
City of Lake Alfred
845 Lake Swoope Drive
Lake Alfred, FL 33850
(863) 956-1856
- Robert R. Green, City Manager
City of Auburndale
P.O. Box 186
Auburndale, FL 33823
(863) 965-5500
- Vonnie Mikkelsen, Executive Director
Zephyrhills Chamber of Commerce
38550 5th Avenue
Zephyrhills, Florida 33542
(813) 782-1913
- Lucie Regensdorf, Bed and Breakfast Owner, Attorney
420 N.W. 1st Avenue
High Springs, FL 32643
(386) 454-2206
- Heather Clarich, Banker/Formal Pres. Chamber of Commerce
320 N.W. 9th Street
High Springs, FL 32643
(352) 281-1446
- John Hagen, President
Pasco Economic Development Council
16506 Pointe Village Drive, Suite 101
Lutz, FL 33558
(813) 926-0827
- Randall H. Reid, Southeast Regional Director (former Alachua County-County Manager)
ICMA
777 North Capitol Street NE, Suite 500
Washington, DC 20002
(202) 962-3502



The Mercer Group, Inc.

PORT ORANGE, FLORIDA

CITY MANAGER

June 9, 2015

Summary

Sylvia Glazer

- **Bachelor of Science in Organization Management**
- **Public Works Director, Hollywood, FL; Public Works Director, Redondo Beach, CA**
- **Salary: \$140,000**
- **Internet Research**
- Glazer mentioned a few various times in reference to her position in Public Works for the City of Hollywood, FL.
 - http://hollywoodfl.granicus.com/DocumentViewer.php?file=hollywoodfl_046a91262468c4166a7006ffb2dda6f1.pdf&view=1
 - <http://www.hollywoodfl.org/directory.aspx?EID=113>
- Glazer is referenced in many neutral articles/websites with her position with City of Hollywood meetings.
- Little else about this candidate.

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr.

Senior Vice President

Seminole, Florida 33777-1150

727-214-8673

WDHiggin@mercergroupinc.com

www.mercergroupincflorida.com



The Mercer Group, Inc.

APPLICATION

LETTER OF INTEREST

&

RESUME

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

EMPLOYMENT APPLICATION



CITY OF PORT ORANGE
 1000 City Center Circle
 Port Orange, Florida 32129
 386.506.5560
<http://www.port-orange.org>

Glazer, Sylvia V
2015-26 CITY MANAGER

Received: 5/24/15 3:11 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 2015-26
NAME: (Last, First, Middle) Glazer, Sylvia V		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) 2301 S. Ocean Drive, Unit 1601, Hollywood, Florida 33019		
HOME PHONE: (954) 299-5983	ALTERNATE PHONE: (951) 741-4761	EMAIL ADDRESS: glazer.sylvia@gmail.com
DRIVER'S LICENSE: ☐ Yes ☐ No	DRIVER'S LICENSE: State: FL Number: G426798539520	LEGAL RIGHT TO WORK IN THE UNITED STATES? ☐ Yes ☐ No

PREFERENCES

PREFERRED SALARY:	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening	
OBJECTIVE: To obtain a position as a City Manager	

EDUCATION

DATES: From: 3/1973 To: 6/1976	SCHOOL NAME: Rio Hondo College	
LOCATION:(City, State) Whittier, California	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Associate's
MAJOR: Public Administration/Administration of Justice		UNITS COMPLETED:
DATES: From: To:	SCHOOL NAME: Azusa Pacific University	
LOCATION:(City, State) Azusa, California	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Org. Leadership/Applied Management		UNITS COMPLETED:

WORK EXPERIENCE

DATES: From: 6/2012 To: Present	EMPLOYER: City of Hollywood, Florida	POSITION TITLE: Public Works and Engineering Director
ADDRESS: (Street, City, State, Zip Code) 1600 S. Park Rd., Hollywood, Florida 33022-9045		COMPANY URL: www.hollywoodfl.org
PHONE NUMBER: (954) 967-4526	SUPERVISOR: Wazir Ishmael - City Manager Note: Only few months Prior City Mgr Cathy Swanson Rivenbark at City of Coral Gables	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$11,800.00/month	# OF EMPLOYEES SUPERVISED: 122

DUTIES:

In the full service City of Hollywood, Florida (Pop. 147,000), I manage the City's Public Works and Engineering Department consisting of 122 full time staff and several Divisions including; Engineering, Architectural Design, and Transportation; Environmental Services and Solid Waste; Beach and Boardwalk Maintenance; Fleet; Buildings and Facilities; Grounds, Park Maintenance and Urban Forestry; Streets, Sidewalks, and Streetlights; Volunteer Services, and Administration.

I have been able with my excellent staff's assistance to obtain over \$50 million dollars in grant funding for streetscape, roadway and transit improvements in the past year from the Broward MPO, FDOT, and the Federal Government. I am in the process of applying for over \$20 million dollars more in grants.

I reorganized the Public Works and Engineering Dept. to create efficiencies, save costs, provide better customer service and in order to

create multi-disciplined engineering and design/construction teams that worked more closely with other Departments, outside agencies, and the community as a whole in order to accomplish more quality projects, stimulate economic development, establish intermodal transit improvements, and develop a multi year Capital Improvement Program.

I am a member of the City's Emergency Operations Executive Team and oversee crews that respond to disasters and emergencies such as hurricanes, flooding, sinkholes, storms, unsafe structures, disaster recovery, etc.

I work closely with the City Manager, Assistant City Manager, Mayor and Commission, other Departments, outside agencies, the business community, residents and tourists in order to provide quality public works services to the community.

I successfully developed the contract specifications and agreements for the City's multi year solid waste, recycling and green waste disposal contracts and implemented same, which have resulted in substantial cost savings to the City.

REASON FOR LEAVING:

To further my career goals.

DATES: From: 11/2000 To: 3/2010	EMPLOYER: City of Redondo Beach	POSITION TITLE: Director of Public Works
ADDRESS: (Street, City, State, Zip Code) 531 N. Gertruda Avenue, Redondo Beach, California 90277		COMPANY URL: redondo.org
PHONE NUMBER: (310) 372-1171	SUPERVISOR: William Workman - City Manager	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$12,900.00/month	# OF EMPLOYEES SUPERVISED: 105

DUTIES:

I managed a Public Works Department consisting of a \$20.7 million dollar operating budget, two internal service funds, a \$43 million dollar solid waste contract, street lighting and landscaping funds, and \$5-\$10 million dollars in various capital improvements annually. I oversaw 8 Divisions including: Streets and Sidewalks; Pier and Harbor Maintenance; Parks Maintenance; Sewers and Stormwater Maint; Fleet; Solid Waste and Recycling; Buildings; and Administration. I developed bid documents, and administered various contracts for construction, maintenance, labor services, solid waste collection, and other services and projects. I obtained, managed and oversaw various grants including local, State, Federal CDBG, construction grants, Energy, EPA, transportation and grants from public utilities such as conservation, energy and water/landscape grants, grants from Air Quality Management District for purchase of alternative fueled vehicles and equipment, etc.

I participated in the development and implementation of the 5 year Strategic Plan. In a high performing environment I worked collaboratively with all City Departments and Department Heads, City Manager, Mayor and City Council, outside agencies, and citizen and business/community groups.

I oversaw personnel issues, staff development, training, conducted performance assessment, hiring and terminations. I obtained millions of dollars in grants and awards for City improvements. I served as a member of the City's Emergency Operations Management Team. I oversaw street construction and streetscape projects, and capital projects some of which won National and State awards. I developed performance measures, goals and objectives, work plans, and program efficiencies.

I managed the Fleet Replacement Fund, the Building Occupancy Fund and Capital Improvements Fund which included facilities management, maintenance, and construction improvements on over 65 city owned buildings & facilities including senior and community centers, libraries, police and fire buildings, park buildings, civic center buildings, teen centers, a historic museum, among other structures.

I implemented computerized enhanced customer service systems.

In addition I managed and developed the City's Solid Waste programs including oversight of the multi-year, \$43 million dollar franchise solid waste collection and disposal agreement, and the City's recycling and materials recovery plan management which included both in-house and outside contract delivery systems.

I managed a department that processed thousands of customer service requests for city services monthly. I fostered team building, excellent relationships and open and transparent communication within the department, with other departments and agencies, the political leadership, the business community, and built strong community and department partnerships. I developed short and long range planning goals and lead effective change management. I provided effective leadership that established trust and respect within the department, with other departments and with the citizens.

I was able to accomplish, through my work efforts and those of my staff, numerous successful projects and programs. I was recognized for these accomplishments by the Mayor and City Council who gave me the Key to the City for my efforts.

REASON FOR LEAVING:

Moved to Florida

DATES: From: 4/1996 To: 11/2000	EMPLOYER: City of Burbank	POSITION TITLE: Assistant Public Works Director/Streets and Sanitation
ADDRESS: (Street, City, State, Zip Code) 275 E. Olive, Burbank, California 91502		COMPANY URL:
PHONE NUMBER: (818) 238-5850	SUPERVISOR: Ora Lampman - Public Works Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$9,000.00/month	# OF EMPLOYEES SUPERVISED: 103

DUTIES:

In a full service City of approximately 100,000+ population I oversaw an \$18 million dollar enterprise and operational public works budget and supervised 103 full time staff and a variety of contract labor and projects. I was responsible for street and sewer maintenance and operations, in-house refuse collection and recycling, management of the City owned landfill and materials recycling facility. I was also in charge of maintenance and improvements in the downtown city core and the multi-modal transit facility. I managed State, Federal and local grants and contracts, and City contracts with outside consultants including engineering services. I also oversaw citywide weed abatement, stormwater pollution prevention, and various environmental projects. I managed thousands of citizen requests for service, complaints, and inquiries. I developed community wide customer service programs and improved services.

