



PORT ORANGE CITY COUNCIL

SPECIAL MEETING

Council Chambers

Saturday, July 11, 2015 @ 9:00 AM

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. 9:00 a.m. - 9:30 a.m. - Interview with Christopher Rose
5. 9:40 a.m. - 10:10 a.m. - Interview with Randall Dowling
6. 10:20 a.m. - 10:50 a.m. - Interview with Michael Johansson
7. 11:00 a.m. - 11:30 a.m. - Interview with Robin Hayes
8. Council Discussion and Deliberation

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.

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		

EMAIL ADDRESS: FCasamayor@miamigov.com		PHONE NUMBER: 305-416-1025
REFERENCE TYPE: Professional	NAME: Kathleen Woods-Richardson	POSITION: City Manager - City of Miramar
ADDRESS: (Street, City, State, Zip Code) 2300 Civic Center Place, Miramar, Florida 33025		
EMAIL ADDRESS: kwoodsrichardson@ci.miramar.fl.us		PHONE NUMBER: 954-602-3115

Agency-Wide Questions

1. Are you over 18 years of age?
Yes
2. Have you ever been convicted of any crime?
No
3. If you answered "yes" for the conviction question please explain the nature of the conviction and the date. A conviction will not necessarily disqualify you from employment.
4. Have you ever had adjudication withheld for any crime?
No
5. If you answered "yes" for the adjudication withheld question please explain the nature of the situation and the date.
6. Have you ever been sued for an intentional tort (such as fraud, assault, battery, etc.)?
No
7. If you answered "yes" to the intentional tort question please explain the tort or suit, the disposition of the action and the date.
8. Have you ever been dismissed or forced to resign from any employment?
No
9. If you answered "yes" to the dismissed question please explain.
10. Have you ever been disciplined or fired for insubordination?
No
11. If you answered "yes" to the discipline question please explain.
12. Have you ever been disciplined or fired for violating a safety rule?
No
13. If you answered "yes" to the safety rule question please explain.
14. Have you ever been disciplined or fired for fighting, assault, or similar offense?
No
15. If you answered "yes" to the fighting question please explain.
16. Do you have any relatives that work here?
No
17. If you answered "yes" to the relatives question please list their name and relationship to you here.
18. Are you able to meet the attendance requirements of the job?
Yes
19. Do you have reliable transportation to work?
Yes
20. Will you work overtime if asked?
Yes
21. Are you employed currently?
Yes
22. Are you on a lay off?
No
23. If you are on a lay off, are you subject to a recall?
24. May we contact your present employer?
Yes
25. May we contact your previous employers?
Yes
26. As part of our security checks, we may contact past employers. Is there anything we should know before we contacting them?
No
27. Please identify any exceptions or reasons for NOT contacting prior employers.
28. Have you ever filed an application here before?
No
29. If you answered "yes" to filing an application here please give the date.
30. Have you ever been employed here before?
No
31. If you answered "yes" to working here before please give the dates and position held.

32. Have you ever been known by any other name?

No

33. If you answered "yes" to having another name please provide it here.

34. List below any other information or remarks that you wish to have considered as part of your application for employment.

35. Are you a veteran of the U.S. Military Service?

No

36. If you answered "yes" to being a veteran please tell us which branch of service, beginning and ending dates of active duty, and date of discharge. You must include your DD214 or other supporting documentation with this application.

37. Veteran Status: Please check your veteran status.

I am NOT a Veteran.

38. An applicant eligible for Veteran's Preference who believes he or she was not afforded employment preference in accordance with Florida Administrative Code 55A-7 may file a complaint with the Department of Veteran's Affairs at 9500 Bay Pines Blvd. Room 214, St. Petersburg, FL 33708 requesting an investigation within 21 calendar days from receipt of the hiring decision. By selecting "Yes" below I acknowledge that I have received the above information whether I intend to claim Veteran's Preference or not.

Yes

39. How did you hear about this job advertisement?

International City/County Management Association

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of City of Port Orange and will not be returned. I understand City of Port Orange may contact prior employers and other references. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by Christopher M. Rose on 5/26/15 11:42 PM

Signature_____

Date_____

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.

