

Human Resources Department

**MEMORANDUM**

**TO:** Board of County Commissioners  
**FROM:** Human Resources Department  
**DATE:** January 8, 2014  
**RE:** County Administrator Selection Committee

The following five candidates were selected by the County Administrator Selection Committee:

Jack Brown

Ted Lakey

Albert Penska

William Reynolds

John Weaver

Jack R. Brown  
118 Worley Way  
Perry, FL 32347  
June 21, 2013

Escambia County Board of County Commissioners  
Re: County Administrator Search  
P.O. Box 1591  
Pensacola, FL 32597-1591

Dear Board Members:

I am writing in response to your ongoing search for a new county administrator. I have followed Escambia County for the past year and have watched as you have grappled with diverse issues including economic development, tourism, negotiations to take over the jail, transportation, library services, animal control, recycling, and the RESTORE Act to name a few. I believe that I uniquely match the skill set and qualities that you are seeking.

As you'll see on my enclosed resume, my professional experience, track record, and educational background as a successful and respected Florida, coastal county administrator closely aligns with the skill set that you are advertising for. In addition, as a former Florida county commissioner, retired military officer and strategic planner, I believe I have a unique skill set that will prove invaluable in your efforts to continue to enhance the quality of life and services for all residents of Escambia County.

I am an energetic, collaborative, accomplished professional who is detailed oriented with a reputation for building effective diverse teams. I possess strong interpersonal, planning and organizational skills.

I am excited about meeting each of you and the prospect of working with you and your staff to continue making Escambia County the best place to live and play in the nation. I am available at your convenience, during or outside of normal business hours.

Sincerely,

Jack R. Brown  
County Administrator  
Taylor County

Enclosure:  
- Resume

# RESUME OF JACK R. BROWN

118 Worley Way, Perry, FL 32347

Phone: (850) 838-6799

Email jrb.escambia@gmail.com

**A strategically focused, challenge-driven, collaborative, civic and community leader, natural and persuasive communicator, recognized by colleagues, the public, and commissioners for the ability to energize and inspire individuals and divergent groups to work toward achieving common goals.**

## RELEVANT AREAS OF EXPERTISE

- **Energetic and competent professional** - over 14 years of experience in Florida local government as a County Manager/Administrator or County Commissioner, has a detailed working knowledge of Florida statutes, administrative rules, Attorney General's Opinions, Growth Management, the RESTORE Act, the Florida Sunshine Law, Florida Public Record's Laws, Human Resource Laws, Florida finance structure and laws for Florida Countys. Additionally has forged a strong working relationship with commissioners, staff, employees, the various diverse segments of the county, as well as federal, state, and local elected officials and agencies.
- **Multifaceted leader** – Retired after serving as the Chief of NATO War Plans for the United States Army V Corps. Since retiring from the Army served in a wide range of positions, including: Director of Human Resources, County Manager, General Manager for RDS Manufacturing Company, Associate Director of the Florida Center for Reading Research at Florida State University and as County Administrator.
- **Strategically focused leadership** – Professionally trained, tried, and tested strategic planner and practitioner. Recognized for superior strategic planning and execution by the United States Army, Florida State University, the State of Florida, and the local community.
- **Ability to handle stress**, undaunted by pressure or personal attacks or attacks upon the organization, extremely resilient under duress, displays the ability to handle a myriad of complex, time sensitive often conflicting tasks in a highly visible, time sensitive, resource constrained environment.
- **Moral and principled based leader and manager**, Rock solid morally and ethically, impeccable personal and professional ethical standards, regardless of the forum, pressure, or personal cost. Mentors subordinates and requires ethics training for entire workforce and as a critical performance measure on all evaluations.
- **Experienced and successful practitioner of Florida county government operations**, including public safety in a coastal community, emergency management, economic development, customer service, public relations and communications, human resources, jail operations, drafting resolutions and ordinances, public works, growth management, knowledge-based systems, union negotiations and relations, budget preparation, forecasting, management and analysis, airport, capital projects management, and grant writing, management, monitoring.
- **Skilled Communicator** – conducted hundreds of briefings, workshops, and presentations for audiences, including congressional delegations, foreign dignitaries, state, national and international agencies, county commissions, civic groups, and associations. Strong interpersonal skills, presents the unvarnished facts, candid, yet tactful without rendering offense.
- **Negotiation experience** – Credited by U.S. Army V Corps for conducting the analysis and drafting the based document that was used to frame the Dayton Peace Accord for Bosnia. Trained in conflict resolution and negotiation tactics, negotiated several contracts with International Association of Electrical Works (IBEW) and the International Association of Fire Fighters (IAFF). We conducted impact negotiations with the IAFF in which the county was successful. Developed and maintain outstanding relations with all county commissioners, constitutional officers, community leaders, as well as municipalities, state agencies, and peers.
- **Fiscal Expertise** – Managed state and federal grants totaling over \$50 million dollars, and county budgets of equal amounts with consecutive unqualified opinions and the last four years without any findings. During the economic downturn, we made a bold move to purchase critical property for access to the gulf while at record prices, which serves as an economic engine for the community of Steinhatchee.
- **Growth Management** – Played a major role in creating a fifty-year vision plan for our community (Taylor County Vision 2060), which was adopted into our comprehensive plan along with a new economic development element based on the vision winning state and national planning awards.

CONTINUED ...

**EDUCATION**

<u>Institution</u>	<u>Dates</u>	<u>Course of Study</u>	<u>Degree</u>
University of Florida	1975-1978	Business Education	BS
Florida Institute of Technology	1986-1989	Business Administration	MSBA
U.S. Naval War College Command & Staff	1993-1994	National Security/Strategy	MA
U.S. Army Advance School of Military Studies	1994-1995	Operational & Strategic Planning	MMA

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**PROFESSIONAL EXPERIENCE**

**COUNTY ADMINISTRATOR - TAYLOR COUNTY, FL**

JAN 2007 - CURRENT

Serves under the direction of the Board of County Commissioners in accordance with Florida Statute Section 125.70, as the county's chief executive officer, responsible for the day-to-day operations of the county and to carry out all decisions, policies, ordinances, and motions made by the Board thoroughly and efficiently, drafting a recommended county annual operating budget for the board, capital improvement plan, responsible budget forecasting, management, and analysis, all union negotiations with the International Brotherhood of Electrical Workers (IBEW) and the International Association of Fire- (IAFF), recruitment, hiring, discipline, terminations, other human resource functions, growth management, engineering, public safety, public works, environmental services, information and knowledge services, technology and informational systems, county extension services, recreation, strategic and operational planning, facilities management, provides oversight of preparation of agendas, prepares Board workshops, provides liaison with other local officials and governments, state and federal delegation and agencies, community groups and assists county commissioners in resolving constituent issues.