REASON FOR LEAVING:

Received Director position at Redondo Beach

DATES: From: 3/1992 To: 4/1996	EMPLOYER: City of Burbank	POSITION TITLE: Administrative Officer
ADDRESS: (Street, City, State, Zip Code) 275 E. Olive, Burbank, California 91502		COMPANY URL:

PHONE NUMBER: (818) 238-5850	SUPERVISOR: Ora Lampman - Public Works Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$7,500.00/month	# OF EMPLOYEES SUPERVISED: 10
DUTIES: I managed a \$40 million dollar Public Works budget including solid waste and wastewater enterprise funds. I developed policies and procedures, staff reports, handled legislative issues and oversight, grant admin., staff training, customer service, citizen complaints and requests, safety training, personnel issues, oversaw the city landfill and recycling facility, and was a member of various committees and commissions including traffic and parking committee. I managed various contracts and grants, purchasing, contract development and bid submittals, contract compliance monitoring and analysis, and handled personnel issues.		
REASON FOR LEAVING: Promoted to Assistant Director		
DATES: From: 3/1988 To: 4/1992	EMPLOYER: City of Moreno Valley	POSITION TITLE: Senior Administrative Analyst
ADDRESS: (Street, City, State, Zip Code) 14177 Frederick Street, Moreno Valley, California 92553		COMPANY URL:
PHONE NUMBER:	SUPERVISOR: Paul Gill - Community Development Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$6,700.00/month	# OF EMPLOYEES SUPERVISED: 6
DUTIES: Established neighborhood improvement programs and plans, developed neighborhood improvement task forces, implemented improvement projects, obtained grant funding for projects and coordinated with Planning, Economic Development, Housing, Code Enforcement, Health Department, Animal Control, Police and others in eliminating public nuisances and blighted conditions, and improving citywide neighborhoods. I developed and managed various contracts and oversaw federal, state and local grants. I developed new ordinances, programs and procedures for neighborhood improvement, oversaw department budget, resolved zoning issues and complaints, served on the building permit streamlining committee, and on the cultural restoration committee. I handled personnel issues and staff training, purchasing, staff report writing, legislative analysis and program evaluation & recommendations.		
REASON FOR LEAVING: Received higher position at the City of Burbank		

CERTIFICATES AND LICENSES
Nothing Entered For This Section

Skills
OFFICE SKILLS: Typing:65 Data Entry:0
OTHER SKILLS:
LANGUAGE(S):

ADDITIONAL INFORMATION
Professional Associations APWA (American Public Works Assn.) Broward Metropolitan Planning Agency-Technical Advisory Committee Emergency Operations Management Team Labor/Management/Union Negotiations Team Redevelopment Committee Economic Development Roundtable-Hollywood Police Chief Problem Solving Committee Solid Waste Association of North America Honors & Awards I received the Mayor's Key to the City Award at Redondo Beach Obtained Helen Putnam League of California Cities Award of Excellence for Solid Waste, Recycling, Disposal & Environmental Education Programs at Burbank, CA Obtained APWA National Award for Artesia Blvd, Improvement Project at Redondo Beach Obtained Broward Metropolitan Planning Organization Award for Traffic Calming & Complete Streets Projects Obtained California Public Utilities Commission Award for Energy Conservation at Redondo Beach Obtained Pier & Harbor Business District Award for Pier Improvements & Maintenance Obtained Riviera Village Business District Business Improvement Award for Streetscape in Riviera & Torrance Blvd Streetscape in Redondo Beach Obtained several Environmental, energy conservation, water conservation, sustainability awards and grants, etc. from the State and Federal govt.

REFERENCES		
REFERENCE TYPE: Professional	NAME: William Workman	POSITION: City Manager (Retired)
ADDRESS: (Street, City, State, Zip Code) Redondo Beach, California 90277		PHONE NUMBER: 310-683-8613
REFERENCE TYPE: Professional	NAME: Bonnie Teaford	POSITION: Public Works Director

Letter of Interest

Sylvia V. Glazer

2301 S. Ocean Drive, Unit 1601, Hollywood, Florida 33019
Phone: Cell (954) 299-5983 Home (951) 741-4761 Work (954) 967-4526
Email: glazer.sylvia@gmail.com (Personal)
sglazer@hollywoodfl.org (Work)

To: City of Port Orange Officials

Regarding: City Manager Position Recruitment for the City of Port Orange, Florida

Dear City of Port Orange Officials;

Please accept my Letter of Interest, Resume and List of References as my submittal for the City Manager position with the City of Port Orange, Florida. I am a highly skilled government Director with over 30 years of wide ranging experience in several areas including; public works and utilities; engineering & capital projects; citywide infrastructure design, planning, and construction; parks, beaches, waterways, harbors and environmental stewardship; solid waste and recycling; transportation, complete streets & traffic engineering; community & economic development; strategic planning; public safety; sewer & storm water; emergency operations; inter-governmental relations; labor relations; facilities, fleet & procurement; community improvement; financial management over varied budgets including; enterprise & general funds, utilities, bond issuances, capital projects, grants, and developing assessment districts.

I have extensive experience in leading high performing departments and teams in providing improved quality of life and infrastructure projects, public services, and resolving issues of community wide concern. I work effectively to partner with elected officials, staff, other departments and agencies to carry out key strategic initiatives while obtaining community participation and consensus. I am skillful in finding creative ways to increase revenue, manage expenses and leverage existing funds and resources. I deliver a variety of complex quality projects on time and within budget. I work extremely well with the business and development community to plan and develop quality commercial and residential projects.

Significant recent accomplishments include obtaining over \$50 million dollars in two years from Federal, State and local agencies for major infrastructure improvements for the City of Hollywood, Florida. Such projects include; complete streets & transportation projects, mobility hubs, bikeway, transit, sidewalk, street lighting, drainage and landscaping improvements. Additionally I have several designs and construction underway or completed recently for two new parks, a new fire station, a new beach maintenance facility, police training facility, parking garage with retail component, and I am the lead on developing a citywide facilities master plan. Additionally, I am currently overseeing the design and construction of a \$9 million dollar "Main Street" Hollywood Blvd. Complete Streets project, as well as the environmental study, economic analysis and development of a closed City owned landfill for development of a mixed use commercial/industrial/public facility project. These projects will assist the City in improving neighborhoods and the quality of life for residents, while providing economic development opportunities, and improving citywide infrastructure.

Presently, I am the Public Works & Engineering Director at the City of Hollywood, Florida, a full service city of 145,000 residents, climbing to over 200,000 residents during the 6 month tourist season. I oversee an operations budget of \$32 million dollars, solid waste contract of over \$50 million dollars, capital projects of over \$60 million dollars, 122 staff and several divisions including; Engineering & Design; Capital Projects; Grants Management & Metropolitan Planning Organization Liaison; Transportation & Traffic Engineering; Streets, Sidewalks & Traffic Signals; Urban Forestry & Parks; Beach & Boardwalk; Fleet; Solid Waste & Environmental Services; Buildings, Facilities & Custodial Services; & Administration.

Prior to my position with the City of Hollywood, FL I was the Director of Public Works for the City of Redondo Beach, California (pop. 66,000) for 10 years. At Redondo Beach I managed several divisions, helped design and construct citywide infrastructure including; a Performing Arts Center, new libraries, several new parks and community centers, sewer & storm water projects, and roadway improvements. I oversaw solid waste programs, fleet and facilities, harbor and pier maintenance, streets & sewer maintenance, parks & urban forestry maintenance, & energy and water conservation programs. At Redondo Beach I personally received the "Mayor's Key to the City Award" for my accomplishments. Prior to Redondo Beach, I was the Assistant Director of Public Works for the City of Burbank, CA (pop. 1 05,000) for 8 years. At Burbank I managed several divisions including; the city owned landfill & materials recycling facility, streets & sewers, storm water projects, refuse collection, & environmental programs.

Prior to my position with the City of Burbank, I was the Senior Management Analyst in the Community Development Dept. at the City of Moreno Valley, CA (pop. 150,000) where I was involved with the One Stop Building Permit Process, plans review, zoning & code enforcement etc. Prior to Moreno Valley, I was a Neighborhood Improvement Coordinator in the City Manager's Office at the City of Santa Ana, CA (pop. 337,000) where I was involved with intergovernmental & community relations along with the development of citywide neighborhood improvement plans & programs.

I am known for having an open, collaborative and innovative team building management style that builds trust and respect within an organization. I am solutions oriented & customer service focused. I am also a strategic thinker & have a keen sense of financial & business acumen. I have a proven track record of achievement & I follow continuous improvement & best management practices. I develop, mentor & motivate staff. I continuously monitor programs to insure successful outcomes. I build effective, positive relationships with staff & peers, outside agencies, the business community, political bodies, as well as the community at large.

Thank you for your consideration.

Sylvia V. Glazer
Public Works & Engineering Director-City of Hollywood, Florida

List of References for Sylvia V. Glazer

William Workman, (Retired City Manager-City of Redondo Beach, California) Phone: 310-683-8613

Steve Aspel-Mayor, City of Redondo Beach, California, 415 Diamond St., Redondo Beach, CA 90277
Phone: 310-372-1171 Ext. 2260 Email: steve.aspel@redondo.org

David Biggs, City Manager-City of Hercules, CA (Prior Asst. City Mgr. @Redondo Beach,CA) Phone: 510-799-8200 Email: dbiggs@ci.hercules.ca.us

Cathy Swanson Rivenbark, City Manager, City of Coral Gables, Florida (Prior City Manager at Hollywood, Florida). Phone: 305-460-5201 Email: cswanson@coralgables.com

Bonnie Teaford, Public Works Director-City of Burbank, CA Phone: 818-238-3915
Email: bteaford@burbankca.gov

Chief Frank Fernandez- Asst. City Manager/Police Chief- City of Hollywood, FL Phone: 954-764-4357

Chuck Ellis, Director of Parks, Recreation, & Cultural Arts-City of Hollywood, FL Phone: 954-921-3404
Email: cellis@hollywoodfl.org

Fire Chief Eric Busenbarrick- City of Hollywood, FL Phone: 954-967-4248 Email:
ebusenbarrick@hollywoodfl.org

Chester Mordasini & Carlos Rubio-Teamsters Local 911 Business Agents-Redondo Beach Teamsters
Employees Reps.- Phone: 562-595-4518 Ext. 105 (Chester) Ext. 109 (Carlos)

Gail Reinfeld, (Retired-Human Resources Director-City of Hollywood, FL) Phone: 954-683-5524

Resume of Sylvia V. Glazer

2301 S. Ocean Drive, Unit 1601

Hollywood, Florida 33019

(954) 299-5983 (Cell) (954) 967-4526 (Wk) (951) 741-4761 (Hm)

Email: glazer.sylvia@gmail.com (personal) sglazer@hollywoodfl.org (work)

Education:

Rio Hondo College, Whittier, CA Associates of Science Degree-1976

Calif. State University at Long Beach 1976-79 Public Admin./Sociology Courses

Azusa Pacific University, CA- Bachelors of Science Degree-Org. Leadership/Applied Management

Work Experience:

June 2012 to Current-City of Hollywood, FL , 1600 S. Park Rd., Hollywood, FL 33022-9045

Phone: (954) 967-4526

Job Title: Public Works & Engineering Director

Salary: \$140,000 annually Supervisor: Wazir Ishmael, City Mgr. (New City Mgr) Cathy Swanson-Rivenbark (prior City Mgr. of Hollywood-now City Manager at City of Coral Gables, FL PH-305-460-5201)

Job Duties: In the City of Hollywood, Florida (Pop. 145,000) I oversee the Public Works and Engineering Department consisting of 122 staff and various contract labor, design and consulting services. I manage several Divisions including: Engineering & Design; Capital Projects; Transportation Planning, Grants Oversight & Traffic Engineering; Solid Waste & Environmental Services; Fleet; Facilities; Parks Maintenance & Urban Forestry; Streets, Street-lighting & Signals; Beach & Boardwalk; and Administration. Additionally, I manage the City's solid waste and recycling franchise contracts, oversee the multi-year capital improvement program, citywide facility planning and construction, and I act as the liaison to the Metropolitan Planning Org. (MPO). I also develop and oversee complete streets projects, conduct development and plans review oversight, develop inter-departmental teams for project implementation in order to improve & maintain citywide infrastructure & facilities, provide economic development & recreational opportunities, and improve the quality of life for the community.