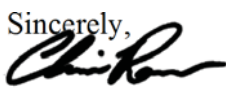
Perhaps the biggest challenge of my career was that of implementing a new curbside recycling program for 351,000 households, dealing with 11 municipalities, and navigating the policy decisions that surrounded this project prior to implementation. At one point, more than 50 lobbyists were registered to 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**

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: ircgov.com
PHONE NUMBER: 772-567-8000	SUPERVISOR: Jim Chandler - County Administator	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 Clty 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

Nothing Entered For This Section

REFERENCES

Nothing Entered For This Section

Agency-Wide Questions

1. Are you over 18 years of age?
Yes
2. Have you ever been convicted of any crime?
No
3. If you answered "yes" for the conviction question please explain the nature of the conviction and the date. A conviction will not necessarily disqualify you from employment.
4. Have you ever had adjudication withheld for any crime?
No
5. If you answered "yes" for the adjudication withheld question please explain the nature of the situation and the date.
6. Have you ever been sued for an intentional tort (such as fraud, assault, battery, etc.)?
No
7. If you answered "yes" to the intentional tort question please explain the tort or suit, the disposition of the action and the date.
8. Have you ever been dismissed or forced to resign from any employment?
Yes
9. If you answered "yes" to the dismissed question please explain.
Gordon County, GA - new elected officials changed the form of government.
10. Have you ever been disciplined or fired for insubordination?
No
11. If you answered "yes" to the discipline question please explain.
12. Have you ever been disciplined or fired for violating a safety rule?
No
13. If you answered "yes" to the safety rule question please explain.
14. Have you ever been disciplined or fired for fighting, assault, or similar offense?
No
15. If you answered "yes" to the fighting question please explain.
16. Do you have any relatives that work here?
No
17. If you answered "yes" to the relatives question please list their name and relationship to you here.
18. Are you able to meet the attendance requirements of the job?
Yes
19. Do you have reliable transportation to work?
Yes
20. Will you work overtime if asked?
Yes
21. Are you employed currently?
Yes
22. Are you on a lay off?
No
23. If you are on a lay off, are you subject to a recall?
24. May we contact your present employer?
No
25. May we contact your previous employers?
Yes
26. As part of our security checks, we may contact past employers. Is there anything we should know before we contacting them?
No
27. Please identify any exceptions or reasons for NOT contacting prior employers.
28. Have you ever filed an application here before?
No
29. If you answered "yes" to filing an application here please give the date.
30. Have you ever been employed here before?
No
31. If you answered "yes" to working here before please give the dates and position held.

32. Have you ever been known by any other name?

No

33. If you answered "yes" to having another name please provide it here.

34. List below any other information or remarks that you wish to have considered as part of your application for employment.

35. Are you a veteran of the U.S. Military Service?

No

36. If you answered "yes" to being a veteran please tell us which branch of service, beginning and ending dates of active duty, and date of discharge. You must include your DD214 or other supporting documentation with this application.

37. Veteran Status: Please check your veteran status.

I am NOT a Veteran.

38. An applicant eligible for Veteran's Preference who believes he or she was not afforded employment preference in accordance with Florida Administrative Code 55A-7 may file a complaint with the Department of Veteran's Affairs at 9500 Bay Pines Blvd. Room 214, St. Petersburg, FL 33708 requesting an investigation within 21 calendar days from receipt of the hiring decision. By selecting "Yes" below I acknowledge that I have received the above information whether I intend to claim Veteran's Preference or not.

Yes

39. How did you hear about this job advertisement?

International City/County Management Association

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of City of Port Orange and will not be returned. I understand City of Port Orange may contact prior employers and other references. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by Randall Dowling on 5/29/15 4:01 PM

Signature_____

Date_____

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).