**ACHIEVEMENTS:**

- Forged private-public partnerships to foster Taylor County's Vision 2060, considered by many including the Department Economic Opportunity (DEO) as a blueprint worthy of emulation by other communities that provides a strategic blueprint for enhancing our future quality of life focusing on economic development, marketing, shaped and controlled growth, and sites and infrastructure planning and development. The Plan received awards from both the State of Florida and the American Planners Association, Florida Chapter.
- Requested as a guest speaker on panels and to give presentations at state conferences on a regular basis.
- Recognized as one of the most successful counties per capita in the state for acquiring grant dollars and grant management.
- Partnered with the University of Florida Sea Grant Technical Assistance program to conduct an economic impact study to provide empirical data to support our coastal grant submissions and to provide clarity for our vision for our coastline.
- Defined new methodologies and developed tools to provide better tracking and feedback regarding citizens and commissioner's request and the final resolution.
- Selected by peers as the Chairman of the Florida Association of Managers.

TALLAHASSEE, FLORIDA

AUG 2002 – JAN 2007

**FACULTY MEMBER - FLORIDA STATE UNIVERSITY - ASSOCIATE DIRECTOR OF THE FLORIDA CENTER FOR READING RESEARCH (FCRR)**

Recruited by Dr. Joseph K. Torgesen to provide the administrative expertise to transition the newly created Florida Center for Reading Research at Florida State University from a handful of employees to a world renowned research center with over three hundred research faculty members, staff and support personnel. Responsible for the day-to-day operations to include: operational and strategic planning; organizational design and effectiveness; all phases of human resources; development and implementation of policy and procedures; budget preparation, forecasting and management; grant identification, preparation, management and oversight; purchasing, contract negotiations, facilities design, and contracting; publishing, development of technology, development of the state-wide web-based reporting system, help-desk, and technological support systems; staff development, training; and liaison with the Florida Department of Education. Additionally, served as the center's liaison with FSU's Learning Systems Institute, FSU Departments of Psychology and Education. Served as Chairman of the Learning Systems Institute Strategic Planning Group and member of FCRR's Board of Directors.

## **JACK R. BROWN**

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### **ACHIEVEMENTS:**

- Recognized in conjunction with Dr. Torgesen for crafting and implementing a vision that would lead FCRR to national and international pre-eminence in a relatively short period of time.
- Along with Dr. Torgesen and Karl Hook conceptualized and designed the highly successful state-wide student Progress Reporting Network (PRN) used for all grade levels by all school districts in Florida. This was the first computer-based student assessment program utilized in the state of Florida, setting the standard for the real-time visual analysis of student, classroom, grade, school, and districts.
- As a result of demonstrated expertise in organizational development and strategic planning skills appointed to lead a team of faculty and staff to establish a strategic plan for not only FCRR but also FSU's Learning System Institute (LSI).
- Recognizing the superior organization design model created for FCRR, LSI itself adopted the FCRR organizational design model and also used it for the newly created Science, Technology, Engineering, and Management (STEM) Center at FSU.
- Received "High Merit" pay increases each year while at FSU.

PERRY, FLORIDA

FEB 2001 – AUG 2002

### **GENERAL MANAGER RDS MANUFACTURING INC.**

Responsible for the strategic direction, administration and efficient daily operation of an aluminum manufacturing company building marine fuel tanks, fuel transfer tanks, holding tanks, aluminum tool boxes, responsible for all areas, including operations, productions, quality control, product sales, customer service, training, safety, finance, budgeting, and forecasting, reported to the President, CEO of the Company and the Board of Directors.

### **ACHIEVEMENTS:**

- Established a drug free workplace reducing injuries and improving quality control ratios.
- Developed & implemented an incentive pay plan that increased production and improved employee morale.
- Improved customer service by personally meeting with major customers to resolve disputes on site.
- Conducted strategic assessments and analysis to establish a new direction for the plant and the company.
- Developed and implemented an online marketing and purchasing system.

TAYLOR COUNTY, FLORIDA

APR 1997 – FEB 2001

### **COUNTY MANAGER**

Served under the direction of the Board of County Commissioners as the county's chief executive officer, responsible for the day-to-day operations of the county and to carry out all decisions, policies, ordinances, and motions made by the Board thoroughly and efficiently, drafted recommended county annual operating budget for the board, capital improvement plan, responsible budget forecasting, management, and analysis, all union negotiations with the International Brotherhood of Electrical Workers (IBEW) and the International Association of Fire- (IAFF), recruitment, hiring, discipline, terminations, other human resource functions, growth management, engineering, public safety, public works, environmental services, information and knowledge services, technology and informational systems, county extension services, recreation, strategic and operational planning, facilities management, provided oversight of preparation of agendas, prepared Board workshops, provides liaison with other local officials and governments, state and federal delegation and agencies, community groups and assists county commissioners in resolving constituent issues.

### **ACHIEVEMENTS:**

- Re-established the public's trust in the Board of County Commissioners and staff following the termination of the previous County Administrator over a scandal.
- Led the bond process to finance and construct and equip a new state of the art community hospital.
- Codified the Board's ordinances providing each board member, the county attorney, and selected staff to have a unified code manual to conduct research, additionally provided the code on-line for greater transparency and ease of research for the public.
- Established the technical research committee to provide lay planning board with professional recommendations from staff.
- Conducted a "Top-down — Bottom-up" strategic review of the organization, policies and procedures to identify needless processes that bogged down the business before the commission and the public.
- Negotiated a settlement with Department of Community Affairs regarding a long-standing land use classification issue.

TAYLOR COUNTY, FLORIDA

NOV 2002 – Nov 2006

**COUNTY COMMISSIONER - TAYLOR COUNTY BOARD OF COUNTY COMMISSIONERS**

County Commissioner for Taylor County – in accordance with Florida Statute Chapter 125.01 – On behalf of the residents within the county, responsible for budgeting, local legislation, including ordinances, resolutions, policies and procedures, establishes and approves the strategic vision for the county, acts as a member of the board to provide oversight and guidance for the County Administrator.

**ACHIEVEMENTS:**

- Wrote local ordinances, resolutions, policies and procedures on behalf of my constituents to achieve desired governance consistent with the culture of our communities and businesses.
  - Wrote the draft ordinance to establish road maintenance and paving criteria adopted by the county.
  - Lobbied legislative delegation, Small County Coalition, and Florida Association of Counties on local issues.
  - As Chairman cultivated a Board that worked as an effective team, treating each other as well as our staff, agencies, and the public with dignity and respect. Completed the FAC County Commissioner Certification
  - Furthered the Boards commitment to strategic planning and budgeting rather than reactive response.
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**PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS**

**Current**

Florida Association of County Managers (FACM) - Chairman  
Florida City County Managers Association (FCCMA)  
Florida Association of Counties (FAC) – Florida Counties Foundation (FCF) Board of Directors  
Florida Association of Counties Trust (FACT) – Board of Directors  
Gulf Consortium Board of Directors – Alternate for Taylor County

**Past**

County Commissioner – Taylor County – Chairman (Certified County Commissioner)  
Aucilla Regional Landfill – Board of Directors  
Florida Association of Rural County Administrators (FARCA) - President  
Florida State University Learning Systems – Chairman Strategic Planning Committee  
Florida Center for Reading Research (FCRR) – Board of Directors  
Florida Department of Transportation 2060 – Governance & Coordination Advisory Group  
Taylor County Economic Development Authority – Board of Directors  
Taylor County Chamber of Commerce – Board of Directors, President Elect  
Taylor County Tourist Development Council – Board of Directors  
North Florida Broad Band Authority (NFBA) – Board of Directors Alt.