I have implemented cost saving measures to improve customer service and operational performance. I have automated the work order system, developed a new CIP process, implemented new fleet software, and reorganized the Public Works Dept. I have worked with staff to design, fund & develop new parks, a Police training facility, a new fire station, citywide pavement program, new parking garages, fleet replacement program, and several complete streets projects. I have obtained over \$50 million dollars in transportation, complete streets and citywide infrastructure improvement grants. The City is

now well on its way to receive this funding, and coordination and design meetings have begun. I serve on a variety of committees, represent the Department before the Mayor & City Commission, outside agencies, County Commissions, during emergency operations, and before citizen, professional, and business organizations. I am a member of the City's Union negotiation & bargaining committee.

November 2000 to March 2010 City of Redondo Beach, 531 N. Gertruda Ave., Redondo Beach, CA 90277 Phone: (310) 372-1171

Job Title: Public Works Director Salary: \$160,000 annually

Supervisor: William Workman, City Manager

Job Duties: In a full service City of approximately 66,000 residents I managed a Public Works Department consisting of 105 full-time employees and 7-10 part-time employees and a \$20.7 million dollar operating budget including two internal service funds and solid waste, harbor/pier, wastewater enterprise funds. Oversaw Department consisting of 8 divisions including: streets/traffic signal maintenance; building maintenance; sewer & storm drains; parks & medians; pier & harbor maintenance; fleet maint.; solid waste & recycling; and administration. I managed a \$43 million dollar solid waste agreement.

Participated in the development of the Citywide Strategic Plan, 5 Year Capital Improvement Plan, and street lighting/ landscaping district. Developed performance measures, benchmarking and excellent customer service. Utilized my extensive personnel experience including: collective bargaining, union/employee association negotiations, MOU development, job classification studies, etc

I am a proven team leader dedicated to developing staff in a high-performing environment, working collaboratively with other departments, agencies, elected officials, and the community in achieving goals. I excel in strategic and innovative problem solving through team building and accomplishing highly complex projects. I was directly responsible for, or significantly involved in the City winning a number of awards including a State Energy Conservation Award which has saved the City over \$3 million dollars in energy savings; a League of Cities Helen Putnam Award; an APWA award for the Artesia Blvd. improvement project; and a City Beautification Award for the Torrance Blvd. streetscape. I was directly responsible for obtaining several grants including a \$1.2 million dollar State PUC grant that established the South Bay Energy Savings Center.

I acted as a member of the citywide emergency operations team representing Public Works, working closely with the Police & Fire Departments. I am a relationship builder who is comfortable working across all areas of the organization. I am an effective delegator with the demonstrated ability to empower and motivate others and I have the ability to establish credibility and trust skillfully and quickly among all stakeholders. I excel at providing exceptional customer service under challenging economic times. I am an effective communicator, skilled negotiator and consensus builder who is results oriented.

April 1996-November 2000

City of Burbank, 275 E. Olive Avenue, Burbank, CA 91502, Phone: (818) 238-5850

Job Title: Asst. Public Works Director/Street & Sanitation Manager

Salary: \$103,000 annually Supervisor: Ora Lampman, Public Works Director (retired)

Job Duties: I oversaw 103 full time staff and outside contractual services responsible for street and sidewalk maintenance, sewer and storm drain maintenance, in-house refuse and recycling collection, weed abatement, maintenance of the transit center, downtown Burbank Village shopping district and Magnolia Center shopping district. Oversaw landfill operations and materials recycling facility. Responsible for enterprise and operational budgets of \$18 million dollars annually. Worked with various unions including Teamsters on Memorandum of Understanding contracts, grievances, arbitration, negotiations and handled other personnel issues including staff evaluations & development, job classification development, training, discipline, promotion, etc.

March 1992-April 1996

City of Burbank, 275 E. Olive Ave., Burbank, CA 91502 Phone: (818) 238-5850

Job Title: Administrative Officer-Public Works Department

Salary: \$90,000 annually Supervisor: Ora Lampman, Public Works Director (retired)

Job Duties: Development and management of the Public Works Dept. budget including solid waste and wastewater enterprise funds, and internal service funds. Developed policies and procedures, ordinances, legislative oversight, grant admin., staff reports, personnel issues, purchasing, & staff training. Participated on the Traffic Committee. I oversaw the city's landfill, Recycling Facility and recycling programs.

March 1988-April 1992

City of Moreno Valley, 14177 Frederick Street, Moreno Valley CA 92553

Job Title: Senior Administrative Analyst Salary: \$80,000 annually Supervisor: Paul Gill, Community Development Director

Job Duties: Met with neighborhood groups to solve community problems in a culturally diverse community. Served as Chairperson of the Building Permit Streamlining Committee. Served on various committees including Cultural Restoration Committee, Parking & Traffic Issues, developed new programs for the City including Code Enforcement, Neighborhood Improvement, emergency preparedness, parking control, vehicle abatement, & a public nuisance ordinance. I developed dept. budget, resolved zoning issues, developed ordinances, staff training and handled personnel matters.



The Mercer Group, Inc.

PORT ORANGE, FLORIDA CITY MANAGER

June 9, 2015

Summary

Robin R. Hayes

- **Bachelor of Business Administration**
- **ICMA**
- **Management Services Director, Oviedo, FL; Finance Director, Winter Garden, FL**
- **Salary: \$93,500**
- **Internet Research**
- **July 2006 - City of Titusville – Employee of the Month**
- **Various newspaper article mentions – neutral**

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr.
Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com



The Mercer Group, Inc.

**APPLICATION
LETTER OF INTEREST
&
RESUME**

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

EMPLOYMENT APPLICATION



CITY OF PORT ORANGE
 1000 City Center Circle
 Port Orange, Florida 32129
 386.506.5560
<http://www.port-orange.org>

Hayes, Robin R
2015-26 CITY MANAGER

Received: 5/29/15 1:54 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 2015-26
NAME: (Last, First, Middle) Hayes, Robin R		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) 2665 Driftwood Drive, Titusville, Florida 32780		
HOME PHONE: 321-720-1595	ALTERNATE PHONE: 321-383-9918	EMAIL ADDRESS: rhayes312@hotmail.com
DRIVER'S LICENSE: ☐ Yes ☐ No	DRIVER'S LICENSE: State: FL Number: H200-736-65-603-0	LEGAL RIGHT TO WORK IN THE UNITED STATES? ☐ Yes ☐ No

PREFERENCES

PREFERRED SALARY: \$150,000.00 per year	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, On Call (as needed)	
OBJECTIVE: Pursue a career utilizing the skills obtained from education and from working in local government, coupled with a desire to continually grow and improve as a person and as part of a Team.	

EDUCATION

DATES: From: 1/1997 To: 5/1998	SCHOOL NAME: University of Central Florida	
LOCATION: (City, State) Orlando, Florida	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Business Administration	UNITS COMPLETED: 140 - Semester	

WORK EXPERIENCE

DATES: From: 1/2012 To: Present	EMPLOYER: City of Oviedo	POSITION TITLE: Management Services Director
ADDRESS: (Street, City, State, Zip Code) 400 Alexandria Boulevard, Oviedo, Florida 32765		COMPANY URL: cityofoviedo.net
PHONE NUMBER: 407-971-5508	SUPERVISOR: Bryan Cobb - City Manager	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☒ No
HOURS PER WEEK: 50	SALARY: \$7,782.00/month	# OF EMPLOYEES SUPERVISED: 5
DUTIES: Management Services Director for the City, providing leadership and direction to/for all aspects of the annual budget process from the administrative functions through department reviews. Submission to City Management a balanced budget with debt considerations, fund balance appropriations and service level needs, balanced both fiscally and operationally. Responsible for implementing and directing the development of the Five - Ten Year Capital Improvement Program, Performance Measurement Program, Strategic Development and Communication's within the city. Provide guidance, conduct fiscal and programmatic analyses from a city wide perspective and provide alternatives and recommend solutions to the department directors, City Manager, and City Council. Responsible for the management of the communication services offered through the city, assessing the public image and inquiries from the media, responding to the data that is being disbursed to the public, including social media outlets and responses. Social Media outlets include the website, Seminole County Government Broadcasting Station, Facebook, and Twitter. Served as the Acting City Manager during the City Manager's absence since April 2013.		
REASON FOR LEAVING: Aspire to lead an organization and the opportunity at the City of Port Orange would be a great beginning.		
DATES: From: 6/2008 To: 1/2012	EMPLOYER: City of Winter Garden	POSITION TITLE: Finance Director