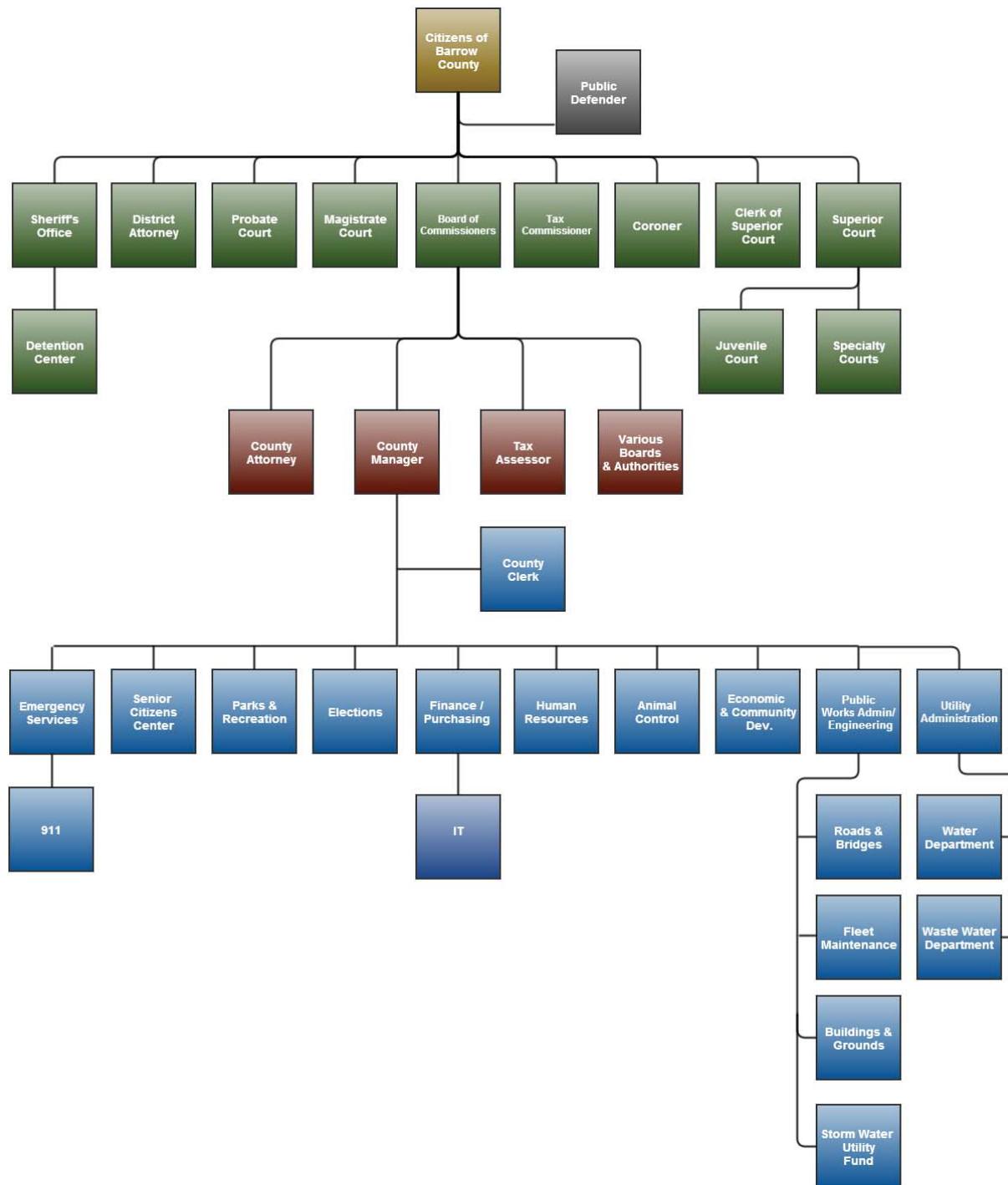
TEACHING EXPERIENCE

- ❑ 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



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,

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RANDALL DOWLING

Address

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Career Summary

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

PROFESSIONAL EXPERIENCE

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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.
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- ❑ 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.
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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.