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**EXAMPLE PROFESSIONAL PRESENTATIONS**

- **Florida Association of Counties – County Commissioner Certification – Apr 5, 2013**  
Presenter – *The Policy and Budget Connection*
- **FLORIDA ASSOCIATION OF COUNTIES – COUNTY COMMISSIONER CERTIFICATION – SEP 19, 2012**  
Presenter - *County Structure and Authority in the Real World*
- **FLORIDA ASSOCIATION OF COUNTIES – COUNTY ADMINISTRATOR’S ROUNDTABLE – NOV 18, 2010**  
Presenter – *Managing in Challenging Economic Times – Service Delivery*
- **FLORIDA ASSOCIATION OF CITY COUNTY MANAGERS (FCCMA) – JUL 2, 2010 – Deep-water Horizon**
- **FLORIDA DEPARTMENT OF COMMUNITY AFFAIRS GROWTH MANAGEMENT CONFERENCE – JUN 17, 2008, Presenter - Taylor County’s Vision 2060 – The County Visioning Process**
- **FLORIDA ASSOCIATION OF COUNTIES – RURAL CAUCUS – DEC 4, 2008, Presenter - Taylor County’s Vision 2060 – The County Visioning Process**
- **FLORIDA ASSOCIATION OF COUNTIES – COUNTY COMMISSIONER CERTIFICATION – MAY 10, 2007**  
Presenter - *County Structure and the Real World*
- **FLORIDA ASSOCIATION OF COUNTIES (FAC) – ANNUAL CONFERENCE – JUNE 26, 2007**  
Presenter – *Budget Strategies for Today and Tomorrow*

Ted Lakey  
5367 Smith Street  
Graceville, Fl. 32440  
June 21, 2013

Dear HR Director,

Please accept my resume as application for the position of Escambia County Administrator. My twenty-seven years of experience in county and municipal government would enable me to serve successfully in this position and make significant contributions to the County.

As you'll see on the enclosed resume, I am currently working as County Administrator for Jackson County. In addition, I am a graduate of the University of West Florida with a Masters in Public Administration. In my present position, I supervise over 220 employees and manage a 35 million dollar budget. I have experience in day-to-day operations of county government, budget development and ensuring projects are completed successfully. In addition, I have extensive knowledge regarding economic development, promoting tourism and growth management.

For the past 15 years I have lived and worked in the Florida Panhandle. I am very familiar with issues facing the region and understand what it takes to develop and implement successful solutions to these problems. I feel I can a strong asset for Walton County.

I look forward to hearing from you soon.

Sincerely,

Ted Lakey  
(850) 263-7330  
ted\_lakey@yahoo.com

Enclosure

# TED O. LAKEY

## SUMMARY OF QUALIFICATIONS

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- Over 27 years progressive managerial experience in county and municipal government
- Master's in Public Administration
- County Administrator. Knowledge of government operations, budgeting, policy development, economic development, public safety, public works operations, tourist development, human resources, union negotiations, growth management, code enforcement, landfill operations and fleet management

## EXPERIENCE

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**Jackson County Board of County Commissioners, Marianna, Florida**  
August 2003 to Present

County Administrator

Chief Executive Officer in charge of all aspects of county operations that fall under the jurisdiction of the Board of County Commissioners.

Duties

- Administration of Board policies and directives.
- Developing the County's annual 35 million dollar budget.
- Developing new policy and procedures.
- Oversight of road and capital improvement projects.
- Working with community leaders to identify local needs.
- Serving as a member of the County's economic development team.
- Working with members of our legislature to secure funding for County projects.
- Develop meeting agendas.
- Supervision of 220 employees that work in the departments of Administration, Engineering, Community Development, Road and Bridge, Fire/Rescue, Corrections, Parks and Recycling, Building, Utilities and the Library.

Accomplishments

- Actively worked with the Jackson County Development Councils economic development team that brought five major companies to the County with investments of over 100 million dollars and the



creation of over 600 new jobs. This included the creation of the Marianna/Jackson County Distribution Park with the Family Dollar Distribution Center and creation of a construction services park.

- Successfully negotiated an increase in landfill host fees that increased revenues to the County of over \$ 400,000 a year.
- Created an Engineering Department that has enabled the County to provide better services and save monies in engineering fees.
- Created a Parks/Recycling department to improve and manage county parks and property.
- Developed and implemented a joint agreement with the City of Marianna waste treatment that eliminated the need to build a 3.5 million dollar treatment facility.
- Developed plans and sought funding for the construction of a new Emergency Management Center.
- Developed and implemented a long range IT plan for county to increase office efficiency.
- Developed an innovative approach to roadway management and construction with currently over 100 miles of dirt roads paved and a number of resurfacing projects completed.
- Worked on the County obtaining a 10 million dollar low interest loan for road projects.
- Managed the purchase and renovation of a 5,000 Square Foot office building.
- Set up the county's first Code Enforcement Board and established the position of Code Enforcement Officer.
- Working with office of court administration to develop and complete a 1.9 million dollar courthouse renovation project.
- Planed and managed the 3.9 million dollar Jackson County Water/Wastewater Improvement Project, a project that extended water and sewer lines, upgraded three lift stations and one of the system's wells.
- Directed the installation of a major software purchase that enabled the County's Building Department and the Community Development to jointly process permits.
- Worked with the Jackson County Tourist Development Council to recruit and hire County's first full time TDC director

**Escambia County Public Works Department**, Cantonment, Florida  
September 1998 to January 2003

Superintendent

County Division Chief of the Road Prison Division of the Public Works Department. Developed and directed the implementation of policies, procedures and work standards for 67 officers and support employees. Developed and prepared a recommended annual 4.2 million dollar budget in accordance with established guidelines. Managed and evaluated each

Road Prison program including security, food and laundry services, maintenance and inmate health care. Insured compliance with all Florida Department of Law Enforcement standards regarding training and certifications. Prepared all necessary administrative, financial and statistical reports. Assigned internal security investigations and made recommendations regarding officer discipline. Participated in union negotiations and coordinated with representatives regarding implementation of union agreements. Oversaw administration of contracts with providers of professional services. Developed plans for renovation and expansion of the facility.

**Escambia County Public Works Department**, Cantonment, Florida  
December 2001 to May 2002

Interim Public Works Director

Directed operations for department that consists of three divisions: Road and Bridges Maintenance, Fleet Maintenance and Road Prison. Supervised over 200 employees as well as the care and custody of 160 inmates. Developed annual 18 million dollar budget, prepared RFP for street sweeping operations, worked on development of a vehicle replacement schedule and was a member of the county's union negotiation committee.