ADDRESS: (Street, City, State, Zip Code) 300 West Plant Street, Winter Garden , Florida 34787		COMPANY URL:
PHONE NUMBER: 407-656-4111	SUPERVISOR: Mike Bollhoefer - City Manager	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 55	SALARY: \$8,223.00/month	# OF EMPLOYEES SUPERVISED: 11
DUTIES: As Finance Director it was my responsibility to manage the daily and annual functions of a municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department included Payroll, Accounts Payable, General Ledger Accounting, and Fixed Assets. - Reviewed and implemented all Contracts with a financial impact, reviewed and posted request for proposals/qualifications, and approved all purchase orders. - Managed and provided direct oversight of the Construction Improvement Projects and the 5-year CIP plan, balancing revenue and source of funds to the projected expenditures. - Provided to the City Manager and the Governing body recommendation's on policies, budget inquiries, audit concerns (internal and external), debt, investments, and general information regarding financial issues. - Prepared and recommended the city wide budget, reviewed expenditures and variances, and initiated corrective actions required to meet budgetary requirements. - Completed proposal generation, fact-finding, updating, and standards with awareness to the key metrics, including developing the departmental goals and objectives, and city wide goals and objectives. - Determined metrics and generally accepted standards based on ICMA and internal norms. - Focused on complying with all federal, state and local legal requirements, studied existing and new legislation, enforced adherence to requirements, policies and procedures, filing financial reports, and advised management on current and future actions. - Prepared the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures. - Oversight of all interactions with customers in Utility Billing and Collections. - Investigated all billing issues including analysis of each account for its own merit, and achieved a mutual agreement between the City and the customer to resolve the issues and determine a course of action required for resolution by notifying the customer and department of the findings.		
REASON FOR LEAVING: New challenge at the City of Oviedo, establishing a new department and a new management team.		
DATES: From: 9/2002 To: 6/2008	EMPLOYER: City of Titusville	POSITION TITLE: Finance Manager
ADDRESS: (Street, City, State, Zip Code) 555 South Washington Avenue, Titusville, Florida 32796		COMPANY URL:
PHONE NUMBER: 321-383-5731	SUPERVISOR: Robert Erickson - Finance Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 55	SALARY: \$5,292.00/month	# OF EMPLOYEES SUPERVISED: 5
DUTIES: Managed and directed divisions within finance, accounting, budget and purchasing. - Prepared and presented the city annual budget to the Finance Director for review and presentation to the City Manager. - Reviewed departmental budget submittals balancing the departments operating budget to the proposed budget. - Verified debt in regard to the established guidelines. - Compared capital improvement project submittals to prior and current year projects. - Reviewed grant submittals, and purchase orders. Managed the Collections section within the Billing Division, which included reviewing accounts monthly, establishing payment plans with customers, and revising policies/procedures for the plans.		
REASON FOR LEAVING: Accepted the Finance Director Position with the City of Winter Garden, providing additional professional growth.		

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills**OFFICE SKILLS:**Typing:
Data Entry:**OTHER SKILLS:****LANGUAGE(S):**French - ☒ Speak ☒ Read ☐ Write**ADDITIONAL INFORMATION**

Nothing Entered For This Section

REFERENCES**REFERENCE TYPE:**

Professional

NAME:

Andrea Edwards

POSITION:

Community Relations Manager

ADDRESS: (Street, City, State, Zip Code)

455 Fern Meadow Loop, Ocoee, Florida 32761

EMAIL ADDRESS:**PHONE NUMBER:**

407-408-5093

ROBIN R. HAYES

2665 Driftwood Drive Titusville, FL 32780
Cell (321)720-1595 rhayes312@hotmail.com

May 29, 2015

City of Port Orange
1000 City Center Circle
Port Orange, FL 32129

Attention Human Resource Representative:

Please consider the enclosed resume for the City Manager position currently open with the City of Port Orange. As the Management Services Director I am currently charged with the City's Budget, Communications, Strategic Plan, Capital Project Planning, Performance Measures, and serve as the Acting City Manager at his direction. I have worked in the municipal arena for the past 15 years and bring this expertise to the City of Port Orange.

I am a skilled and qualified professional with a background in diverse aspects of executive leadership, budgeting, customer service, strategic planning, financial stewardship, and performance management. My objective is: to pursue a career utilizing the skills obtained from education and from working in local government, coupled with a desire to continually grow and improve as a person and as part of a Team. My resume highlights my professional accomplishments:

- Process and efficiency minded leader, capable of envisioning documentation, training, and implementing new workflows and systems to improve operations.
- Excellent leadership abilities directing teams and initiatives, and an extensive knowledge of municipal government, GAAP, GASB, and GAAFR.
- Extensive knowledge and experience working with Capital Improvement Projects. More than 15 years of Capital Improvement Project experience tracking and administering contracts and change orders that support the Enterprise funds.
- Train employees with an approach that supports the desired skills acquisition needed for customer interface.
- Skilled in streamlining business and financial processes, enhancing productivity levels, introducing process improvements, utility rate studies, and implementing technology solutions.
- Comprehensive background in financial reporting, financial analysis, forecasting, budget management, cash flow management and fixed assets.
- Represented the Community Redevelopment Agency and filed the annual financials with the State of Florida AG Office.
- Solid working relationships with Public Safety and bargaining experience.
- Driving awareness, engagement, and excitement about the budget through strategic planning and discussion forums with the City Council and citizens, keeping transparency in the forefront.

As the City Manager, you will find me to be energetic and innovative. A City Manager who will cultivate a relationship with the City Council, staff and employees, as well as the Community at large, concentrate on consistently achieving the objectives set forth by the legislative branch, and fosters a friendly environment for both employees and customers. Given my track record of success, I believe I can bring a high level of expertise and experience to this position.

The enclosed resume briefly outlines my experience and accomplishments. I would be delighted to meet with you at a mutually convenient time.

Thank you for your time and consideration.

Sincerely,



Robin R. Hayes

ROBIN R. HAYES

2665 Driftwood Drive Titusville, FL 32780
Cell (321) 720-1595 rhayes312@hotmail.com

Highly accomplished and seasoned Business Executive with the ability to manage business operations, customer service, statistical modeling, finance, budgeting, and strategic planning. Skilled in performing within dynamically changing environment requiring focused decision-making. Skilled in streamlining business processes, implementing cost control measures, and enhancing operational efficiency.

AREAS OF EXPERTISE

- Customer Service
- Accounting/Finance
- Strategy Development
- Change Management
- Business Analytics
- Strategic Planning
- Financial Analysis
- Risk Management
- Cost Containment
- Process Improvement
- Budget Management
- Business Development
- Project Management
- Program Management
- Fiscal Management

CITY OF OVIEDO, OVIEDO, Florida (2012 – Present) *Director of Management Services and Director of Communication*

Management Services Director and Communication Director for the City - providing leadership and direction to/for all aspects of the annual budget process, city-wide Communication's, Strategic Development, Performance Measurement Program, and the Ten Year Capital Improvement Program.

Since April 2013 I have served as the Acting City Manager in the City Manager's absence with oversight of 287 full-time employees and city operation's for the nearly 36,000 residents of the City of Oviedo.

Submission of balanced budget with debt considerations, fund balance appropriations and service level needs, balanced both fiscally and operationally.

Responsible for the management of the communication services offered through the city, assessing the public image and inquiries from the media, monitoring data that is being disbursed to the public, including social media outlets and responses. Social Media outlets include the website, Oviedo TV thru Brighthouse Networks, Facebook, and Twitter.

Other areas of oversight include: cutting edge customer analytics in financial services, statistical modeling, and key business plans. Provide guidance, conduct fiscal and programmatic analyses from a city wide perspective and provide alternatives and recommend solutions to the department directors, City Manager, and City Council.

Key Achievements:

- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual balanced budget of \$54 million.
- Initiated RFP for submissions for new "branding" for the city. Project continues with no consensus from the City Council.
- City-wide participation in the Florida Benchmarking Consortium performance program.
- Initiated and chaired a committee on a new merit-based pay system that rewards employee performance, as well as years of service and education.
- Recipient of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for Fiscal Year 2011 - 2013.
- Initiated Social Media outlets for the City.

ROBIN R. HAYES

Page 2 of 2

- Six Sigma - Yellow Belt Certified.

CITY OF WINTER GARDEN, Winter Garden, Florida (2008 – January 2012) *Director of Finance*

As Finance Director it was my responsibility to manage the daily and annual functions of a municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department included Payroll, Accounts Payable, General Ledger Accounting, and Fixed Assets.

- Reviewed and implemented all Contracts with a financial impact, reviewed and posted request for proposals/qualifications, and approved all purchase orders.
- Managed and provided direct oversight of the Construction Improvement Projects and the 5-year CIP plan, balancing revenue and source of funds to the projected expenditures.
- Provided to the City Manager and the Governing body recommendation's on policies, budget inquiries, audit concerns (internal and external), debt, investments, and general information regarding financial issues.
- Prepared and recommended the city wide budget, reviewed expenditures and variances, and initiated corrective actions required to meet budgetary requirements.
- Completed proposal generation, fact-finding, updating, and standards with awareness to the key metrics, including developing the departmental goals and objectives, and city wide goals and objectives.
- Determined metrics and generally accepted standards based on ICMA and internal norms.
- Focused on complying with all federal, state and local legal requirements, studied existing and new legislation, enforced adherence to requirements, policies and procedures, filing financial reports, and advised management on current and future actions.
- Prepared the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures.
- Investigated all billing issues (work order) including analysis of each account for its own merit. Achieved a mutual agreement between the City and the customer prior to closing out open issues (work orders).
- Developed and implemented a training program in Customer Service: 1) acquire the skill set required of a customer service agent 2) provide one-on-one training and hands on experience 3) provide additional training with Customer Service Manager 4) empowered agents to assist the customer by solving the issue 5) reward program implemented for the agents to incentivize positive customer feedback and customer follow-up.

Key Achievements:

- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual budget of \$51 million.
- Championed efforts to introduce change to management strategies, implement process improvements, and streamline daily business processes.
- Protected city assets by establishing credit policies, creating credit procedures, implementing internal/external audits, and enforcing internal controls within the Utility Billing department.
- Oversight of the Comprehensive Annual Financial Report (CAFR) and information to the City Commission on the External Auditor Findings and Unqualified Opinion.
- Implemented Six Sigma/Performance Management objectives based on the Strategic Initiatives adopted by the city.
- Recipient of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for Fiscal Year 2010 and 2011 (first time submittal for the city was in FY 2008/2009 and received the award for the first time for FY 2009/2010).

CITY OF TITUSVILLE, Titusville, Florida (2002 – 2008)

Finance Manager – Collections, Billing, Customer Service, Budget Officer, CIP Manager

Managed and directed divisions within customer service, utility billing, finance, accounting, budgeting and purchasing.

