

THROUGH THESE DOORS WALK ONLY THE FINEST PEOPLE – THE CITIZENS OF ESCAMBIA COUNTY. DECISIONS ARE MADE IN THIS ROOM AFFECTING THE DAILY LIVES OF OUR PEOPLE. DIGNIFIED CONDUCT IS APPRECIATED.

CHAMBER RULES

1. IF YOU WISH TO SPEAK, YOU WILL BE HEARD.
2. YOU MUST SIGN UP TO SPEAK. SIGN-UP SHEETS ARE AVAILABLE AT THE BACK OF THE ROOM.
3. YOU ARE REQUESTED TO KEEP YOUR REMARKS BRIEF AND FACTUAL.
4. BOTH SIDES ON AN ISSUE WILL BE GRANTED UNIFORM/MAXIMUM TIME TO SPEAK.
5. DURING QUASI-JUDICIAL HEARINGS (I.E., REZONINGS), CONDUCT IS VERY FORMAL AND REGULATED BY SUPREME COURT DECISIONS.
6. SEE ORDERLY CONDUCT OF MEETINGS. POLICY.

PLEASE NOTE THAT ALL BCC MEETINGS ARE RECORDED AND TELEVISED

AGENDA

Board of County Commissioners

Special Meeting – March 13, 2014 – 1:00 p.m.

Ernie Lee Magaha Government Building – First Floor

1. Call to Order.

(PLEASE TURN YOUR CELL PHONE TO THE VIBRATE, SILENCE, OR OFF SETTING)

2. Invocation - Reverend Evon Horton, Pastor, Brownsville Assembly of God.
3. Pledge of Allegiance to the Flag.
4. Was the Meeting Properly Advertised?
5. Are there any items to be added to the agenda?

Recommendation : That the Board adopt the agenda as prepared (**or duly amended**).

6. County Administrator Position Candidates.

A. Overview of the Process for Selection of Five Finalists – Andrea Battle Sims, The Waters Consulting Group, Inc.

B. Interviews with the Following Five Finalists – Board of County Commissioners:

- (1) 1:15 p.m. – 1:45 p.m. - Jack R. Brown
- (2) 1:45 p.m. – 2:15 p.m. - Ted O. Lakey
- (3) 2:15 p.m. – 2:45 p.m. - Albert M. Penska, Jr.
- (4) 2:45 p.m. – 3:15 p.m. - William H. (Bill) Reynolds
- (5) 3:15 p.m. – 3:45 p.m. - John Weaver

C. Selection of County Administrator – Board of County Commissioners.

7. Adjourn.



BOARD OF COUNTY COMMISSIONERS
Escambia County, Florida

Special BCC Meeting

6.

Meeting Date: 03/13/2014

Issue: County Administrator Position Candidates

From: Thomas Turner

Organization: Human Resources

CAO Approval:

Information

RECOMMENDATION:

County Administrator Position Candidates.

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- (5) 3:15 p.m. – 3:45 p.m. - John Weaver

C. Selection of County Administrator – Board of County Commissioners.

BACKGROUND:

N/A

BUDGETARY IMPACT:

N/A

LEGAL CONSIDERATIONS/SIGN-OFF:

N/A

PERSONNEL:

N/A

POLICY/REQUIREMENT FOR BOARD ACTION:

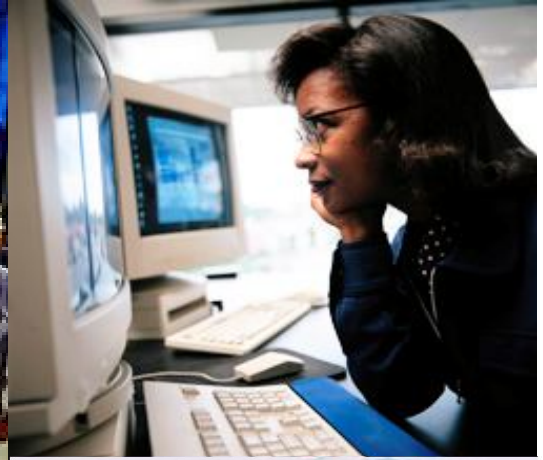
N/A

IMPLEMENTATION/COORDINATION:

N/A

Attachments

The Waters Consulting Group, Inc. Finalist Book - 3-13-2014



PRESENTED TO
ESCAMBIA COUNTY, FLORIDA

EXECUTIVE RECRUITMENT FOR COUNTY ADMINISTRATOR
March 13, 2014



5050 Quorum Drive, Suite 625 Dallas, Texas 75254 800.899.1669 www.watersconsulting.com

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 - Critical Problem Analysis
 - Resume
 - Candidate Questionnaire
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- **TED LAKEY**
 - Candidate Summaries
 - Major Accomplishments
 - Critical Problem Analysis
 - Resume
 - Candidate Questionnaire
 - Suggested Interview Questions
 - Candidate Assessment Form

- **ALBERT PENSKA**

Candidate Summaries
Major Accomplishments
Critical Problem Analysis
Resume
Candidate Questionnaire
Suggested Interview Questions
Candidate Assessment Form

- **WILLIAM REYNOLDS**

Candidate Summaries
Major Accomplishments
Critical Problem Analysis
Resume
Candidate Questionnaire
Suggested Interview Questions
Candidate Assessment Form

- **JOHN WEAVER**

Candidate Summaries
Major Accomplishments
Critical Problem Analysis
Resume
Candidate Questionnaire
Suggested Interview Questions
Candidate Assessment Form



SECTION • I INTRODUCTION

EXECUTIVE RECRUITMENT FOR COUNTY ADMINISTRATOR

INTRODUCTION

The structured interview can be the best tool for evaluating candidates for a position with Escambia County, FL particularly in today's litigious society. This section has been prepared to assist interviewers with this most important process by providing guidance and suggestions for interview questions for candidates for the County Administrator.