**Birmingham Police Department**, Birmingham, Alabama

April 1984 to September 1998

Correctional Lieutenant

Began career at the Birmingham City Jail, a 425 bed correctional facility and progressed through the ranks to a senior management position. Supervised 21 officers, 4 Sergeants and 6 support personnel. Primary responsibilities included ensuring safety and welfare of inmates, development and implementation of jail rules, regulations and operating procedures. Other duties involved interviewing perspective candidates, training personnel, and supervision of the maintenance staff, accepting bids, purchasing equipment and making recommendations for the annual budget. Additional tasks included reviewing officer's paperwork, investigating complaints and fulfilling duties of Assistant Jail Administrator in his absence.

## EDUCATION

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2002 **University of West Florida**, Pensacola, Florida

*Masters of Public Administration*

1978 **University of Alabama**, Tuscaloosa, Alabama

*Bachelor of Arts*

Major in Communications, Minors in Management and Political Science

CERTIFICATIONS/AFFILIATIONS

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Board Member - Marianna Main Street

Board Member – Panhandle Public Library Cooperative System

Member of the Florida City and County Management Association

Member of Jackson County Chamber of Commerce Governmental Affairs Committee

Member of the Kiwanis Club

University of Alabama Alumni Association

Graduate of Florida Criminal Justice Executive Institute *Chief Executive Seminar*

Graduate of University of Alabama Law Enforcement Academy

Albert M. Penksa Jr.  
P.O. Box 4350  
Gettysburg, PA 17325  
814-242-6281(cell), email: amp5599@gmail.com

November 15, 2013

Escambia County Board of Commissioners  
221 Palafox Place  
Pensacola, FL 32597-1591

Dear County Commissioners:

This letter is requesting consideration for the position of County Administrator posted with The Waters Consulting Group, Inc. Escambia County is very appealing and relatable to my goal to work in a progressive and growing county with endless days of summer.

Having displayed leadership throughout my career which is illustrated in my resume, it is that leadership skill that will enable me to engage the community and become more aware of the dynamics that make up the County. Furthermore, being a quick study will make me a contributor to the direction established by the Board of Commissioners. Personally, I am eager to work, invest and enjoy my leisure time in "The Western Gate to the Sunshine State".

My resume demonstrates to you my varied experiences in management, financial operations, budgeting, governmental relations, business and economic development. These experiences will be of value in the performance of duties assigned by the Commissioners to achieve the goals, fully implement the strategic plan and enhance the mission of the Escambia County Commissioner's.

The experiences garnered through my positions as an appointed official and as County Manager in Adams County, Gettysburg Pennsylvania will allow me to provide the leadership and direction required by the Board in my role as Administrator. Furthermore, having served in conservative administrations, under the watchful eye of the public, holding press conferences, addressing large groups and making presentations to executives will allow me to handle the needs of the position in a professional and confident manner. Having the ability to develop and maintain relationships with business owners, community leaders and public officials on both sides of the aisle will hopefully augment the County Commissioners objectives and leadership.

As your county administrator my day will be to diligently engage each Commissioner, the management team, the citizens and address each issue whether it is simple, complex or challenging. In governing there is reality and then there is the perception of the issue,

being very cognizant of reality verses perceptions of issues, my actions will be quickly to convey them to the Commissioners as I become aware or understand them.

My management experiences in the supervision of staff to meet objectives and mandates will allow for effective continuity of the programs in place while allowing for the breaking of new ground for growth ahead. I believe that the employees of the county are its greatest asset and will strive to mentor, coach and lead by example to ensure their growth and share our appreciation for the service that they provide on behalf of the Board of Commissioners and the County.

I have the ability to advise and foster an effective Board decision making process and hopefully you will trust that my visionary and futuristic approaches to address the needs of the County will add value to your objectives. Under my management there will be a prudent eye on the finances, a daily effort to improve efficiencies and ongoing analysis of programs to ensure their effectiveness. That has been accomplished in the County of Adams while improving fund balance and having built a solid financial position for the future. It is recognized by me that there is a difference in size of the current county under my management compared to the larger operation of your county. However, in no way does it intimidate – it actually stimulates me to recognize that Escambia County will afford me the opportunity to operate in an arena that is suited to my skills, my visioning and my progressive approach to governing and advising the Commissioners.

I look forward to meeting with you to discuss the prospects of my contribution to Escambia County.

Sincerely,

*Albert M. Penksa Jr*

Albert M. Penksa Jr.

### Summary

More than 20 years experience in government with experience in the following areas:

- Executive management
- Media relations – Public presentations
- Labor relations and negotiations
- Organizational change and development
- Steered a successful privatization of a nursing home
- Chief of financial operations
- Strategic planning and economic development
- Operations and project management
- Bond rating agency presentations
- Board and Commission relations
- Capital financing
- Accountability and investigation support

A proven leader and motivator that demonstrates organizational, analytical, visionary and communication skills in governing. Experienced in managing with fiscal prudence, change management, applying visionary processes and guiding economic development. An achievement-oriented leader with a political astuteness and awareness of the surroundings and its perceptions. County coordinator for the 150<sup>th</sup> anniversary celebration – a world interest event recognizing a significant historic Civil War battle.

### Relevant governmental experience

County Manager

December 2010 – present

Appointed County Manager – Adams County with a growing population of 102,000 in an area covering 522 square miles. Located in south central Pennsylvania within the influence of the Baltimore Md regional area. Managing this organization a Commission – Manager governmental form utilizing process review and efficiencies of operations. Served as IT Director in 2012 engineering an upgrade to virtual servers.

Duties and responsibilities as county manager

- Chief executive officer of the County government with 535 employees and an operating multi-fund budget of \$66 million dollars
- County Coordinator for the 150<sup>th</sup> major tourism event, coordinating governmental cooperation, successful acquisition of State funding support by legislative budget approval and ensuring visitor enjoyment.

- Oversight responsibility for fiscal, HR, emergency service operations, planning, economic development, facilities management and court related functions
- Implementation of Commission directed policies and responsible for long range planning issues
- Developed the County operational and capital budgets
- Explore privatizations and efficient operations of existing departments
- Negotiations of contracts, building contracts, emergency service contracts, health care service contracts and labor union negotiations
- Steered the sale of the county nursing home to a private entity alleviating the county of a negative cash flow asset, realized a positive impact to fund balance
- Directed server conversion from physical to virtual and created a DRS optical fiber/microwave connectivity and County campus wi-fi
- Coordinated RFP, contractor selection, vendor negotiations and design review for a \$26 million dollar enhanced 911 radio project
- Twice presented to Moody's and S&P the financial posture of the County to improve the County to an investment grade. Structured a refinancing and then followed with a consolidation and new project offering.
- Initiated an ERP project for new financial/payroll system. Managed this process and went live Dec 2012
- Steering a coordinated Economic Development Initiative with new supportive measures for the EDC/IDA by funding and developing community wide growth recognizing the value that tourism adds.
- Initiated a new comprehensive plan for economic development partnering with municipalities for regional growth complimenting a historic area
- Established new structural reporting process for the department directors and integral partnerships with elected officials and the Court
- Updated investment policy, automotive policy, HR disciplinary policy, planning and economic development vision and mission statement
- Completed the sale of the nursing home asset resulting in adding cash to balance sheet, staff reduction and negative cash flow elimination
- Built the role of the first ever office of Controller (January 2012)
- Identified seven offices for consolidation to trim cost, improve operational efficiencies, better utilization of space and enhance constituency service, currently analyzing others to consolidate.
- Involved in negotiations and with Teamsters of Court Appointed Professionals and AFSCME with prison guards, negotiations with Teamsters with Court support staff, and represented Commissioners in mediation of a lawsuit settlement.