- Managed the Collections and Billing Division within the Customer Service Department, which included reviewing accounts monthly, establishing payment plans with customers, meter data management and technology, customer service training.
- Prepared and presented the city annual budget to the Finance Director for review and presentation to the City Manager.
- Managed the capital improvement project financial program and schedules.
- Prepared and reviewed grant submittals, and purchase orders.

Key Achievements:

- Issued General Obligation Bonds, Series 2005 of over \$10 million to purchase property located on the Indian River for public use.
- Formulated and implemented a financial modeling system to evaluate multiple "what-if" scenarios, which reduced forecast and budget preparation time by 75%, boosted process accuracy, and improved staff awareness of actions needed to reach financial and performance management.
- Increased productivity 40% by implementing an automated financial reporting process that uploaded employee data needed for a budgetary report during the annual update.
- Gained specialized expertise in developing consensus for strategic planning among all stakeholders, which included monitoring processes and metrics, created financial models, and directing process mapping.
- Recipient of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for Fiscal Year 2006 and 2007 (first time submittal for the City was in FY 2004/05).
- Prepared Bi-Annual Budgets each year beginning in FY2006.

EDUCATIONAL BACKGROUND

Bachelor of Science, Business Administration

University of Central Florida, Orlando, FL



The Mercer Group, Inc.

PORT ORANGE, FLORIDA CITY MANAGER

June 9, 2015

Summary

Michael “Jake” H. Johansson

- Master of Public Administration; Bachelor of Resource Management
- ICMA; Military Background
- City Manager (Commanding Officer), U. S. Navy - Hampton Roads, VA
- Salary: \$162,000
- Internet Research
- October 3, 2013 – Article – 20 Years/20 Questions Capt. Michael “Jake” Johansson, Commanding Officer, NSA Hampton Roads
 - http://www.norfolknavyflagship.com/special_sections/20th_anniversary/years-questions-capt-michael-jake-johansson-commanding-officer-nsa-hampton/article_83a8f556-2c67-11e3-b88e-0019bb2963f4.html
- Various newspaper article mentions – neutral

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr.
Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com



The Mercer Group, Inc.

**APPLICATION
LETTER OF INTEREST
&
RESUME**

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673

WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

EMPLOYMENT APPLICATION



CITY OF PORT ORANGE
 1000 City Center Circle
 Port Orange, Florida 32129
 386.506.5560
<http://www.port-orange.org>

Johansson, Michael H.
2015-26 CITY MANAGER

Received: 5/20/15 10:22 AM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 2015-26
NAME: (Last, First, Middle) Johansson, Michael H.		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) 1405 Buckingham Ave, Norfolk, Virginia 23508		
HOME PHONE: 410-533-2234	ALTERNATE PHONE:	EMAIL ADDRESS: michaeljohansson06@gmail.com
DRIVER'S LICENSE: ☐ Yes ☐ No	DRIVER'S LICENSE: State: FL Number: J52554862415 0	LEGAL RIGHT TO WORK IN THE UNITED STATES? ☐ Yes ☐ No

PREFERENCES

PREFERRED SALARY:	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Weekends, On Call (as needed)	
OBJECTIVE: A competitive job as the City Manager of Port Orange, FL.	

EDUCATION

DATES: From: 1/2013 To: 6/2015	SCHOOL NAME: Old Dominion University	
LOCATION: (City, State) Norfolk, Virginia	DID YOU GRADUATE? ☐ Yes ☒ No	DEGREE RECEIVED: Master's
MAJOR: Public Administration		UNITS COMPLETED: 36 - Semester
DATES: From: 4/1987 To: 7/1989	SCHOOL NAME: Troy University	
LOCATION: (City, State) Troy, Alabama	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Resource Management		UNITS COMPLETED:

WORK EXPERIENCE

DATES: From: 4/2012 To: 4/2015	EMPLOYER: U.S. Navy/Naval Support Activity Hampton Roads	POSITION TITLE: City Manager (Commanding Officer)
ADDRESS: (Street, City, State, Zip Code) 7918 Blandy Rd, Norfolk, Virginia 23554		COMPANY URL: http://www.cnmc.navy.mil/regions/cnrma/installations/nsa_hampton_roads.html
PHONE NUMBER: 757-322-2800	SUPERVISOR: Bob - Geis	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 75	SALARY: \$15,000.00/month	# OF EMPLOYEES SUPERVISED: 525
DUTIES: City Manager of a military installation with a 520 FTE diverse military & civilian workforce supporting a population of 31,000 employees and military families. The installation spans three cities in Virginia and North Carolina. We provide citizens with Police, Fire, Public Works, Parks & Recreation, Building, Water, Sewage and Environmental treatment facilities, in three distinct locations. Responsibilities include fiscally conservative development and financial stewardship managing a \$63M general fund, \$180M in ongoing capital improvement projects and \$3.6B in assets/infrastructure.		
REASON FOR LEAVING: End of Obligated Naval Service		

DATES: From: 6/2009 To: 4/2012	EMPLOYER: US Navy, Commander, Naval Air Forces.	POSITION TITLE: Chief Operating Officer
ADDRESS: (Street, City, State, Zip Code) Coronado, California		COMPANY URL:
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 60	SALARY: \$12,000.00/month	# OF EMPLOYEES SUPERVISED: 25
DUTIES: COO of a 60,000 employee naval aviation enterprise consisting of 11 aircraft carriers and over 50 naval aviation squadrons. Collaborated nationally to achieve and sustain the highest possible operational readiness with a \$3.6B/yr operating budget. Managed all naval world-wide aviation issues in coordination with other services and the Joint Chiefs of Staff. "Go To" special projects officer.		
REASON FOR LEAVING: Active Duty Transfer		
DATES: From: 2/2007 To: 6/2009	EMPLOYER: U.S. Navy/Patrol Squadron Four	POSITION TITLE: Chief Executive Officer (Commanding Officer)
ADDRESS: (Street, City, State, Zip Code) MCBH, BOX 64015, Kaneohe Bay, Hawaii 96863		COMPANY URL: http://www.vp4.navy.mil
PHONE NUMBER:	SUPERVISOR: Rod Urbano - Commodore, Wing Commander	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 100	SALARY: \$10,000.00/month	# OF EMPLOYEES SUPERVISED: 600
DUTIES: Led a Combined Military Task Force of three aviation squadrons, 600 personnel, 12 aircraft (\$8.5B in assets) and an average \$25.8M/year operating budget for two years deploying to El Salvador, Japan, Iraq and Spain.		
REASON FOR LEAVING: Active Duty Transfer		
DATES: From: 6/2004 To: 2/2007	EMPLOYER: Office of the President, White House Military Office.	POSITION TITLE: Naval Aide, Vice President of the United States
ADDRESS: (Street, City, State, Zip Code) 1600 Pennsylvania Ave, Northwest, Washington, District of Columbia 20500		COMPANY URL: www.whitehouse.gov
PHONE NUMBER:	SUPERVISOR: Richard B. Cheney - Vice President	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☒ No
HOURS PER WEEK: 100	SALARY: \$10,000.00/month	# OF EMPLOYEES SUPERVISED: 300
DUTIES: Emergency Actions Officer, Military liaison, National Security Affairs liaison, Ceremonial Aide and Personal Assistant to the Vice President of the United States. Led agile interagency teams of varying sizes (10-300 personnel) in support of the Vice President in his role as advisor and successor to the Commander in Chief and Chief Executive. Conducted multiple FEMA exercises and participated in real-world natural disasters as Emergency Action representative to the Vice President.		
REASON FOR LEAVING: Active Duty Transfer		
DATES: From: 12/2001 To: 6/2004	EMPLOYER: U.S. Navy/Patrol Squadron Forty Seven	POSITION TITLE: Chief Operating Officer/Chief Administrative Officer
ADDRESS: (Street, City, State, Zip Code) Kaneohe Bay, Hawaii		COMPANY URL:
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 80	SALARY: \$9,000.00/month	# OF EMPLOYEES SUPERVISED: 150
DUTIES: Responsible for a comprehensive array of aviation services, programs and operations. Led, administered and coordinated 12 combat aircrews (150 personnel) and ten aircraft for operations during the start of Operation Iraqi Freedom. Managed \$25M/year operating budget.		
REASON FOR LEAVING: Active Duty Transfer		
DATES: From: 7/2000 To: 12/2001	EMPLOYER: Patrol WIngs Pacific	POSITION TITLE: Deputy Chief Operations Officer
ADDRESS: (Street, City, State, Zip Code) MCB Hawaii, Kaneohe Bay, Hawaii 96601		COMPANY URL:

PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 70	SALARY: \$4,500.00/month	# OF EMPLOYEES SUPERVISED: 20
DUTIES: Combined operations officer of Antisubmarine aviation squadrons on the west coast. Responsible for current training and operations for 12 west coast Patrol and Reconnaissance Squadrons. Responsible for all community policy and crisis action emergency response during the EP-3 landing at Ling Shui Airbase in China.		
REASON FOR LEAVING: Transfer		

CERTIFICATES AND LICENSES Nothing Entered For This Section
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Skills
OFFICE SKILLS: Typing: Data Entry:
OTHER SKILLS: Emergency Management and Response - Expert - 9 years and 0 months Leadership - Expert - 30 years and 0 months Operational Policy, Planning and Execution - Expert - 25 years and 0 months
LANGUAGE(S):

ADDITIONAL INFORMATION
Military Service North Carolina Military Advisory Board- North West Annex Installation representative 2012-2015 Military Service Virginia Military Advisory Board - Hampton Roads Installation representative 2012-2015 Professional Associations St. Leo's University Business School Leadership Advisory Council Professional Associations International City/County Management Association (ICMA) member 2013-present Virginia Local Government Managers Association member. 2013 -present Professional Memberships Hampton Roads Civic Leadership Institute-Class of 2013 2012-Present Volunteer Experience United Services Organization (USO), Hampton Roads & Central Virginia Board of Directors 2012-Present Volunteer Experience City of Norfolk Military Economic Development Committee - Active Duty representative 2013-Present Volunteer Experience St. Leo's University Business School Leadership Advisory Council 2013-Present Miscellaneous VersAbility Resources, Newport News, VA- Board of Directors 2015 Honors & Awards Defense Superior Service Medal for service to the Vice President Bronze Star for leadership in battle Legion of Merit for leadership in Major Command-Ashore Various personal military awards for leadership. Additional Information Recently highlighted by Inside Business in the premiere issue of Inside Leadership as one of the innovative and front-running leaders in the Hampton Roads Region of Virginia. See page 144 of below link for details. http://www.mirabelsmagazinecentral.com/DigitalEdition/index.html?id=5e10beac-a18a-4fc1-a5a9-8b9434234b34&pn=1&pv=s