LEGAL ISSUES

In preparing for the discussion with the candidate, it is important to remember the selection interview is a very critical part of the employment process and is covered by anti-discrimination.

SUMMARY OF PROTECTED CLASSES

The purpose of state and federal laws regarding discrimination in employment is to ensure hiring decisions are based upon the applicant's ability to perform the job, not on arbitrary factors unrelated to job performance. In general, it is unlawful to base a decision to hire or not hire an applicant on any of the following criteria: race, color, national origin, gender, marital status, age, religious beliefs, pregnancy status, children, disability not related to job performance, or family background.

Questions based upon any of these elements may open Escambia County, FL, to potentially costly claims for discrimination. It is illegal to base a decision on one of these criteria even if the information is obtained outside of the interview process, or inadvertently during the interview.

The development of specific interview questions not only assures all important aspects of the job are covered during the interview; it helps to ensure that interviewers avoid potentially dangerous subjects.

SUGGESTED QUESTIONS

As you prepare for the interview you may want to develop additional questions based upon your review of the candidate's resume or the background material. Those candidate-specific questions might probe subjects such as:

- Explanation of voids in time;
- Short tenure in a position;
- Explanations of apparent weaknesses in experience or education/training; and
- Clarifications for anything that is not clear.

INTERVIEWING TECHNIQUES

In general, open-ended questions that require candidates to answer in sentences are preferable to closed-ended questions that can be answered with one word or yes or no answers. Open ended questions encourage the applicant to:

- Express goals, values, qualifications, or feelings;
- Exhibit his/her ability to communicate;
- Provide additional information regarding experience and background; and
- Probe "choice points".

Limited use of directive (closed-ended) questions can be used to gather information that is factual and objective.

- Examples of open ended questions:
- How do you handle...?
- What do you do if...?
- How do you feel about...?
- What have you found to be successful in handling...?
- What are some examples of success in...?

As the interview proceeds, it is important to observe how the candidate's answers are delivered as well as the content of the message. The new County Administrator will represent Escambia County in the community. Body language and tone of voice are particularly important factors to notice. Probe for as many details as possible such as names, dates, and other verifiable information. It is also a good idea to ask candidates for their thoughts and feelings about a situation.

ADDITIONAL QUESTIONS

Often candidates may be somewhat brief in their responses. If you feel a need for additional information, the use of probing questions such as the following can draw out additional information:

- Why did you say that?
- Can you think of an example of that situation?
- Is there something noteworthy in your experience in this area?

OTHER CONSIDERATIONS


Other considerations include how the candidate handles the stress of the interview and whether he or she appears to be avoiding some area(s) of inquiry.

Immediately after the interview, it will be helpful to note your overall feeling about the discussion and how you feel about the candidate.

Remember, the best predictor of success in any position is previous success in the same or a similar position. You are looking for information about actual accomplishments and things the applicant has actually performed.



SECTION • II BROCHURE



ESCAMBIA COUNTY, FLORIDA (PENSACOLA - COUNTY SEAT) SEEKS A PROVEN AND ACCOMPLISHED PUBLIC SECTOR EXECUTIVE TO SERVE AS ITS NEXT...

THE COMMUNITY

Escambia County, nicknamed the "The Western Gate to the Sunshine State", is the most northwestern county in the State of Florida. Established as a non-charter government in 1821, the County covers about 875 square miles, of which over 662 square miles is land and about 213 square miles is water. Escambia County is known for its rich cultural, historical and natural offerings. A temperate climate adds to the area's appeal with year-round access for the avid outdoor enthusiast. With world-class golf and tennis facilities, a well-developed park system, and diverse arts and cultural offerings, the area offers a myriad of opportunities for residents, visitors, and businesses. It is a mecca for water sports such as snorkeling, scuba diving, sailing and deep-sea fishing. With its northwest Florida locale, the County had not experienced the rapid growth of the central and southern areas of the state, but has grown by almost 100,000 residents from 205,000 in 1970 to close to 300,000 in 2011. There are two incorporated municipalities, the City of Pensacola and the Town of Century. The area is proud of its high standard of living at a competitive cost.

Its location on the Gulf of Mexico and close proximity to Alabama provides a diverse environment with the traditional

COUNTY ADMINISTRATOR

GOVERNANCE

Escambia County is governed by a five (5) member Board of County Commissioners (BOCC), committed to providing high levels of service to its residents at the lowest possible cost. Its members are elected by district to four-year overlapping terms. The Chairman presides over the Board and is rotated by district annually. The legislative and policy-making powers are vested with this BOCC, with five (5) additional independent constitutional officers: Clerk & Comptroller, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector. These independent officials are elected countywide as public trustees with direct responsibility to every citizen for the delivery of services in a manner defined by Florida law.