Township Manager

July 2010 – December 2010

- Appointed CEO – Antis Township, Blair County
- Managed all daily functions and directed staff to carry out the needs of the five Township Supervisors
- Designed an early retirement option for the Township to reduce FTE costs while introducing seasonal staffing to meet the FTE demands
- Upgraded computer operations in the township providing for more efficiencies and improved functions to serve the constituency
- Developed the first investment policy for the Board
- Developed a relationship with the union shop to implement an early retirement program, a first ever wage scale memorandum of understanding to the current contract and set the stage for contract negotiations in 2011

Business Consultant- Unemployed

September 2009-July 2010

- As a result of a staff reduction in PA treasury I was unemployed
- Provided consultations to new start up businesses in horticulture and convenience groceries

Commonwealth of Pennsylvania

September 2001 - 18 Sep2009

- **Bureau of Invest** –PA Department of Treasury – Western Regional Director/Supervisor
- Cash management services to county and municipal governments and non profits
- Consulting - grew the western territory to more than sixty percent of the statewide portfolio, advised on improving earnings on cash flow through revenue-expense tracking
  
- **Bureau of Audits** -PA Department of Auditor General - Southwest regional supervisor/ assistant director
- Field executive responsible for school district audits – compliance, performance and financial. Managed corporate tax review and appeals
- Coordinated staff of supervisors, auditors and fleet of cars
- Developed the region into the top region in the state by initiating new auditing procedure and compliance directives
- Exceeded mandates and legislative guidelines



Senior Manager Business Development  
CBIZ Services

Jan 2000 – August 2000

Responsible for developing business within the Commonwealth of PA  
This corporation sold this division and changed its direction of  
accounting services

Cambria County Controller (elected)

January 1988- January 2000

- CFO of county operating budget (\$115M), provided weekly information to Board of Commissioners on revenue and expenditures with over one thousand employees
- Administrator/Secretary of County retirement system - monitored managers, custodians and handled employees retirement contributions, potential retirees and payroll
- Chairman of the County Prison Board, oversaw the construction of a new facility and reuse of the old structure and revenue streams from other Counties, State and Feds
- Chief Investment Officer monitored and invested idle money utilizing aging of AP and AR to maximize earnings.
- Chief Information Officer established the department and initiated communication between the separate systems and eventually integrated the systems.
- Streamlined the accounts payable system and enhanced the reporting of revenue received by the County Treasurer,
- Utilized aging, applied discounts and correlated payments to revenue streams to identify weekly demands for cash

Johnstown City Council Member

January 1986 – January 1988

- Member of the finance committee, adopted balanced budgets
- Steered the initiative of requiring accountability from the strong Mayor to City Council in the bureau of sewage's delinquent accounts, required integrity in prosecution.
- Advocate for City Council, enabling the Board to retain their own counsel. Knowledge of 3<sup>rd</sup> Class City Code.

Records Management Consultant

April 1984 – January 1988

- Consulted with county governments to improve their handling and retention records and comply. Grew the territory more than tenfold.

Deputy Register of Wills

December 1979 - April 1984

- Supervised the recording of estates and orphan's court proceeding. Implemented a fee structure complying with PA law and was copied by many counties.

- Lead worker and equipment operator 1973 - 1979
- Quaker Sales Corporation, operated manufacturing equipment in the making of blacktop. Working knowledge of manufacture and placement of blacktop.

**Education and Professional:**

- University of Pittsburgh – BA in economics with concentrations in accounting and political science
- Certified by the Association of Government Accountants ( CGFM certified government financial manager)
- Member of ICMA-International County Managers Association, Government Finance Officers Association (GFOA) , NACO-National Association of Counties
- Executive Board member of Central Pennsylvania-GFOA
- PEDDA, Pennsylvania Economic Development Association
- (formerly licensed in real estate, insurance and securities)

**Leadership:** Executive Director/Secretary of the State Association of County Controllers. Initiated a series of funding streams to enable the group to have a prominent statewide presence  
Delegate to the State Association of Elected County Officials  
Treasurer of booster club for boy's soccer, raised funds to make this group function within the nonprofit.  
Active in my church and community volunteer

**References are available**

William H. Reynolds

November 14, 2013

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Ms. Andrea Battle Sims  
The Waters Consulting Group, Inc.  
5050 Quorum Dr., Suite 625  
Dallas, TX 75254

Dear Ms. Sims,

I appreciate the opportunity to discuss why I am a good fit for the position of County Administrator for Escambia County. A review of my resume will outline my extensive and high-quality executive experience as well as give you a cross section of those traits that have allowed me to be successful in the past. Simply stated, I believe in continually striving for success – on both a personal and professional level – and delivering a better product to those we serve.

My value to Escambia County can best be described by reviewing the core beliefs that I have garnered during my career in government service and which have become the foundation for my leadership style.

First, government is a service industry and as such those of us in government must truly like and respect people. All people have value and should be treated with respect and dealt with fairly and equitably. Part of this respect includes the concept of exceptional customer service. We should treat all citizens with the same respect a business pays to its best customers. This can have real dividends not only in regards to citizens' approval, but also in the bottom-line. At Washtenaw County, I spearheaded the consolidation of three very similar organizations responsible for \$25 million in programs funded by local, state and federal dollars. Although those who worked for the individual departments understood the varying degrees of responsibility in service areas, those who were looking for service were often at a loss as to where to turn for assistance. In addition, the independent missions of these organizations were pulling in different directions – dragging their clients with them. By focusing on customer service during the consolidation effort we not only made the organization and processes more understandable and helpful to our citizens, but recognized the added benefit of over \$500,000 in savings.

Second, we must continually look for more efficient ways to do business. Government often continues to do tasks in a prescribed way long after the original reason for doing the task in the directed manner has become moot. Yet those who are responsible for the activity continue to dutifully march in the same direction they have for decades. In their minds, the job is being accomplished so why look to change? The answer is clear. If we can eliminate steps and actions that are no longer needed, we can save time, money and provide more meaningful service. When I arrived at Chippewa County the Human Resources Department was in complete disarray, leaking millions of dollars every year to inefficient activities and practices long debunked as outside the realm of best practices for human services delivery. In a year and a half process I was able to totally transform human service delivery to our clients, eliminating outdated and outmoded practices and providing a substantially increased value to citizens – which netted over \$11 million in savings in three years.