REFERENCES		
REFERENCE TYPE: Professional	NAME: James Bourey	POSITION: City Manager
ADDRESS: (Street, City, State, Zip Code) 2400 Washington Ave #10, Newport News, Virginia 23607		
EMAIL ADDRESS: jbourey@nnva.gov		PHONE NUMBER: 757-926-8411
REFERENCE TYPE: Professional	NAME: Dr. Patricia Mitchell	POSITION: North Carolina Assistant Secretary of Commerce, Rural Economic Development
ADDRESS: (Street, City, State, Zip Code) 301 North Wilmington Street, Raleigh, North Carolina 27601		
EMAIL ADDRESS: pat.mitchell@nccommerce.com		PHONE NUMBER: 919-733-4151
REFERENCE TYPE: Professional	NAME: Robert Geis	POSITION: Chief of Staff

Michael H. Johansson

1405 Buckingham Ave
Norfolk, VA 23508

410-533-2234

Michaeljohansson06@gmail.com

City Manager-Port Orange, FL

May 20, 2015

Mayor Green, Vice Mayor Bastian, Councilmembers
c/o W.D. Higginbotham, Jr., The Mercer Group, Inc.
Seminole, FL 33777

Dear Mayor, Vice Mayor, Councilmembers,

Our family has traveled all over the world and we have always enjoyed our time in Florida! I am a flexible, innovative leader passionate about continuing my public service and would love to serve the people of Port Orange. My resume is not that of your standard municipal government employee but if you take the time you will see I have municipal experience as an installation commander in the Navy. You will also note the record of outstanding leadership, conservative financial acumen and a knack for the collaborative process-moving issues forward resulting in win-win outcomes.

I have gained many public administrator skills in my most recent assignment as the installation commander of three military bases. I have also gone out into the community to gain additional experience to include mentorship from local city managers, attendance at Virginia Local Government Manager's Association conferences, ICMA conferences and the Hampton Roads CIVIC Leadership Institute. Through my engagement with those entities and my master's degree syllabus I have found my passion in municipal leadership. Robust participation on civic committees and non-profit boards round out my portfolio. I have also established rigorous personal health, recreation and diversity values in each organization I have led. After all, it is all about the people around us.

To put you at ease, I am not your standard military officer. You will see me as a innovative and diverse leader with a well-rounded career of significant progressively responsible management experience that fits nicely into the city management role. I love people and have a very "hands-on" leadership style with a collaborative approach to securing complex agreements to include public-private partnerships. I also bring a unique background in tackling issues that we face in today's environment of reduced budgets. Lastly, I have had three tours (eight years) of direct involvement with FEMA to include a five-week intense training course at Mt. Weather in Winchester, VA. Emergency and crisis management are two of my strong points.

My recent staff of 520 was mostly civilian that supported a population of over 31,000 personnel in three separate cities throughout the Hampton Roads region of Virginia. I also interacted with three separate unions. Our negotiations during the federal government sequestration last year were a challenge but our ability to come to an agreement saved us from exorbitant post-sequestration claims.

I am eager to be selected for the position in your beautiful city as your manager and serve the people of Port Orange. My track record of increased responsibility, leadership, civic engagement, diversity and passion for public service should give you a sufficient foundation for my consideration as a candidate. I would be forever grateful for consideration and feedback.

A handwritten signature in black ink, consisting of the initials "M.H." followed by a stylized, cursive "J" that extends into a long horizontal line.

Sincerely,

Michael "Jake" Johansson

A handwritten signature in black ink, consisting of the initials "M.H." followed by a stylized, cursive "J" that extends into a long horizontal line.

Michael H. Johansson

1405 Buckingham Ave
Norfolk, VA 23508

410-533-2234

Michaeljohansson06@gmail.com

PROFESSIONAL & PERSONAL VALUE OFFERED

*****NOT YOUR TYPICAL AUTHORITARIAN MILITARY LEADER-FLEXIBLE & DIVERSE*****

A visionary leader with a long-term commitment and dedication to public service. An apolitical senior-level executive with a track record of leadership, financial stewardship and development at all levels of federal government. **Passionate and engaged** servant leader **with an infectious attitude** and commitment to professionalism and integrity.

I achieve results by relying on strategic communication, personal relationships and **sound issue resolution** to solve complex problems. I have **encouraged collaboration** by instilling a common vision among disparate stakeholders resulting in win-win outcomes on many occasions. I am a **performance focused financial manager** with the insight and experience to develop, manage, and implement a multi-million dollar budget over a multi-year timeframe **in fiscally lean environments**.

PROFESSIONAL EXPERIENCE

U.S. Navy Active Duty, Senior Level Officer (06, Navy Captain, Naval Aviator)

Commanding Officer, Naval Support Activity Hampton Roads, VA

April 2012-April 2015

City Manager of a military installation with a **520 FTE diverse military & civilian workforce** supporting a population of 31,000 employees and military families. The installation spans three cities in Virginia and North Carolina. We provide citizens with Police, Fire, Public Works, Parks & Recreation, Building, Water, Sewage and Environmental treatment facilities, in three distinct locations. Responsibilities include **fiscally conservative** development and financial stewardship managing a **\$63M general fund, \$180M in ongoing capital improvement projects and \$3.6B in assets/infrastructure**.

- **Engaged Leader: Accessible and approachable** by citizens, elected officials and coworkers alike. Manage by walking around versus managing by email and edicts. I **set clear goals and priorities** for the organization and remove barriers to enable our workforce to efficiently manage all projects to completion.
- **Leader in Complex Bureaucracy:** Able to reconcile multiple senior officer (**similar to City Council**) expectations and ensure all are aware of risks and rewards associated with the decisions made at the installations under my cognizance. **Personal relationships and trust** ensure administrative transparency and good decisions based on sound and accurate data not biased by passion.
- **Community Engagement:** Built solid relationships with city councils in our three host cities to ensure Navy and community goals are mutually agreeable. Interactions with city councils have resulted in city comprehensive plans and base master plans that are congruent allowing beneficial growth.

- **Enhanced & Efficient Service Delivery:** Promoted **mixed-use development** to consolidate multiple community services **resulting in a 20% increase in service delivery and a 14% decrease in cost** across the community services enterprise while allowing one-stop services for customers. Instituted a **“no wrong door” policy** resulting in a streamlined, customer-focused process for service delivery.
- **Workforce Development:** Awarded the Alfred P. Sloan **award for excellence in innovative workplace effectiveness and flexibility**. Inclusive mentorship and management led to a high performing, service oriented team utilizing employee **“crowdsourcing”** to solve problems resulting in motivated employees.
- **Intergovernmental Relations & Regional Solutions:** Coordinated with local and state lawmakers, Army Corps of Engineers and FAA to incorporate DOD strategic interests into state laws regarding encroachment. This resulted in protection of DOD capabilities while promoting alternative wind energy in North Carolina-**an economic win/win for the region**.

Commanding Officer, Naval Support Activity Hampton Roads (continued)

- **Environmental Resiliency:** Worked with local researchers and stakeholders to clearly understand the impacts of sea level rise in the region. Research resulted in **development of environmental projects such as riparian buffers to ensure protection of shorelines** and critical military infrastructure affected by sea level rise. Partnered with the Elizabeth River Project to plant oysters in Lafayette and Elizabeth Rivers on DoD shorelines decreasing bacteria in both rivers.
- **Capital Improvement Planning & Execution:** Worked with Navy Facilities Command and NATO Allied Command-Transformation on an \$80 million renovation project for the only NATO command in the United States. The contract incorporated the newest green technology that will result in a LEED Gold certification.
- **Strategic Planning & Economic Development:** Collaborated with the City of Norfolk to enter into an agreement with the DOD OEA to **replace a city school on federal property, resulting in a federal grant of up to \$28M** for the new school with a ten percent city match of funds.
- **Energy & Environment:** Funded multiple green energy projects on all military installations under my cognizance resulting in **decreased installation energy consumption for four years - 27% and \$5M cost reduction** in FY 2013 alone.
- **Emergency Management:** Coordinated and hosted multiple FEMA Emergency Management Institute virtual tabletop exercises involving over **20 different federal, state and local participants** resulting in flawless execution of **actual HAZMAT and Active Shooter emergencies**. Enhanced installation Emergency Management all hazards approach to risk assessment and instituted a community-wide plan for reconstituting the base after hurricanes and floods.

(COO): Operations and Readiness Officer, Commander Naval Air Forces, Coronado, CA. Jun 2009-Apr 2012
COO of a 60,000 employee naval aviation enterprise consisting of 11 aircraft carriers and over 50 naval aviation squadrons. Collaborated nationally to achieve and sustain the highest possible operational readiness. Managed all naval world-wide aviation issues in coordination with other services and the Joint Chiefs of Staff. “Go To” special projects officer.

- **Finance & Budgeting:** Used **Performance Based Budgeting** to execute a \$3.6B/year flight-hour and training budget to ensure the maximum operational Return on Investment (ROI).
- **Organizational Change Agent:** Approved the consolidation of two naval aviation squadrons within the aviation enterprise resulting in a **lean/six sigma efficient organization**. Reduced workforce by attrition from 1600 to 900 FTE and created a **50% decrease in operational cost**.
- **Strategic Program Development Manager:** Coordinated the introduction of a new aircraft to the fleet nationwide. **Ensured a \$34.9B budget was properly invested** in appropriate manning, training and infrastructure.

- **Ethics & Leadership:** Recognized for **integrity and moral values**. Selected to lead multiple high visibility investigations into improper leadership within the naval aviation enterprise. Also selected to represent the enterprise to reinvigorate leadership and ethics at the U. S. Navy Leadership School.
- **Policy Development:** **Worked with disparate stakeholders** to develop Navy policy on the deployment of weapons from aviation platforms. New policy **led to a 35% increase** in weapons probability to hit targets.
- **Cultural Development & Community Engagement:** **Collaborated with multiple agencies** resulting in flawless execution of the Centennial of Naval Aviation 100 aircraft fly-over and Carrier Classic basketball game on the aircraft carrier USS CARL VINSON.