The County Administrator appoints and oversees all non-elected County Employees, serving as the Chief Executive Officer to lead the execution of the policy of the BOCC. This role has functional responsibility for Budget, Public Information and Communications, Facilities Management, Human Resources, Parks and Recreation, Public Safety, Roads, Community Corrections, Community Affairs, Extension

Services, Fire-Rescue, Purchasing, Building Inspections, Engineering, Information Resources, Community and Environmental Services, Planning and Zoning, Environmental Enforcement and GIS. The County has 2,545 employees, with about 1,635 falling under the County Administrator's leadership. The total budget for 2014/2015 is \$364 million.

The Board of County Commissioners is responsible for adopting an annual budget for all of the Board Departments and most functions of the Constitutional Officers. This budget determines the amount of taxes and other revenues that must be raised to pay for the services and programs provided to the residents, citizens and visitors of the County. The annual budget is the foundation for Escambia County's financial planning and control. Escambia County is the only one in the Panhandle region to provide a dedicated funding source for capital improvements through the Local Option Sales Tax (LOST). This full-service county provides the construction and maintenance of highways, streets



THE COMMUNITY (Continued)

coastal environment coupled with oak and magnolia trees with two cities and many rural communities resulting in a unique, sunny, relaxed and charming place. There are excellent and diverse restaurant and shopping options. The county seat of Pensacola is the only city on Florida's Gulf Coast with ballet, opera, symphony, and theater along with an accredited museum of art. In addition, the National Museum of Naval Aviation; the Saenger, a Spanish baroque-rococo theater, and the Civic Center are venues where sporting events and renowned musical acts are available for all to enjoy.

The Blue Angels are a regular attraction from their home base, the Naval Air Station, Pensacola. Sports aficionados enjoy the Pensacola Blue Wahoos, a Double-A affiliate of Major League Baseball's Cincinnati Reds in the waterfront Community Maritime Park and entertainment complex, while the Southern Professional Hockey League's Pensacola Ice Flyers skate at the county's Civic Center.

In addition to the strong military presence, other large employers in Escambia County are the Navy Federal Credit Union, GE Energy, International Paper as well as businesses supporting the agricultural industry where farmers produce cotton, peanuts, corn, wheat, oats, soybeans and hay. Excellent secondary educational opportunities

GOVERNANCE (CONTINUED)

and other infrastructures, as well as fire protection, emergency management, health and social services, emergency

medical services, landfill operations, mass transportation services, and parks and recreation programs.

POSITION AND ORGANIZATIONAL PROFILE

The County Administrator is selected and appointed by the majority vote of the five members of the BOCC. He/she serves as a full-time employee at the pleasure of the BOCC, serving as the chief administrative official of the County. This position is responsible to the BOCC for the administration and operation of various administrative divisions under the BOCC and for execution of all BOCC policies. After policy has been established by the County Commission, the County Administrator is expected to supervise all aspects of carrying into effect such policy to completion.

Escambia County traditionally has a strong Republican majority on the BOCC and an emphasis on providing the community a strong quality of life while ensuring that there is cost containment for the citizens and opportunities for continued business expansion. There has been turnover in the County Administrator office in the past 10 years and the BOCC is seeking a strong leader with excellent communication and consensus-building skills to increase the effectiveness of the County and the services provided. This position needs a politically astute professional, understanding

the political landscape while being apolitical, understanding that this role is one that implements in a highly effective manner, while allowing the Board Chair and elected officials to serve as the public face of Escambia County. The "Sunshine Laws" of the State of Florida provide for a highly open records policy with extensive regulation of the communication between elected officials. This requires an astute professional with excellent communication skills, understanding the need to take the time to share the same information with each elected official so as to provide support for their decision-making process and the ultimate effectiveness of the organization.

With the termination of the most recent County Administrator, there is understandably some uncertainty among the current staff. The County undertook this recruitment internally before deciding to hire an external recruitment firm.

THE COMMUNITY (Continued)

are available at the University of West Florida, Embry-Riddle Aeronautical University, Florida State University College of Medicine, as well as Pensacola State College, Pensacola Christian College and a branch of Troy University. This attractive county has well-utilized Port of Pensacola and an attractive and popular International Airport.



CURRENT ISSUES

The following issues are examples of key priorities facing the new County Administrator during his/her first 18 to 24 months of employment.

Establishing Stability and Credibility

for the Position - The next County Administrator will need to assess the countywide organizational climate, establishing the necessary consultative and collaborative relationships throughout the organization and across entities. He/she will be expected to be a trusted partner of the Board of County Commissioners, generating well-researched policy options with thoughtful recommendations. The successful candidate will be able to display a strong personal commitment to the County, engendering support from all employees to share the commitment to superior, professional, and respectful attitudes to the citizens, business professionals, employees and all members of the public.

Functional Transitions -

- ☐ The management of the Escambia County jail transitioned to the Board of County Commissioners effective October, 2013. This is to address

concerns voiced by the Department of Justice associated with the fair and equitable treatment of inmates and to reduce the risk of harm to the prison population.

- ☐ The Library System also moved under the responsibility of the Board of County Administrators effective October, 2013.
- ☐ **External Relations and Funding** - The County Administrator must be skilled at working with the citizenry, other elected officials in local, state, and federal governments as well as non-profits leadership. He/she must have a record of strong collaborative relations with the best use of the public's resources for the next leader. The next County Administrator must possess knowledge of the strategic use of federal funds for economic development, community development and other services improving the citizenry's quality of life and the ability to start, retain, and/or retain businesses is highly desirable.