Third, we have to be inventive and innovative. In these troubled times, anyone who is successful in local

November 14, 2013

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government has to be willing to take intelligent risks. We cannot be wedded to the same way of doing business because of a fear of failure. We need to be willing to analyze a problem, design a solution and recognize if we fail to some degree, we can revisit the issue, retool after reviewing where we fell short, and move forward again. Flexibility is the key to the success of innovation. This is exactly what I had to remember as I led staff on a reorganization of the Forest and Parks Department in Chippewa County. On our initial move, we were successful with a redesign plan that looked to an efficient reallocation of resources and a renewed commitment to excellent service delivery. However, it became clear that several of our initial assumptions were not as effective as we had initially projected. As this became more apparent, I shifted the implementation schedule from a three month to a year-long process and asked a coalition of public user groups to become more active in the transition. This secondary action not only accomplished the original goals but also strengthened the partnership between the user groups and the county, and increased the user group's collective ownership of the county's natural resources.

I believe that providing leadership and direction to staff is an important key to the success of an organization. I strive to be a mentor and am a fair and honest broker. I do not shy away from addressing issues because the failure to do so often interjects a degree of dysfunction into the organization. I have faith and confidence in my subordinates, who are the experts in their particular areas. I seek to allow them the needed room to run their departments while providing oversight and guidance when needed. Often there are department heads that need more attention than others, and I am very good at determining when that is the case and adjusting accordingly. I encourage department heads to be strong advocates for their individual areas, just as I am a strong advocate for the organization as a whole. As department heads and key staff leave and we look to build the organization for the future, I will focus on bringing in those with strong character, integrity and a willingness to work hard and do what needs to be done to get a job completed – regardless if it is in their job description.

I enjoy serving in local government. This is more than a job; it is a calling. I truly believe in the power of individuals to create public value and relish the opportunity to bring that to Escambia County.

I assume that those you will choose to interview will have similar experiences and thoughts as I have outlined above. However, there are a couple of things that I believe will set me apart and will serve you well. First, I have a good knowledge of Escambia County, and the issues of instability that have plagued its administrative leadership in the past. I am coming into the process with a good understanding of the fragility of the job. Second, my time in the U.S. Marine Corps has proved to be an asset to an area that includes several military bases as part of its economic, social and political landscape. Finally, over the last few years, I have developed a working rapport with the majority of the Escambia County Board.

A point that must be noted. I was recently fired from my post of City Administrator by the Mayor of Pensacola for disclosing the existence of an investigation into complaints of harassment by a senior member of the Mayor's staff. As I stated in my public statement my actions were "...the result of my frustration in addressing issues that I became aware of beginning in April of 2012. Over the following year, the problems escalated to include serious misconduct and significant operational anomalies that I as City Administrator was unable to address." I noted in my statement that, "my actions were motivated

William H. Reynolds

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November 14, 2013

solely to protect city employees and leadership from future harassment and manipulation. I was trying to find a solution." When I make mistakes, I am not afraid to admit them and address the issues directly. I did not handle the situation correctly but have learned a very valuable lesson. I have no problem elaborating on the issue in the future.

Thank you for the opportunity to provide some insight into my fit for the County Administrator for Escambia County. I look forward to the opportunity to meet you in person.

Sincerely,

William H. Reynolds

## **WILLIAM H. REYNOLDS**

4315 Whiteleaf Court, Pensacola, Florida 32504

(715) 563-0756

reynoldswm@hotmail.com

### **EXPERIENCE:**

Aug 11-July 13

#### **CITY OF PENSACOLA, FLORIDA**

##### **City Administrator and Military Liaison**

**Pensacola, FL**

Chief Administrative Officer for Northwest Florida's leading community. Responsible for daily operations including oversight of 20 departments, 5 enterprise activities (seaport, international airport, natural gas company, golf course and tennis center) 850 personnel, and a total budget of \$220 million (\$50 million general fund).

- Redesigned fire department organization and staffing to provide more "boots on the ground" and resolve multiple layers of management dysfunction which resulted in 13 additional firefighters and increased fire rescue truck service delivery at an overall reduced cost.
- Instituted major consolidation and reorganization efforts in the Community Redevelopment Agency, and the Neighborhood Services, Finance, Public Works and Engineering departments, in order to achieve operational efficiencies and reduce financial pressures on a shrinking general fund.
- Successfully negotiated the transfer of the \$5 million West Florida Regional Library system to Escambia County.
- Led the effort to cull \$4.6 million from the Pensacola International Airport operational budget following revelations of financial issues that resulted in a negative impact to the organizational bond rating.
- Conducted significant review of Technology Resources Department that led to new organization leadership and the development of a focus on customer service.
- Successfully reconstituted a non-profit for oversight of the Veteran's Memorial Park following revelations of significant financial irregularities with former organization. Formed the initial committee and moved the new organization to a non-profit status over a six-month period.

Jun 10-July 11

#### **WASHTENAW COUNTY, MICHIGAN**

##### **Deputy County Administrator**

**Ann Arbor, MI**

Chief Operations Officer of Michigan's premier, and 6<sup>th</sup> largest county. Responsible for daily county operations and coordination between 20 departments, 1350 personnel and administration of a general fund budget of \$100 million. Focused efforts on sustaining world-class service delivery in trying economic times, establishing cooperative working relationships and facilitating efficient and cost effective programming.

- Conducted review of 78 discretionary county committees/boards/commissions in effort to determine if opportunities for consolidation or elimination existed.
- Conducted reviews of county departments (Facilities Maintenance, Finance, and Veterans Services) resulting in increased service delivery both internally and externally at decreased cost.
- Spearheaded the consolidation of the departments of Economic Development, Employment Training, and Community Development resulting in over \$500,000 in savings and better customer care.
- Position eliminated due to \$50+ million dollar budget deficit over two budget cycles.

Jul 07-Jun 10

**CHIPPEWA COUNTY, WISCONSIN**

**County Administrator**

**Chippewa Falls, WI**

Chief Administrative Officer of Wisconsin's second fastest growing county. Responsible for leadership, general oversight, administration, coordination and management of county operations for 28 departments, 525 personnel, and a general fund budget of \$76 million.

- Successfully led 29 member county board in a reorganization of their committee structure to capitalize on efficiencies and streamline policy decision making.
- Created Department of Administration to provide consistent, effective, economical and efficient support services to county departments.
- Instituted a fair and equitable budgeting process that allowed all departments the same opportunity to compete for scarce resources.
- Led the county in its first successful strategic planning process.
- Conducted exhaustive prioritized review of all county programs to determine objective criteria for significant budget reductions due to revenue shortfalls. Lead the effort to review results and implement budgetary recommendations.
- Conducted review of Human Services Department and implemented changes resulting in \$11 million in savings within 3 years. Efficiencies gained allowed for a reinvestment in evidence based "best practice" programs that increased services to those most at risk.
- Conducted an efficiency, service delivery, and functional analysis study of the Forest and Parks Department, and revised the organization to better allocate resources and ensure citizen satisfaction. Developed a strong public/private partnership between the department and the public through outreach to key user groups and the establishment of a volunteer park steward program.
- Instituted 360 degree evaluation process for all department heads.
- Educated the county board on both the long-range fiscal impact of Wisconsin's budgetary crisis and the necessity for future long-term budgeting decisions.