(CEO mid-sized company): **Commanding Officer & Executive Officer, Patrol Squadron Four, Kaneohe Bay, HI.**

May 2007-May 2009

Led a Combined Task Force of three aviation squadrons, **600 personnel**, 12 aircraft (\$8.5B in assets) and an average **\$25.8M/year operating budget** for two years deploying to El Salvador, Japan, **Iraq** and Spain. Responsible for operations, personnel management, training and evaluation of entire 600-sailor unit.

- **Crisis Operations:** **Maintained professional demeanor executing 755 combat missions** conducting over 4200 mishap free flight hours from 7 locations in **Iraq** and Europe with a **99% mission completion rate**.
- **Finance & Budgeting:** Used **Performance Based Budgeting** techniques to execute a squadron operating budget resulting in a **10% cost reduction** and an increase in critical aircraft asset service life.
- **Operational Improvement:** Maximized organizational efficiency by **improving pilot proficiency 75%** during a six-month combat deployment ensuring a mishap-free flying program. Innovative and progressive pilot proficiency plan became the best practice for all future deployable units.
- **Change Agent:** Led the **consolidation** of separate maintenance and operations units into one cohesive team **resulting in a Lean/Six Sigma efficient organization** with a clear sense of mission.
- **Cultural Development & Community Engagement:** Received **multiple awards for retention, safety, readiness, and diversity**. Recognized by the U.S. Ambassador of El Salvador for the Escolar Initiative linking US school support to underprivileged schools in El Salvador.
- **Leader & Mentor:** Engaged with my staff by getting "out and about." **Sincere personal leadership** resulted in awards for the professional advancement, development and retention of employees. **"Know your people, know your base and know your business"** are my three leadership tenets.

(Advisor: Apolitical): **Naval Aide, Vice President of the United States, Washington, DC.**

Jun 2004-May 2007

Emergency Action Officer, Military and National Security Affairs liaison, Ceremonial Aide, and Personal Assistant to the Vice President of the United States. **Led agile interagency teams of varying sizes (10-300 personnel)** in support of the Vice President in his role as advisor and successor to the Commander in Chief and Chief Executive.

- **Contingency Planning & Emergency management:** Instrumental in all planning and execution of the **Continuity of Operations (COOP) and Government (COG)** in support of the President and Vice President of the United States.

- **Trusted Advisor:** Involved with the most sensitive and vital programs in the federal government that increased the survivability of critical command and control elements supporting the primary successor to the President. **Analyzed complex problems** and advised the Vice President and other top-level officials on necessary actions that had possible unpopular outcomes.
- **Intergovernmental & Interagency relations.** Politically savvy and diplomatic when communicating with multiple high level foreign, federal, state and local officials. Coordinated continuity of operations and government (COOP & COG) policy and execution with U.S. and foreign federal, state and local elected officials and agencies.
- **Deliberate and Crisis Logistics Planning:** Planned and executed over 125 Vice Presidential national and international engagements. Led the employment of extensive DOD resources supporting the Vice President and his staff around the world. Responsibilities included all **aviation operations** of Air Force/Marine Two, **communications logistics** with the White House Communication Agency, and **medical operations** with the White House Medical Unit.
- **Natural Disaster Executive FEMA Response Team:** Intimately familiar with all aspects of FEMA continuity of operations and disaster response at the Federal, State and Local level. Responded to Hurricane Katrina as a direct representative of the Vice President immediately following event for three weeks.

(COO/CFO): Operations Officer, Patrol Squadron Forty Seven, Kaneohe Bay, HI.

Dec 2001-Jun 2004

Responsible for a comprehensive array of **aviation services, programs and operations**. Led, administered and coordinated 12 combat aircrews (**150 personnel**) and ten aircraft for operations during the initiation of Operation Iraqi Freedom. Effectively **managed \$25M/year operating budget**.

- **Crisis Operations:** Calm under pressure, personally flew over **250 combat flight hours** in contested Iraqi airspace without damage to personnel or assets. Ensured all facets of ground support in Oman were maintained.
- **Planning and Development:** Responsible for an **annual budget of \$25M for all operational functions** of the squadron. Uniquely able to **leverage limited assets to ensure maximum effectiveness and efficiency**.
- **Workforce Development:** Developed a training and combat aircrew **succession plan** for future squadron operations **resulting in a minimal readiness drop** during personnel transfers between combat deployments.
- **Workforce Development:** Coordinated the **rebuilding of a dysfunctional organization** rife with declining organizational climate issues, fraternization and poor leadership. Worked with immediate supervisor to critically assess the organization and incorporate intrusive leadership resulting in a finely honed team within 9 months.

EDUCATION

Masters Public Administration, Old Dominion University, Norfolk, VA. (Honors)	Complete in June 2015
U.S. Navy Senior Leadership School, Newport, Rhode Island	2012
U.S. Navy Leadership School, Newport Rhode Island	2007
Bachelor of Applied Science, Resource Management, Troy University. Troy, AL.(Summa Cum Laude)	1989

ASSOCIATIONS AND CIVIC INVOLVEMENT

Board of Directors, VersAbility Resources, Newport News, VA

2015-Present

City of Norfolk Military Economic Development Committee	2013-Present
St. Leo's University Business School Leadership Advisory Council	2013-Present
International City/County Management Association (ICMA) member	2013-Present
Virginia Local Government Managers Association (VLGMA) member	2013-Present
Hampton Roads Civic Leadership Institute-Class of 2013	2012-Present
Board of Directors, United Services Organization (USO), Hampton Roads & Central Virginia	2012-Present
Larchmont Civic League	2012-Present
Military Officers Association of America	1998-Present
North Carolina Military Advisory Committee member	2012-2015
Virginia Military Advisory Committee member	2012-2015

MILITARY AWARDS

Defense Superior Service Medal for exemplary service to the President and Vice President of the United States

Legion of Merit for sustained superior performance as installation commander, NSA Hampton Roads.

Bronze Star for leadership in combat on the ground and in the air over Iraq 2008-2009

Air Medal for strike flight operations in support of Iraqi Freedom 2004

Meritorious Service Medal (2 awards) for various tours

Navy Commendation Medal with combat V (Valor) for aerial action over Iraq February 2003



The Mercer Group, Inc.

PORT ORANGE, FLORIDA

CITY MANAGER

June 9, 2015

Summary

Christopher M. Rose

- **Master of Public Administration; Bachelor of Political Science**
- **Director of Management and Budget, City of Miami, FL; Assistant Director of Management and Budget, Miami-Dade County, FL**
- **Salary: \$143,000**
- **Internet Research**
- **Currently – Director, Office of Management and Budget Miami, FL**
 - <http://egov.ci.miami.fl.us/directory/details.aspx?ID=8986>
- **Various newspaper article mentions – neutral**

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr.

Senior Vice President

Seminole, Florida 33777-1150

727-214-8673

WDHiggin@mercergroupinc.com

www.mercergroupincflorida.com



The Mercer Group, Inc.

**APPLICATION
LETTER OF INTEREST
&
RESUME**

THE MERCER GROUP, INC.
W. D. Higginbotham, Jr. Senior Vice President
Seminole, Florida 33777-1150
727-214-8673
WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com

EMPLOYMENT APPLICATION



CITY OF PORT ORANGE
 1000 City Center Circle
 Port Orange, Florida 32129
 386.506.5560
<http://www.port-orange.org>

Rose, Christopher M.
2015-26 CITY MANAGER

Received: 5/26/15 11:42 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 2015-26
NAME: (Last, First, Middle) Rose, Christopher M.		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) 8712 S.W. 192nd Street, Cutler Bay, Florida 33157		
HOME PHONE: 305-256-9326	ALTERNATE PHONE: 305-812-0407	EMAIL ADDRESS: chris.rose.florida@gmail.com
DRIVER'S LICENSE: ☐ Yes ☐ No	DRIVER'S LICENSE: State: FL Number: R200-113-70-001-0	LEGAL RIGHT TO WORK IN THE UNITED STATES? ☐ Yes ☐ No

PREFERENCES

PREFERRED SALARY:	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR?	
TYPES OF WORK YOU WILL ACCEPT:	
SHIFTS YOU WILL ACCEPT:	
OBJECTIVE:	

EDUCATION

DATES: From: 8/1996 To: 5/1998	SCHOOL NAME: Florida State University	
LOCATION:(City, State) Tallahassee, Florida	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Master's
MAJOR: Public Administration	UNITS COMPLETED:	
DATES: From: 8/1988 To: 9/1992	SCHOOL NAME: Wheaton College	
LOCATION:(City, State) Wheaton, Illinois	DID YOU GRADUATE? ☐ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Political Science	UNITS COMPLETED:	

WORK EXPERIENCE

DATES: From: 7/2013 To: Present	EMPLOYER: City of Miami Office of Management and Budget	POSITION TITLE: Director
ADDRESS: (Street, City, State, Zip Code) 444 SW 2 Avenue, Miami, Florida 33130		COMPANY URL: www.miamigov.com/budget
PHONE NUMBER: 305-416-1025	SUPERVISOR: Fernando Casamayor - Assistant City Manager/CFO	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED: 13

DUTIES:

- * Responsible for the annual development and adoption of the City-wide operating budget of \$559 million and capital budget of \$72 million, as well as the monthly monitoring thereof
- * Provided monthly written and oral presentations to the City Commission on the financial status of the City and regularly presented to the volunteer Finance Committee and to all City Directors during quarterly meetings
- * Drafted legislation ranging from budget resolutions, ordinance updates, and financial transactions to continue compliance with multiple bond covenants
- * Assisted in defense of prior City Administration's actions during investigations by the Security and Exchange Commission and the Internal Revenue Service
- * Part of the team of four senior executives that gained bond ratings upgrades from all three major ratings agencies: Fitch, Moody's, and Standard & Poors
- * Championed strategic planning, performance measurement, and financial transparency to Elected Officials, peer executives inside the government, and citizens/stakeholders in the City

* Successfully implemented new budgeting system and its usage and upgrades

REASON FOR LEAVING:

DATES: From: 12/2006 To: 7/2013	EMPLOYER: Miami-Dade County Public Works and Waste Management Department	POSITION TITLE: Assistant Director
ADDRESS: (Street, City, State, Zip Code) 111 NW 1 Street, Miami, Florida 33128		COMPANY URL: www.miamidade.gov
PHONE NUMBER: 305-375-1960	SUPERVISOR: Kathleen Woods-Richardson - Department Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED:

DUTIES:

* Oversaw, managed, and coordinated all aspects of administration, including accounts payable, accounts receivable, financial reporting, procurement, budget development, budget adherence, bond administration, human resources, strategic planning, records management, intergovernmental affairs, tracking of state and federal legislation, information technology, customer service, planning, outreach, legislative agenda coordination, and media relations

* Managed the merging of two departments for the Department Director, consolidating a largely engineering-oriented department of 823 positions (Public Works) with a daily-service-oriented department of 997 positions (Solid Waste Management) - two departments with different systems, methods, corporate cultures, and significantly varying employee personalities

* Implemented the single-stream residential recycling program to more than 351,000 households and more than doubled participation and collection of recycled materials

REASON FOR LEAVING:

Promotion to Budget Director at the City of Miami.