CANDIDATE PROFILE

This position will require a person with superb management, operations, communications and administrative skills. The successful candidate will be a strong, successful administrator with experience managing and problem-solving in a dynamic, political, government environment. He/she must be a strategic thinker with excellent communication and interpersonal skills necessary for dealing with an active citizenry, elected officials and professional colleagues in a frank and service-oriented manner. The County Administrator will be expected to be a self-confident leader and consensus-builder, with the ability to motivate others towards accomplishing future goals.

Candidates must have the sensitivity and appreciation of both political and public processes while displaying a willingness to meet with community leaders, residents, employees and representative groups in an open, honest and constructive manner. Genuine interest in the opinions of others, the confidence to attempt new ideas without fear of failure and conflict

resolution skills, will serve as positive motivating examples for the County employees. The County Administrator should be open to change and innovation plus be able to motivate a staff toward achievement of collectively agreed upon goals. Experience in the successful recruitment and retention of women and minorities in the development of a quality force is welcome in this community.

The County Administrator must be capable of making poised presentations in a clear and credible manner before diverse audiences, and be capable of listening to and acting on the feedback they provide. While an advocate for Best Practices/ methods, the successful candidate must also be practical in the consideration of alternatives or acceptable solutions. The County Administrator must also be comfortable with openly explaining the rationale behind decisions that may often times be less than popular.

COMPENSATION & BENEFITS

The starting salary and benefits are highly competitive and negotiable, depending upon the experience and qualifications of the successful candidate, with an anticipated starting range of low/mid \$130's to mid \$160's. **Escambia County** offers the Florida Retirement System with seven-year vesting, as well as generous medical and dental benefits, a car and cellular telephone allowance. The Escambia County will negotiate an employment agreement and relocation assistance with the successful candidate. Florida Law requires the County Administrator to be a resident of the County on the first day of employment. This can be accomplished through moving into temporary housing, and the next County Administrator will be expected to move into the jurisdiction permanently within 6 months of hire.



Escambia County is an Equal Opportunity Employer and values diversity at all levels of its workforce!

Please visit Escambia County's website at www.myescambia.com.



APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at: www.watersconsulting.com/recruitment.

This position is open until filled; however, the first review of applicants will take place on **November 18, 2013**. Following the first review date, resumes will be screened against criteria outlined in this brochure and the **Escambia County** will consider offering interviews to selected candidates. Final interviews in **Escambia County** will be offered by the **County** to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. The final interview process will be held in the week of January 6, 2014 with candidates reimbursed for reasonable travel expenses.

For more information, please contact:

Andrea Battle Sims
Phone: (216) 695-4776
Toll free: (877) 356-2924
Email: asims@watersconsulting.com

Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview. Under Public Information statutes with the State of Florida, information from your resume is subject to public disclosure.



**THE WATERS
CONSULTING
GROUP, INC.**

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Web Based HR Solutions

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SECTION • III INTERVIEW SCHEDULE

INTERVIEW SCHEDULE

**ESCAMBIA COUNTY, FLORIDA
EXECUTIVE RECRUITMENT FOR COUNTY ADMINISTRATOR
INTERVIEW SCHEDULE**

THURSDAY, MARCH 13, 2014
Ernie Lee Magaha Building

APPOINTMENT TIME	COMMISSIONER WILSON ROBERTSON; DISTRICT 1	COMMISSIONER GENE VALENTINO; DISTRICT 2	COMMISSIONER LUMON MAY CHAIRMAN; DISTRICT 3	COMMISSIONER GROVER C. ROBINSON IV; DISTRICT 4	COMMISSIONER STEVEN BARRY; DISTRICT 5
8:30 a.m. - 9:00 a.m.	JACK BROWN	TED LAKEY	ALBERT PENSKA	WILLIAM REYNOLDS	JOHN WEAVER
9:00 a.m. - 9:05 a.m.	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
9:05 a.m. - 9:35 a.m.	TED LAKEY	ALBERT PENSKA	WILLIAM REYNOLDS	JOHN WEAVER	JACK BROWN
9:35 a.m. - 9:40 a.m.	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
9:40 a.m. - 10:10 a.m.	ALBERT PENSKA	WILLIAM REYNOLDS	JOHN WEAVER	JACK BROWN	TED LAKEY
10:10 a.m. - 10:15 a.m.	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
10:15 a.m. - 10:45 a.m.	WILLIAM REYNOLDS	JOHN WEAVER	JACK BROWN	TED LAKEY	ALBERT PENSKA
10:50 a.m. - 10:55 a.m.	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
10:55 a.m. - 11:25 a.m.	JOHN WEAVER	JACK BROWN	TED LAKEY	ALBERT PENSKA	WILLIAM REYNOLDS

**Board of County Commissioners
Special Meeting - 1:00 pm**

1:15 pm - 1:45 pm	JACK BROWN	
1:45 pm - 2:15 pm	TED LAKEY	
2:15 pm - 2:45 pm	ALBERT PENSKA	
2:45 pm - 3:15 pm	WILLIAM REYNOLDS	
3:15 pm - 3:45 pm	JOHN WEAVER	
3:45 PM	DISCUSSION AND SELECTION	