Jun 05-Oct 06

**UNITED STATES SENATOR ARLEN SPECTER**

**Chief of Staff and Director of Communications**

**Washington, D.C.**

Senior government administrator and chief political, legislative, media and legal adviser to U.S. Senator and member of the U.S. Senate Appropriations Committee.

- Managed legislation, personnel, communications, policy, political matters, financial plans and over \$2.5 million budget for Washington, D.C. and seven state offices. Supervised staff of seventy.
- Served as liaison between senator and national/state leaders including White House officials, congressmen, governors, mayors, business and labor leaders.
- Worked extensively with state and municipal governments on employment generation, grant preparation, and economic development issues including brown field development and "smart growth."
- Conducted extensive evaluation and retooling of personnel department instituting personnel evaluations with a merit-based pay and bonus system.
- Created results oriented staff that consistently achieved constituent satisfaction.
- A leader of the confirmation teams for both Chief Justice John Roberts and Associate Justice Samuel Alito to the Supreme Court of the United States.

- Dec 00-May 04 **UNITED STATES SENATOR ARLEN SPECTER (cont.)**  
**Director of Communications and Legal Counsel** **Washington, D.C.**  
Primary media and legal adviser for senior U.S. Senator, and Chairman of the U.S. Senate Veterans Committee.
- Planned and conducted all press and public interaction to include crisis management and strategic planning.
  - Helped craft significant post 9/11 homeland security legislation.
  - Participated in the Judiciary Committee oversight investigations of the FBI's management of pre-9/11 intelligence streams.
  - Served as Acting Chief of Staff for 8 months during COS' terminal illness.

- Jun 04-Jun 05 **UNITED STATES MARINE CORPS**  
**Executive Officer, Detachment 4-1, 4<sup>th</sup> Civil Affairs Group** **Fallujah/Ramadi, Iraq**  
**(Chief Operating Officer)**  
Senior Officer leading the team responsible for Civil/Military operations in the volatile Al Anbar Province, Iraq.
- Supervised a team of fifty municipal service specialists with expertise in justice systems, public utilities, engineering, government, law enforcement, medicine, economic development, communications, and public administration.
  - Operated as the lead contact with the Al Anbar Province civilian government and worked closely with the senior civilian leadership to develop a fully functioning government, and with local leaders on issues of employment, law enforcement and reconstruction.
  - Coordinated post-battle assessment of Fallujah infrastructure including transportation, electrical grid, food distribution system, water and sewer.
  - Assigned as the senior civil affairs and civil reconstruction advisor to the Iraqi Military Governor of Al Anbar Province following the battle of Fallujah.
  - Participated in both the planning and execution of the battle for Fallujah.

- Oct 97-Sep 99 **Senior Legal Advisor, 1<sup>st</sup> Marine Division** **Camp Pendleton, CA**  
Chief Adviser to the Commanding General on all legal and ethical issues including major criminal investigations, senior-level ethics training and the conduct and review of felony prosecutions.
- Supervised eight felony prosecutors.
  - Served as crisis communicator for several major incidents involving Marine Corps commands and personnel.
  - Conducted a major review of several complex investigations (Texas Rangers, FBI, and Department of State) regarding an international incident that occurred during a counter-drug operation on the border with Mexico that resulted in the death of a Mexican civilian. Actions helped to prevent the wrongful criminal prosecution of five Marines.
  - **The Marine Corps' nominee for the 1998 American Bar Association Military Attorney of the Year, and the 1998 Federal Bar Association Attorney of the Year.**



**UNITED STATES MARINE CORPS (cont.)**

Oct 96-Oct 97

**Commander, Camp Schwab**

**Okinawa, Japan**

Officer responsible for the management and security of a 4,500 person military Compound. Supervised staff of eighty-five.

- In addition to general management responsibilities, conducted oversight of water treatment facilities, fire, emergency, and security services.
- Monitored major construction projects for contract compliance in conjunction with Department of Defense and Japanese Government officials.
- Conducted an extensive review and reorganization of the camp's security including a detailed examination and upgrade of the physical security measures and the retraining of counter-terrorist response teams.
- Commander of the Emergency Operations Center (EOC) during Typhoon Tina, Super Typhoon Winnie and Super Typhoon Oliwa.
- As a political officer and community relations ambassador, developed and implemented a comprehensive press/community relations strategy that reinvigorated Japanese and American relations following an international crisis generated by a high profile criminal case involving U.S. servicemen.
- **Formally recognized for actions as a Goodwill Ambassador by the Japanese Government and several local Okinawan municipal governments.**

Aug 92-Oct 96

**Prosecutor and Investigations Attorney**

**Camp Pendleton, CA**

Tried in excess of 200 criminal cases in Federal court, and was consistently ranked by superiors as the best legal counsel in the Department of Defense's most litigious circuit.

- **Honor Graduate Naval Justice School.**

**EDUCATION:**

**HARVARD UNIVERSITY, JFK School of Government**

**Cambridge, MA**

**Master in Public Administration, June 2000**

**JFK Service Award for Exceptional Commitment to Community and Public Service**

**DEPAUL UNIVERSITY, College of Law**

**Chicago, IL**

**Juris Doctor, June 1991**

**Dean's Honor Scholar**

Journal of Arts and Entertainment Law

**GREENVILLE COLLEGE**

**Greenville, IL**

**Bachelor of Arts, *cum laude*, June 1988**

Majors - History and Political Science; Minor - Sociology

Varsity Letterman - Football

**PROFESSIONAL**

**MEMBERSHIPS:**

International City/County Management Association, Florida City and County Management Association, American Society of Public Administration, Rotary International, Veterans of Foreign Wars and the American Legion.

**OTHER:**

**Retired Lieutenant Colonel in United States Marine Corps (Top Secret/SCI Clearance).**

Admitted to the Illinois State Bar, U.S. District Court for the Northern District of Illinois, U.S. Navy-Marine Corps Court of Criminal Appeals, the U.S. Court of Appeals for the Ninth Circuit, and the Court of Appeals for the Armed Forces.

**John L. Weaver**  
930 Mt. Gilead Road  
Murrells Inlet, South Carolina 29676

[thecid69@hotmail.com](mailto:thecid69@hotmail.com)

843-222-0863

October 24, 2013

Escambia County Board of Commissioners  
221 Palafox Place  
Pensacola, Florida 32502

Re: County Administrator Vacancy

Dear Chairman Valentino and Commissioners:

It is my pleasure and my honor to present my application and my resume for the consideration of Waters Consulting Group and the Council as the next Administrator of Escambia County. I believe that you will find my credentials and my experience to be compatible with, not only your expectations for a team leader of the county staff, but also as one knowledgeable of and in conformity with the chain of command concept in a Council-Administrator county government operation.

I began my involvement with local government while practicing law during the 90's in Mt. Pleasant, an adjoining community to Charleston, assisting as an advisor in planning and zoning issues. It was that experience that intensified my interest in local government, ultimately bringing me to Horry County several years later and a dozen years of service in that county organization. Now, upon a return to private law practice, I realize that the most satisfying and productive times during my professional career have been with local government. Some while ago, I notified my firm partners of my decision to return to public service and I have worked on a "winding down" basis for several months.