DATES: From: 7/1998 To: 12/2006	EMPLOYER: Miami-Dade County Office of Management and Budget	POSITION TITLE: Management Intern to Capital Budget Coordinator
ADDRESS: (Street, City, State, Zip Code) 111 NW 1 Street, Miami, Florida 33128		COMPANY URL: www.miamidade.gov
PHONE NUMBER: 305-375-5143	SUPERVISOR: Jennifer Moon - Budget Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

* Coordinated preparation and publication of the Capital Budget, including leading a team of two budget analysts. Ensured accurate presentation and reporting of capital projects and ordinances, and departmental execution of capital plans

* Integrated the Capital Budget Development online system with the Capital Improvement Information System across departmental spans of control

* Analyzed departmental operating and capital budget submissions and recommended solutions to budget and process issues

* Negotiated interdepartmental disputes and responded to requests from Board of County Commissioners, media, and citizens

REASON FOR LEAVING:

Promotion to Assistant Director.

DATES: From: 11/1993 To: 8/1996	EMPLOYER: The Word Christian Bookstore	POSITION TITLE: Co-Owner and Co-Operator
ADDRESS: (Street, City, State, Zip Code) No Longer in Business, Miami, Florida 33157		COMPANY URL:
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☐ No
HOURS PER WEEK: 40	SALARY: \$0.00/month	# OF EMPLOYEES SUPERVISED:

DUTIES:

* Began this retail business from the ground up after perceiving a market need in the community; successfully guided it through the first three years; profitable in the second year and following

REASON FOR LEAVING:

Left town to attend graduate school at Florida State University.

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills

Nothing Entered For This Section

ADDITIONAL INFORMATION

Nothing Entered For This Section

REFERENCES

REFERENCE TYPE: Professional	NAME: Fernando Casamayor	POSITION: Assistant City Manager/Chief Financial Officer
ADDRESS: (Street, City, State, Zip Code) 444 SW 2 Avenue, Miami, Florida 33130		

CHRISTOPHER M. ROSE

8712 S.W. 192ND STREET • CUTLER BAY, FLORIDA 33157
305-256-9326 • CHRIS.ROSE.FLORIDA@GMAIL.COM

May 26, 2015

Port Orange Mayor and City Council Members
via NEOGov Application

Dear Mayor and City Council Members:

I am writing to apply for City Manager of the City of Port Orange, Florida. With 17 years of local government management experience, I have the operational and administrative skills needed to serve as City Manager of this special community. As the Director of the Office of Management and Budget for the City of Miami, I often and regularly interact directly with all six elected officials as we develop the Annual Operating and Capital Budgets each year and as we monitor the City's monthly financial and operational progress. It has been my pleasure to craft legislation, develop a team of professionals, and help move the City forward, while focusing on providing the best explanation of the budget to all stakeholders involved. In my previous capacity as Assistant Director of the Miami-Dade County Public Works and Waste Management Department, I refined my managerial skills, led a team that provided exceptional customer service, merged two large departments, and made my boss(es) look good every moment of every day.

Over the course of my career, I have supervised a staff ranging from 13 to 150 employees, growing and fostering many of them to go on to higher-level positions. I encourage candor among staff and competence as two key values that improve the organization and its mission and serve their own need for personal fulfillment. I possess the characteristics and competencies needed for this position, with experience in both administration and operations through my time in various roles in local governments. I have direct experience in the areas of budgeting, finance (including two Community Redevelopment Agencies), labor negotiations, as well as disaster preparedness, recovery, and reimbursement practices and procedures under the Federal Stafford Act and other Homeland Defense regulations, including UASI, USAR, SAFER, and COPS Grants. I have directed and overseen large- and small-scale technology projects, including a new point-of-sale solid waste system and a turn-key budgeting system.

Perhaps the biggest challenge of my career was that of implementing a new curbside recycling program for 351,000 households, dealing with 11 municipalities, and navigating the policy decisions that surrounded this project prior to implementation. At one point, more than 50 lobbyists were registered to represent various companies interested in that request for proposals. At another point, we ended up terminating the contract for cart delivery due to poor performance and quickly getting another vendor in place to continue with minimum disruption.

Even while undertaking big projects, it is the little things that matter – teaching a new Budget Analyst the elegant simplicity behind “revenues over expenses,” encouraging a telephone clerk to smile while talking on the phone, or explaining to a waste collector the importance of taking a little extra time to drive courteously and skillfully through rush-hour traffic. Indeed, my management style is best characterized as “hands-on,” as one cannot lead without getting into the trenches with those who directly deliver services. I’ve filled potholes, ridden with enforcement officers, cut the hydrangea out of canals, gone on surprise inspections with building officials, performed data entry with my clerks, and required my administrative leaders to ride along with operations staff.

Should I be chosen as City Manager, I would not just focus on the day-to-day; I would also look out into the future and assist the City in planning for a better tomorrow. This is the essence of leadership – to be accountable for both the details and the big picture. I’ve found that this can best be accomplished by putting processes in place that handle the details without extra effort, while freeing me up to contemplate larger themes. Staff needs this vision daily, and residents and taxpayers need it almost as frequently.

Port Orange seems to have experienced many of the same fiscal challenges that other local governments have faced. I’ve also noticed some of the turnover that has occurred in the professional ranks of the City over the last few years, raising the possibility of employee morale issues that can result. The City also seems to be well into a recovery or even small boom time that will inevitably end. I suggest that whoever is appointed City Manager would do well to address such challenges “head-on,” with candor and courage. I have found that plain dealing and honest dialogue best serve every member of the government and stakeholders if all are to come through such trials successfully. In addition to the hands-on approach described above, I would encourage employees to “guard the brand” and be proud of their individual positions as well as their community. I have found that big employee engagement programs and lucrative labor agreements do not improve the situation as much as pride in one’s own contribution to the cause and recognition thereof.

Port Orange clearly has a community-driven government that responds to its citizens’ needs. This is exactly the type of organization that I want to be a part of. I am sending this cover letter and resume via the NEOGov System as delineated in the City’s Job Opportunities webpage. I trust that these documents not only present a clear picture of my qualifications for the position of City Manager, but also express my enthusiasm and other intangibles that will help you assess my fit for the team that you currently have and continue to build. I look forward to hearing from you and will reach out in the near future to find out if you need further information.

Sincerely,



Christopher Rose

CHRISTOPHER M. ROSE

8712 S.W. 192ND STREET ▪ CUTLER BAY, FLORIDA 33157

305-256-9326 ▪ CHRIS.ROSE.FLORIDA@GMAIL.COM

SUMMARY OF QUALIFICATIONS

- Analytical skills necessary to craft a multi-million dollar budget at the City of Miami and the soft skills to explain both the big picture and details to all stakeholders.
- Experience leading senior management as Director of Management and Budget and Assistant Director of one of the largest departments in Miami-Dade County – the Public Works and Waste Management Department with 1,729 employees.
- Successful at rolling out new, publicly visible programs in high-pressure, deadline-driven situations, such as the rollout of a new residential curbside recycling program.
- Adept at diagnosing areas requiring culture change and implementing innovations.
- Innovative and visionary in the application of process improvements via Six Sigma training and strategic technology improvements.

PROFESSIONAL EXPERIENCE

City of Miami Office of Management and Budget

Director..... *July 2013 – Present*

- Responsible for the annual development and adoption of the City-wide operating budget of \$559 million and capital budget of \$72 million, as well as the monthly monitoring thereof
- Provided monthly written and oral presentations to the City Commission on the financial status of the City and regularly presented to the volunteer Finance Committee and to all City Directors during quarterly meetings
- Drafted legislation ranging from budget resolutions, ordinance updates, and financial transactions to continue compliance with multiple bond covenants
- Assisted in defense of prior City Administration's actions during investigations by the Security and Exchange Commission and the Internal Revenue Service
- Part of the team of four senior executives that gained bond ratings upgrades from all three major ratings agencies: Fitch, Moody's, and Standard & Poors
- Championed strategic planning, performance measurement, and financial transparency to Elected Officials, peer executives inside the government, and citizens/stakeholders in the City
- Successfully implemented new budgeting system and continued its usage and upgrades

Miami-Dade County Public Works and Waste Management Department**Assistant Director** *December 2006 – July 2013*

- Oversaw, managed, and coordinated all aspects of administration, including accounts payable, accounts receivable, financial reporting, procurement, budget development, budget adherence, bond administration, human resources, strategic planning, records management, intergovernmental affairs, tracking of state and federal legislation, information technology, customer service, planning, outreach, legislative agenda coordination, and media relations
- Managed the merging of two departments for the Department Director, consolidating a largely engineering-oriented department of 823 positions (Public Works) with a daily-service-oriented department of 997 positions (Solid Waste Management) – two departments with different systems, methods, corporate cultures, and significantly varying employee personalities
- Implemented the single-stream residential recycling program to more than 351,000 households and more than doubled participation and collection of recycled materials

Miami-Dade County Office of Management and Budget**from Management Intern to Capital Budget Coordinator** *July 1998 – December 2006*

- Coordinated preparation and publication of the Capital Budget, including leading a team of two budget analysts. Ensured accurate presentation and reporting of capital projects and ordinances, and departmental execution of capital plans
- Integrated the Capital Budget Development online system with the Capital Improvement Information System across departmental spans of control
- Analyzed departmental operating and capital budget submissions and recommended solutions to budget and process issues
- Negotiated interdepartmental disputes and responded to requests from Board of County Commissioners, media, and citizens

The Word Christian Bookstore**Co-Owner and Co-Operator** *November 1993 – August 1996*

- Began this retail business from the ground up after perceiving a market need in the community; successfully guided it through the first three years; profitable in the second year and following

EDUCATION**Masters in Public Administration**, Florida State University, Tallahassee, Florida *May 1998***Bachelor of Arts in Political Science**, Wheaton College, Wheaton, Illinois *September 1992*