SECTION • IV CANDIDATE PROFILES



JACK BROWN

JACK R. BROWN

118 Worley Way
Perry, FL 32347

Home phone: 850.838.6799

Business phone: 850.838.3500, extension 7

Mobile phone: 850.838.6799

Home E-mail: jrb.escambia@gmail.com

Work E-mail: Jack.Brown@taylorcountygov.com

CURRENT TITLE AND ORGANIZATION NAME	County Administrator Taylor County, FL Since 2007 Also served as County Manager of Taylor Manager (1997 – 2001) and County Commissioner (2002 – 2006)
REPORTS TO (TITLE)	Board of County Commissioners
POPULATION SERVED	23,785
SCOPE OF AUTHORITY	<ul style="list-style-type: none"> • Staff of 141 • Budget of \$41.7 million

REASON(S) FOR INTEREST IN POSITION

Jack is seeking this opportunity as a promotional opportunity, the chance to manage a larger county and help Escambia deal with issues he has successfully addressed as a County Manager/Administrator and Military Officer. He is familiar with Escambia as the Chair of the Florida Association of County Managers (FACM) as well as other state-wide and regional organizations. Brown has proven that he can bring the elected officials, staff and community together in Taylor County and can have similar success in Escambia County.

STRENGTHS

Jack brings a record of leadership and stability to Escambia; he is a proven problem-solver with extensive experience in strategic planning and the execution of such plans. He brought his Commissioners together to be more successful in leading the organization utilizing his experience as well as the insight from being a former elected official. His experience in statewide positions working with other County Administrators/Managers provide him a strong network from which to draw in addressing common issues for larger statewide and regional issues. He understands the role of the County Administrator as the COO as well as a bridge-builder and collaborator among the Commissioners, staff and community. He is a strong communicator, sharing information individually and collectively that helps them Commission and staff be more effective as well as transparent to the public. Jack possesses multiple Masters degrees and certifications, he is committed to the profession of leadership in the public sector.

He is an excellent writer and speaker, with thoughtful responses to all requested materials and interviews with an ability to provide insight into the similarities and differences between his background and the written County Administrator profile. Jack is self-aware of his strengths and challenges.

His practical understanding of the Florida Sunshine Law and how it both enhances the ability of the public to know the inner workings of local government and how it limits the ability of elected officials, staff and the media to effectively communicate makes him a strong candidate. He appears to be skilled at balancing both aspects with little public fallout in either his staff or elected role.

AREAS OF CONCERN

Jack's success has been in a much smaller County; about 10% of the size of Escambia, his "home town." While his level of greater exposure is unquestioned, whether it is looking at his strategic planning exposure in the military, the private sector, Taylor County and state, this will be a new environment, organization and community for him to learn and gain support in his ability to move Escambia County forward. He appears to be walking into this challenge with his eyes wide open, but as in any change, there may be emergencies, both natural and/or political, that may test the organization and his leadership early on.

In addition, Taylor County is not as diverse economically nor ethically/racially as Escambia. Brown has worked with more diverse populations in the military as a manager and leader and has the additional exposure to larger and more diverse organizations through his statewide appointments and committees, but he will have to show sensitivity to working with the different cultures and organizations in this larger County. Jack will have to become a part of the community in all aspects to build the network and establish the necessary relationships for success.

MANAGEMENT/LEADERSHIP PROFILE

Jack's professional career began in the military where he moved up through the ranks, ultimately becoming a negotiator for national and international matters including the peace-keeping efforts in Bosnia. Upon retirement, he returned to Taylor County where he served as a County Commissioner, County Manager, and private sector manager and leader before returning to Taylor County in his current role. In his public sector role, he learned that the organization was best served by his serving as a collaborator and problem—solver, using planning, leadership and collaboration skills in the developing of the community, civic, and staff-based plan, Vision 2060. This plan has been adopted as a 50 year plan for the enhancement of the County's quality life with a strong emphasis on economic development. This plan is used as the blueprint for the countywide work efforts with continuous updates. He is very involved in local, regional and statewide civic and community organizations. His faculty appointment with Florida State University has given him experience and insight in teaching, consulting and training local governments across the state in enhancing their operations. Brown recognizes the need to continuously train and communicate with elected officials and staff, at the time

of new appointment(s) as well as on a regular basis to make sure that all issues are understood across the organization.

SALARY INFORMATION

Jack is currently earning \$102,851 as a base salary with his take-home pay of about \$128,000. He has turned down raises for the past 5 years due to his not being able to offer similar raises to his staffs. Since he has retired military health insurance, Taylor County has given him pay in lieu of those expenses, approximately \$18,000. In addition, he gets a county car, participation in the Senior Management Florida Retirement System Plan, as well as 200 hours annual vacation and 12 sick days. Brown is comfortable with the advertised salary range of \$150,000 - \$160,000, and expects to have successful negotiations for the entire package. He will be seeking relocation and support for his expected move to Escambia County.

Brown has chosen not to pursue other opportunities in the past; he has limited his consideration to coastal communities in the Panhandle, and has full familial support for the potential move to Escambia. He has kept his Board aware of this opportunity and while his contract calls for a 3 month lead for him to leave, he expects to be able to negotiate a mutually agreeable exit strategy combining use of his annual leave time so he can begin with Escambia at the earliest possible time. He will need provisions for temporary housing as well as the understanding that his family will ultimately be moving to Escambia. If Brown gets this position, he'd like to work in this role for at least 7 years, but is quite adamant that it is only if it is a win-win for the County and his professional career. In a perfect world, he would like to restore Escambia County's reputation both statewide and nationally so as to bring growth and positive attention to the attractive community.