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 - Senior Citizens Center.
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 - 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.
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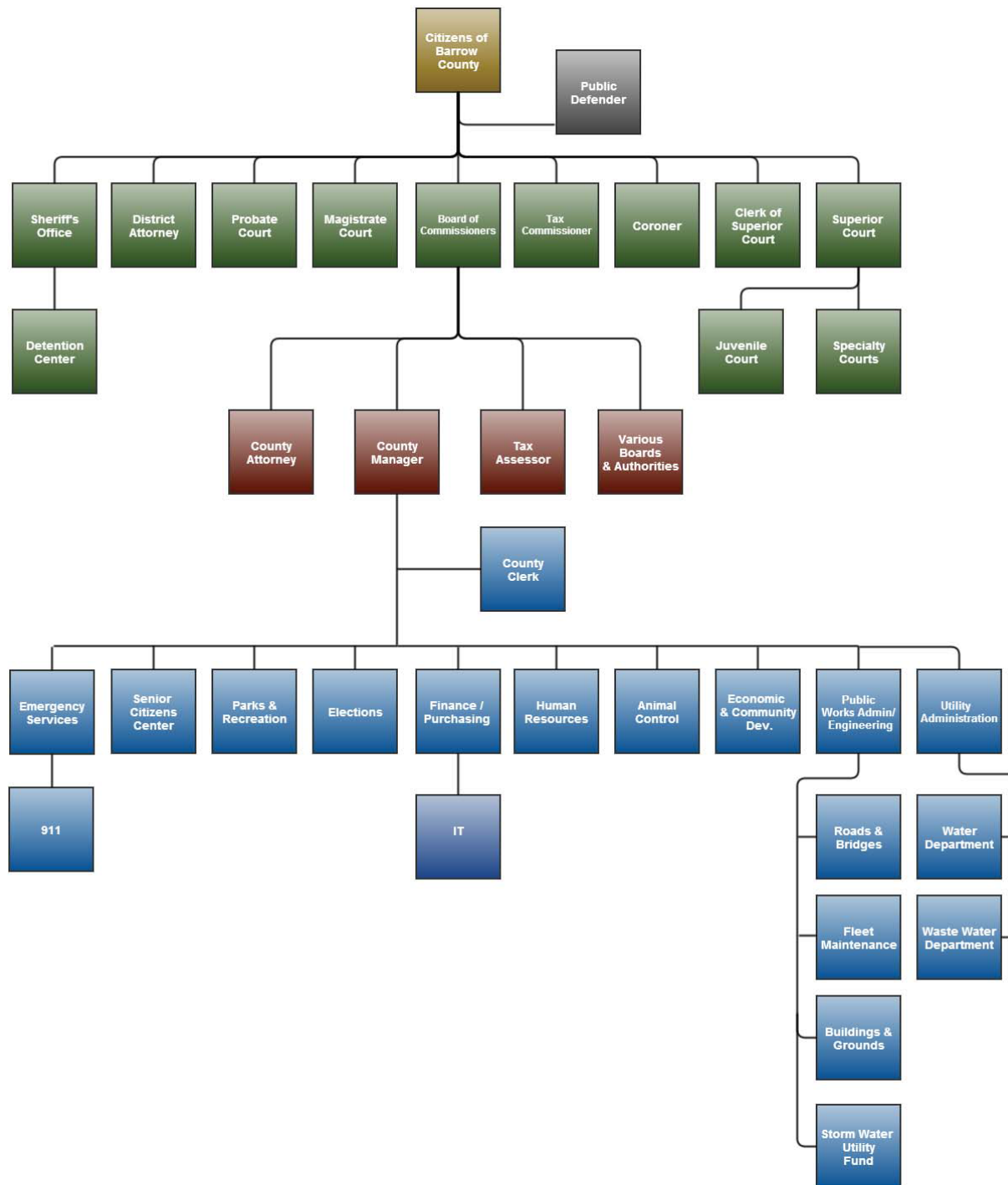
TEACHING EXPERIENCE

- ❑ 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



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 Blandly Rd, Norfolk, Virginia 23554		COMPANY URL: http://www.cnrc.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

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

ADDRESS: (Street, City, State, Zip Code) 1510 Gilbert Street, Naval Station Norfolk, Naval Station Norfolk, Virginia 23511	
EMAIL ADDRESS: robert.geis@navy.mil	PHONE NUMBER: 656-322-2800