Beyond the information contained in my resume, my personal life experiences present a diversity hopefully that will have appeal. I present the following information in support of that proposition:

1. I have lived in coastal counties of both North and South Carolina for most of my life. I believe I understand the challenges that Escambia County faces with the demands of tourism being blended with the expectations of the permanent residents. Horry County has a population of almost 300,000 citizens and fourteen million tourists.
2. I have lived through Hurricane Camille (Biloxi, '69) and Hurricane Hugo (Charleston, '89). I personally know the destruction of these forces and the preparation and disaster relief that is necessary. I have overseen an Emergency Management Department and have undergone training at FEMA's Emergency Management Institute in Emmetsburg, MD. During my tenure with the county, we have coordinated and activated a multi-level government evacuation plan in response to several natural disasters.

Chairman Valentino and Council

October 24, 2013

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3. My wife's family has property on Anna Marie Island off Bradenton and I have family along the eastern Florida coast. As in Florida, we, too, in Horry County have many Northern transplants who have found happiness further south. I work well with retirees and appreciate the roll that they play in community activities and local politics.
4. I have had direct experience with both the Corps of Engineers and FEMA and understand the complexities of working with these governmental agencies. At present I am involved with several issues dealing with errors made three decades ago when the Coastal Barrier Act lines were approved by Congress. My efforts hopefully will result in the passage of one or more Congressional bills, thereby making affordable, government supported flood insurance a reality for my clients. I am at ease dealing with both state and federal elected officials, their staff and various government agencies as needed.
5. I maintain with Martindale an attorney's AV (5.0) Peer Review Rating. My personal and professional ethical standards are without compromise.
6. As the founder and President of a commercial television station, I am experienced in media relations and understand Freedom of Information laws. I recognize the need for a local government to cooperate with the various media outlets and to insure that the public requirement of transparency is not clouded.
7. My background of four years at a military college and four years as an Air Force Officer, accountable to a Major General my final year of service, equips me to recognize the importance of the role that our armed forces play in the economic stability of Escambia County. I welcome the chance to cultivate that relationship upon request.
8. I consider an opportunity to be associated with Escambia County to be a time of continued learning. The lives of the Council no doubt are diverse and exceptional. I envision a cooperative, unified approach as the County continues to meet the expectations of the constituency. Following the Council's leadership, I am confident of a professional working relationship. I have no interest in any further lateral or upward movement on my career path. I will be available to the Commissioners as long as the Council is satisfied with my performance.

Finally, allow me to address a political occurrence in 2011, a happening in which I played no roll but, nevertheless, suffered the political consequences. A local state senator appointed a county policeman to a magistrate's job without first checking on the officer's personal life or testing the *political winds of the community in which the magistrate would serve*. Opposition to the appointment was voiced and incident reports became public, all causing the senator to withdraw the appointment and suffer some political embarrassment. My police chief (38 year veteran) unjustifiably was made to blame and I was ordered to fire the chief for unfounded political reasons. I maintained a sense of integrity and, without cause being shown for the chief's termination, refused to do so. Thereafter, the remaining five months of my employment contract were bought out by the Council after being made aware of my intention not to seek reappointment.

Chairman Valentino and Council


October 24, 2013

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Although my decision certainly was contrary to my best interest financially, I stand by it and ethically know that it was the appropriate step to take. I will admit that I was distressed to be in disagreement with a few members of my Council, but I hold no animosity toward anyone. At the time of my selection as Administrator, I recognized the possibility of such political maneuvers and accepted the job with open eyes.

I would be honored to be considered as your next County Administrator and to meet for a personal interview. Thank you.

Sincerely,



John L. Weaver

## **RESUME**

**John L. Weaver**  
**930 Mt. Gilead Road**  
**Murrells Inlet, South Carolina 29576**  
**T) 843-222-0863**  
**email: [thecid69@hotmail.com](mailto:thecid69@hotmail.com)**

### **Personal**

**Birthplace and Hometown: Wilmington, NC**  
**Marital Status: Married, 5 adult children**

### **Education**

- a. New Hanover High, Wilmington, NC**
- b. The Citadel, Charleston, SC (1965-1969)**  
**BA, Political Science**
- c. University of South Carolina School of Law (1973-1976)**  
**Juris Doctor**

### **Military Service**

**Captain, United States Air Force (1969-1973)**  
**Air Traffic Control Officer, Command Briefing Officer**  
**Honorable Discharge**

### **Employment**

- a. Self Employed Private Law Practice (1976-1997)**  
**Florence, SC & Charleston, SC**  
**Emphasis on civil litigation, business relations**
- b. Thomas Supply Company (1998–August, 2000)**  
**Myrtle Beach, SC**  
**General Manager and Corporate Counsel**  
**115 employees, 7 locations, \$20M+ annual sales**

**c. Horry County Government (2000-2009)**

**Conway, SC (HR: 843-915-5230)**

**Assistant Administrator/County Attorney**

**Supervisor: Danny Knight, Administrator (ret)**

**c) 843-222-5199**

**d. Horry County Government (2009-2011)**

**Conway, SC (HR: 843-915-5230)**

**County Administrator**

**Responsible for the management and oversight of the county's daily operations; supervision of a three division (1800+) work force; compiling and implementation of a \$130+ million dollar annual general fund budget.**

**Supervisor: Horry County Council (12 members)**

**e. Thomas & Brittain, Attorneys (2012-Present)**

**Myrtle Beach, SC (843-692-2628)**

**Governmental Relations, Transactional Law, Litigation**

**Managing Partner: Jackson Thomas**

**Miscellaneous**

**a. Founder & Corporate President**

**Eastern Carolinas Broadcasting Company, Florence, SC**

**WPDE-TV15 (ABC affiliate)**

**b. Member – South Carolina Bar (#5981)**

**Former House of Delegates member**

**c. South Carolina Association of Counties member**

**d. International City/County Management Association member**

**e. Martindale Attorney Rating: AV (5.0 of 5.0)**

**References**

- 1. Mark Lazarus, Chairman Horry County Council**  
**C) 843-446-5890**  
**email: mlaza67695@aol.com**
- 2. Harold Worley, Horry County Councilman**  
**C) 843-340-5999**  
**email: hworley@odresort.com**
- 3. Marilyn Hatley, Mayor, North Myrtle Beach**  
**B) 843-280-8878**  
**H) 843-277-6205**  
**Email: mayorhatley@nmb.us**
- 4. Douglas P. Wendel, Chairman**  
**Myrtle Beach Regional Economic Development Corporation**  
**C) 843-424-9300**  
**email: dpw5335@gmail.com**
- 5. Don Leonard, Chairman**  
**South Carolina Transportation Infrastructure Bank**  
**Myrtle Beach, SC**  
**C) 843-340-1869**  
**email: pthar@frontier.com (admin. assistant)**
- 6. Edger (Eddie) Dyer, Executive VP/Chief Operating Officer**  
**Coastal Carolina University, Conway, SC**  
**W) 843-349-2628**  
**C) 843-340-0076**  
**email: dyer@coastal.edu**