ABS/January 2014

Candidate: Jack Brown, Taylor County – Significant Professional Achievement

Shortly after becoming the county administrator for Taylor County we were approached by our local hospital board requesting that we explore the feasibility of constructing a new state of the art hospital. The existing hospital was constructed in 1953. The board of county commissioners owned the campus and the facility but leased the operation of the hospital to a not-for-profit corporation with board members appointed by the county commission.

The first step that I undertook on behalf of the Board was to do a needs assessment and a feasibility study. The needs assessment revealed that the existing 48 bed hospital had significant deficiencies with the HVAC system, mechanical room, radiological lab, elevator, kitchen, and morgue that had very little renovations since the original construction. A detailed cost analysis of the required renovations revealed that the cost of new construction wasn't significantly higher and that the difference in cost could be recouped through expanded services.

In compliance with the Florida Competitive Contracting rules we went out for a Request for Qualifications for an architectural firm to do a rendering and to refine our cost estimates. Once the architect was on board we scheduled numerous meetings with the hospital board of directors and the various departments of the hospital to collect input on the design of the facility. We then scheduled several field trips with the architect and the design team to look at other hospitals in the region for additional ideas. Following the field trip we sat down with the architect again to refine the design of the building. Based upon the design and further studies of the existing facility and campus it was determined that the existing campus was too small.

We put out a Request for Proposal for potential new campus sites. The BOCC in conjunction with the hospital board then provided guidance to me as the properties that they were instructed in. I then conducted due diligence, negotiated the contract for the new property, and determine the cost of the property.

We then determined that the only way the project could be financed was through the local option infrastructure tax which would require the City to sign off on and a special referendum. In conjunction with the City we developed an inter-local agreement allowing us to use their portion of the one cent tax.

Next we negotiated an agreement with the hospital to pay for the special referendum, developed the language for the ballot and set the date for the referendum. The referendum to pledge the one cent, for the purchase of the campus, construction of the new hospital, and equipping the new hospital, passed by a margin of 67% to 33%.

We then developed the Request for Qualifications for bonding companies. The Board selected the company based upon staff's recommendation of the top three. Then I negotiated the contract for approval by the Board. Next the Bond was let and as part of the Board we entered into a contract with a bond attorney.

The required competitive bid process was used to select the construction company. We hire our own internal project manager who was our representative on site. This paid major dividends over the life of the project. Additionally as an additional savings to the county we ran all construction materials purchases through our purchasing department in order to take advantage on the savings on Florida sales tax.

The result was a beautiful state of the art hospital on US 19 with state of the art equipment and services. We recently entered into an affiliation agreement with Tallahassee Memorial Hospital inc. Having a state of the art hospital is a critical part of our long term strategic plan for economic development and quality of life.

Candidate: Jack Brown, Taylor County - Significant Professional Achievement – Vision 2060

In January 2007 as the recently hired county administrator for Taylor County I found that our community didn't have a unified vision or strategic plan rather each entity had its own plan that did little if anything to align goals, leverage funds or create synergy.

The Florida 2060 Plan prepared by 1000 Friends of Florida presented an ominous scenario of uncontrolled population growth for most counties in Florida. For Taylor County it was ominous for just the opposite reason. Our county was project to have virtually "no growth" which meant that we would remain an area of critical economic concern within the state of Florida for the next 50 years.

One of the main reasons that Taylor County hadn't grown in the past was also one of our greatest assets – The vast majority of our coast line was owned by the state and federal government with approximately 70% of the remaining private property owned by a single land owner, Foley Timber and Land. Large blocks of land in the past were not available for sale. Foley took note as paper mills and other large timber companies struggled.

As a community the prevailing thought was that eventually growth and economic growth would just happen. The Florida 2060 Plan provided empirical data that this was not the case. Additionally, it allowed us to better understand would happen if uncontrolled growth were to occur. This enlightenment gave us an opportunity for change. In January 2007, as I struggled with this issue Bo Taff, Foley Timber and Lands New Vice President for planning walked through my door. Mr. Taff relayed that his company and he wanted also wanted develop a single unifying vision and plan for our community. Recently a large developer had tried to bring a development into our community which wasn't well received by our citizens. This was largely due to poor communication and a lack of understanding of how our citizens wanted Taylor County to grow. My recommendation was that instead of the county being the lead that it should be ran through the chamber of commerce to take the politics out of the process. We approached the Chamber about being the lead agency. They embraced the idea and put together a representative cross section task force that included as segments of the community. Foley offered to pay for a consultant to do the work. In order to protect the integrity of the process I went to Tallahassee and explained to the Director of Community Planning at the Department of Community Affairs what we were trying to do. I walked out with an agreement for DCA to provide a \$100,000 planning grant in order that the county could hire an independent planner to ensure the county's and the public's interest were protected. In addition to getting buy in from our community we also secure comments to participate in our visioning process from the North Central Regional Planning Council, Suwannee River Water Management Group, Department of Community Affairs, Department of Transportation, Department of Environmental Protection, Florida Fish and Wildlife, and others.