Agency-Wide Questions

1. **Are you over 18 years of age?**
Yes
2. **Have you ever been convicted of any crime?**
No
3. **If you answered "yes" for the conviction question please explain the nature of the conviction and the date. A conviction will not necessarily disqualify you from employment.**
4. **Have you ever had adjudication withheld for any crime?**
No
5. **If you answered "yes" for the adjudication withheld question please explain the nature of the situation and the date.**
6. **Have you ever been sued for an intentional tort (such as fraud, assault, battery, etc.)?**
No
7. **If you answered "yes" to the intentional tort question please explain the tort or suit, the disposition of the action and the date.**
8. **Have you ever been dismissed or forced to resign from any employment?**
No
9. **If you answered "yes" to the dismissed question please explain.**
10. **Have you ever been disciplined or fired for insubordination?**
No
11. **If you answered "yes" to the discipline question please explain.**
12. **Have you ever been disciplined or fired for violating a safety rule?**
No
13. **If you answered "yes" to the safety rule question please explain.**
14. **Have you ever been disciplined or fired for fighting, assault, or similar offense?**
No
15. **If you answered "yes" to the fighting question please explain.**
16. **Do you have any relatives that work here?**
No
17. **If you answered "yes" to the relatives question please list their name and relationship to you here.**
18. **Are you able to meet the attendance requirements of the job?**
Yes
19. **Do you have reliable transportation to work?**
Yes
20. **Will you work overtime if asked?**
Yes
21. **Are you employed currently?**
Yes
22. **Are you on a lay off?**
No
23. **If you are on a lay off, are you subject to a recall?**
24. **May we contact your present employer?**
Yes
25. **May we contact your previous employers?**
Yes
26. **As part of our security checks, we may contact past employers. Is there anything we should know before we contacting them?**
Currently hold a Top Secret Special Access security clearance. I have the utmost moral character and integrity and research will prove the same.
27. **Please identify any exceptions or reasons for NOT contacting prior employers.**
In the case of the White House the Executive Department will have limited access to employment from the prior administration. The Department of the Navy would be better served to help you in that case. Please contact me if you want phone reference information to verify any details from that tour.
28. **Have you ever filed an application here before?**
No
29. **If you answered "yes" to filing an application here please give the date.**

30. Have you ever been employed here before?

No

31. If you answered "yes" to working here before please give the dates and position held.**32. Have you ever been known by any other name?**

Yes

33. If you answered "yes" to having another name please provide it here.

Michael Harold Johansson
Jake Johansson (nickname but most used).
Captain Michael or Jake Johansson
Commander Johansson

34. List below any other information or remarks that you wish to have considered as part of your application for employment.**35. Are you a veteran of the U.S. Military Service?**

Yes

36. If you answered "yes" to being a veteran please tell us which branch of service, beginning and ending dates of active duty, and date of discharge. You must include your DD214 or other supporting documentation with this application.

U.S. Navy from July 1980-July 2015. I am finishing up my active duty on July 1st and will receive my DD-214 at that time.

37. Veteran Status: Please check your veteran status.

VETERAN OF ANY WAR who has served on active duty for one day or more during a wartime period, excluding active duty for training, and who was discharged "HONORABLY" from the Armed Forces of the United States of America; or who has been awarded a campaign or expeditionary medal. The wartime periods are defined as follows: WORLD WAR II 1941-1946; KOREAN CONFLICT 1950-1955; VIETNAM ERA 1961-1975; PERSIAN GULF WAR 1990-1992; OPERATIONS ENDURING FREEDOM 2001; IRAQI FREEDOM 2003; and NEW DAWN 2010

38. An applicant eligible for Veteran's Preference who believes he or she was not afforded employment preference in accordance with Florida Administrative Code 55A-7 may file a complaint with the Department of Veteran's Affairs at 9500 Bay Pines Blvd. Room 214, St. Petersburg, FL 33708 requesting an investigation within 21 calendar days from receipt of the hiring decision. By selecting "Yes" below I acknowledge that I have received the above information whether I intend to claim Veteran's Preference or not.

Yes

39. How did you hear about this job advertisement?

International City/County Management Association

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of City of Port Orange and will not be returned. I understand City of Port Orange may contact prior employers and other references. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by Michael H. Johansson on 5/20/15 10:22 AM

Signature _____

Date _____

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, appearing to read "M. H. Johansson", with a long horizontal stroke extending to the right.

Sincerely,

Michael "Jake" Johansson

A handwritten signature in black ink, appearing to read "M. H. Johansson", with a long horizontal stroke extending to the right.

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
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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

Michael H. Johansson

1405 Buckingham Ave
Norfolk, VA 23508

410-533-2234
Michaeljohansson06@gmail.com

City Manager: Port Orange, FL

REFERENCES

Mr. James Bourey, City Manager, Newport News, VA

2400 Washington Avenue
Newport News, VA 23607
Office Phone: 757-926-8411

Mr. Craig Poff, Director, Business Development, Iberdrola Renewables

100 Matsonford Rd.
Two Radnor Corporate Center, Suite 200
Radnor, PA 19087
Office Phone: 610-230-0332

Captain Robert Geis, Chief of Staff, Commander Navy Region Mid Atlantic

1510 Gilbert St. Bldg N21
Naval Station Norfolk, VA 23511
Office Phone: 757-322-2800

Cathy Lewis, Executive Director CIVIC Leadership Institute

4211 Monarch Way #116
Norfolk, VA 23508
Office Phone 757-683-6890

Craig Quigley, Rear Admiral (ret). Executive Director Hampton Roads Military & Federal Facilities