We conducted over forty public meetings with the overall goal to improve the quality of life in our community while preserving our heritage. The outcome was is that the shared vision map and a new economic development element were adopted into our comprehensive plan. Working in a public private partnership with Foley Timber and Land we were able to create a master development agreement between Foley, Taylor County, the North Central Regional Planning Council and Department of

Community Affairs. We recently completed amending our Comprehensive Plan through the newly created Department of Economic Opportunity and revising our Land Development Code to reflect the Changes. The changes resulted in our having over 7 planned areas for Development of Regional Impact and three planned mega-sites for industrial development (with one over 10,000 acres). Additionally we have acquired right away for a new four lane road, as well provide for a green space that goes the length or our county.

Taylor County's Vision 2060 won awards from the American Planning Association Florida Chapter and the Department of Community Affairs. It is has been used as a model for teaching community visioning and planning throughout the US. AMTEC Less-Lethal recently relocated to Taylor County stating that Vision 2060 was a major reason.

Candidate: Jack Brown, Taylor County. Prepare a narrative of a critical problem that you encountered in your professional work, your analysis of the situation, the solution, and the outcome.

When Matt Eckel from AMTEC Less-Lethal, Foley Timber and Land - the land owner, and the Taylor County Development Authority approached the county concerning relocating AMTEC's manufacturing facility from Bull Shoals, Arkansas, to Taylor County, I knew as a county staff we face a major challenge.

AMTEC as most companies looking to relocate had several sites located in various states to choose from. In today's world of economic development, businesses seeking to relocate are always offered competitive packages for relocating from the state and the local community. Incentives were one thing, but timeliness I knew would be our biggest challenge. Like much of Florida our comprehensive plan, land development regulations and county growth management process had become onerous and time consuming. When dealing with relocating an existing company or bringing in a new company it is critical to remember that time is money. How fast can they open their doors and be back in business.

Shortly after selecting the site location they felt would best meet their needs, Mr. Eckel, the project manager, came into my office and expressed concerns regarding allowable uses. He needed to site both a manufacturing site with rigid security checks and background checks and a training site that would be open to clients from all over the world. After a review of our comprehensive plan and Vision 2060 he was concerned that constructing the training site across the road would not be an allowed use in the area due to the land use category. After Mr. Eckel explained the situation to my Director of Building and Planning, his initial response to Mr. Eckel was that this would not be an allowable use. It was easy to see that Mr. Eckel was frustrated by this answer.

I then asked my Director of Building and Planning to stop for a moment, listen, and consider how to achieve a positive outcome. I then asked Mr. Eckel to please explain in depth what type of training was planned. After listening a second time my Director of Building and Planning determined that he did think it was allowable under an existing use. I then asked him again questioning to make sure he was comfortable with that decision and to make sure that I wasn't influencing him. He stated no, that he simply had a preconceived idea of what the training consisted of.

I then picked up the phone and called the Director of Community Planning at the Department of Economic Development. I explained to them that I wanted to bring a Mr. Eckel up to their office that afternoon to brief them on a comprehensive plan land use question and to have them provide a written opinion on the land use in order for Mr. Eckel and his company to feel secure that they could use the land for their intended use prior to closing on the property.

A second critical situation came up regarding AMTEC's need for a road to be constructed for their manufacturing and training facility. Again this was a time sensitive issue. When I was approached about the county obtaining a Economic Development Transportation Fund Grant from Enterprise Florida. I called my County Engineer into the room gave direction to stop everything else and prepare the calculations for the road. The next day I hand delivered the grant to the Florida Department of

Transportation District II office and had two senior planners come out of a meeting review engineer's calculations and approve them. We then scanned in the approved grant and forwarded it Enterprise Florida. We received the approval agreement the day after a Board meeting instead of waiting a full till the next meeting we noticed a special meeting the next day and the Board executed the agreement.

I challenge myself and my staff to be result driven not process driven. We have challenged every department to streamline and minimize their processes with the goal of providing more timely service. A quick short answer can have a profound negative effect if we aren't focused on finding solutions rather than on the process.

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

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

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.
-

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.

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*

Jack R. Brown

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Work E-mail: Jack.Brown@taylorcountygov.com

CURRENT POSITION TITLE AND ORGANIZATION	County Administrator Taylor County Florida Since 2007
REPORTS TO (TITLE)	Board of County Commissioners
POPULATION SERVED	23,785
STAFF/BUDGET	Staff of 141 / Budget \$41,689,169
EDUCATION AND LICENSES	Masters Military Art – Theater Operations (Strategic Planning) U. S. Army School of Advanced Military Studies (SAMS) 1995 Masters of Art – National Security and Strategy U.S. Naval War College Command and Staff 1994 Masters of Science Business Administration Florida Institute of Technology 1989 Bachelors of Science – Business Education University of Florida 1978 Certified County Commissioner (CCC) Florida Association of Counties
CURRENT SALARY	\$102,851 Base

1. Why are you interested in this position and considering a move at this time in your career?

Answer: Escambia County is a wonderful place to live and work. I have followed Escambia County for the past several years and have watched with interest as you have grappled with the finding the right fit for County Administrator. I am intrigued by the opportunity to provide stable, effective, efficient, and professional leadership for such a wonderful community. While I am from a small county if you look closely at my resume you will find that I have the skill set, experience, education, and character that you are seeking. I look forward to tackling the challenging and diverse issues the county is currently facing, including building a unified cohesive team within the county and the community, continued work on economic development, blight, tourism, solid waste / recycling, jail operations, transportation, library services, animal control, and the RESTORE Act to name a few. I believe together we can make Escambia County even a better place today, tomorrow, and for future generations.