430A World Trade Center

Norfolk, VA 23510

Office Phone: 757-644-6234

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

REFERENCE TYPE: Professional	NAME: Tim Wilson	POSITION: Growth Services Director
ADDRESS: (Street, City, State, Zip Code) 2068 Majestic Woods, Apopka, Florida 32712		
EMAIL ADDRESS:		PHONE NUMBER: 407-803-2358
REFERENCE TYPE: Professional	NAME: Sandra Bookhardt	POSITION: Retired
ADDRESS: (Street, City, State, Zip Code) 926 Cypress Oak Street, Titusville, Florida 32780		
EMAIL ADDRESS:		PHONE NUMBER: 321-383-8764
REFERENCE TYPE: Professional	NAME: Donald Cochran	POSITION: Assistant City Manager - Water/Sewer Operations Director
ADDRESS: (Street, City, State, Zip Code) 300 West Plant Street, Winter Garden, Florida 34787		
EMAIL ADDRESS:		PHONE NUMBER: 407-656-4111

Agency-Wide Questions

1. Are you over 18 years of age?
Yes
2. Have you ever been convicted of any crime?
No
3. If you answered "yes" for the conviction question please explain the nature of the conviction and the date. A conviction will not necessarily disqualify you from employment.
4. Have you ever had adjudication withheld for any crime?
No
5. If you answered "yes" for the adjudication withheld question please explain the nature of the situation and the date.
6. Have you ever been sued for an intentional tort (such as fraud, assault, battery, etc.)?
No
7. If you answered "yes" to the intentional tort question please explain the tort or suit, the disposition of the action and the date.
8. Have you ever been dismissed or forced to resign from any employment?
No
9. If you answered "yes" to the dismissed question please explain.
10. Have you ever been disciplined or fired for insubordination?
No
11. If you answered "yes" to the discipline question please explain.
12. Have you ever been disciplined or fired for violating a safety rule?
No
13. If you answered "yes" to the safety rule question please explain.
14. Have you ever been disciplined or fired for fighting, assault, or similar offense?
No
15. If you answered "yes" to the fighting question please explain.
16. Do you have any relatives that work here?
No
17. If you answered "yes" to the relatives question please list their name and relationship to you here.
18. Are you able to meet the attendance requirements of the job?
Yes
19. Do you have reliable transportation to work?
Yes
20. Will you work overtime if asked?
Yes
21. Are you employed currently?
Yes
22. Are you on a lay off?
No
23. If you are on a lay off, are you subject to a recall?
24. May we contact your present employer?
No
25. May we contact your previous employers?
Yes
26. As part of our security checks, we may contact past employers. Is there anything we should know before we contacting them?
no
27. Please identify any exceptions or reasons for NOT contacting prior employers.
28. Have you ever filed an application here before?
No
29. If you answered "yes" to filing an application here please give the date.
30. Have you ever been employed here before?
No
31. If you answered "yes" to working here before please give the dates and position held.

32. Have you ever been known by any other name?

Yes

33. If you answered "yes" to having another name please provide it here.

Robin Renee Acord

34. List below any other information or remarks that you wish to have considered as part of your application for employment.

35. Are you a veteran of the U.S. Military Service?

No

36. If you answered "yes" to being a veteran please tell us which branch of service, beginning and ending dates of active duty, and date of discharge. You must include your DD214 or other supporting documentation with this application.

37. Veteran Status: Please check your veteran status.

I am NOT a Veteran.

38. An applicant eligible for Veteran's Preference who believes he or she was not afforded employment preference in accordance with Florida Administrative Code 55A-7 may file a complaint with the Department of Veteran's Affairs at 9500 Bay Pines Blvd. Room 214, St. Petersburg, FL 33708 requesting an investigation within 21 calendar days from receipt of the hiring decision. By selecting "Yes" below I acknowledge that I have received the above information whether I intend to claim Veteran's Preference or not.

Yes

39. How did you hear about this job advertisement?

Florida League of Cities

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of City of Port Orange and will not be returned. I understand City of Port Orange may contact prior employers and other references. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by Robin R Hayes on 5/29/15 1:54 PM

Signature_____

Date_____

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