2. Describe your current/most recent scope of responsibilities.

Answer: Taylor County, Florida, County Administrator 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 recommended county annual operating budget for the board, capital improvement plan, responsible budget forecasting, management, and analysis, 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. Exercises 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 Counties. Additionally responsible to forge strong working relationship with commissioners, staff, employees, local businesses leaders, the various diverse segments of the county, as well as federal, state, and local elected officials and agencies. Founder and Chairman of the Florida Association of County Managers.

3. How would your governing board describe you as a leader?

Answer: Current Chairman Malcolm Page said the following – Excellent planner, presentations are very clear, understandable, with clear, concise, and effective recommendations. Great work ethic and excellent time management. Successfully manages multiple major projects simultaneously with successful outcomes. Demonstrates superior motivational skills, provides clear direction, delegates well and holds people accountable. Encourages others to seek to become value-added employees. Given the correct information makes excellent decisions under pressure. Considers all options and uses excellent judgment. Manages resources wisely and is conservative with taxpayer's money. Great conflict resolutions skills. Seeks to find "win-win" solutions to thorny problems. Studies the issues and freely shares his research – uses all the information and makes good decisions. A great listener! Has and demonstrates the ability to understand the needs and desires of others. Excellent face-to-face people skills. Follows Board directives and provides adequate and timely feedback. Jack Brown is available to Commissioners and citizens alike. He believes in transparency and is a highly visible citizen of the Taylor County Community. Great motivational skills. Expects all employees to be team-players and provides clear and concise expectations. Demonstrates great skill in reaching out to determine what other counties are doing concerning particular issues. Seeks information from a variety of sources before making decisions. Absolute honesty and integrity! Has always been open and straightforward to me. I have observed no hint of favoritism towards commissioners, citizens, or employees. Jack has demonstrated a willingness to change when conditions warrant. Never gets entrenched in a plan when he sees the plan needs changed. Great conflict resolutions skills. Handles stress exceptionally well. Works well with all groups and communicates effectively. Good sense of humor. Does not overuse humor but puts people "at ease" when dealing with issues. Jack has consistently hired the best available applicants. The new "hires" are evidence of his excellent recruiting and hiring skills. A great Leader! Demonstrates

the ability to discern the real issues and provides / guides those around him to focus on the real issue and problems. Always follows Board direction and recognizes the difference between the will of the Board versus the desire of a single forceful commissioner. Jack follows all the Tenets of the ICMA Code of Ethics. He has a great understanding of all facets of County government. As expected Jack hits the ground running after being hired. He has the ability to “get things moving.” He is conservative with spending and seeks efficient cost-effective ways to perform county services. Jack is careful to “share the glory” with the Board and staff alike.

4. How would others describe your methods of communication?

Answer: Natural and persuasive communicator – communicate on a regular basis with county commissioners, and staff in person, by email, and by memorandums ... Morris Steen, former United States Naval Captain, Commander U.S. Naval Station Mayport, FL, former president of North Florida Community College: “Jack Brown is an exceptional leader and manager, able to bring people with opposing views to consensus for the public good. He is direct, straight forward, yet non-confrontational in his approach resolving issues.” COL Rick Crosby – “Jack presents the unvarnished truth in a straight forward manner without causing offense.” Excerpt for Legion of Merit upon retirement for the Army – “LTC Brown was requested by name to write and brief a Bosnia-Herzegovina civil affairs study which formed the basis for the Dayton Peace Keeping Conference.” I am a recurring presenter on behalf of the Florida Association of Counties and the Florida Association of County Managers on issues regarding county government, legislative issues, and management.

5. Describe your approach to management. How do you get things done and make decisions?

Answer: Martha Sayers Davis – Vice President RDS Manufacturing Inc. “I have found Jack to have excellent leadership and management skills that any corporation would be happy to have.” 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 find that too often in government that we allow ourselves to get caught up in the process rather than solving problems. I challenge my Board, myself, my departments, and those around me to clearly define what we are trying to accomplish. Then to clearly assign responsibility, provide adequate resources, and hold myself and my team accountable.

6. Describe the feedback you have received from those with whom you work regarding your strengths as a professional manager and leader.

Answer: Taylor County uses the ICMA evaluation form. I am rated annually by all County Commissioners. The rating scale is 1 to 5, in 27 areas. 1 is unacceptable with 5 being excellent. My rating average as the county administrator since January 2007 is 4.8 out of 5. While the day-to-day manager of the Florida Center for Reading Research at Florida State University, I was given a “High Merritt” pay raise each and every year. Throughout my career I have been recognized for excellence as a leader / Manager. See the answer to number three above. Dr. Joseph K. Torgesen, Director of the Florida Center for Reading Research at Florida State University said the following: “Jack is a highly skilled administrator who understands how to develop stable operational systems to manage work flow, manage finances, and facilitate communication within a complex organization such as the one at FCRR. He is not only a good problem solver in these areas, but he is also skilled at anticipating and identifying potential problems and proposing solutions for them before they actually become real problems. I have appreciated his vision and commitment to developing effective organizational procedures...Another

thing that has contributed to Jack's success is ...his ability to work within (and sometimes around) FSU's complex and often cumbersome bureaucracy." General BB Bell wrote regarding my abilities the following: "Here's what I know about him. First, Jack has enormous energy. He will give you every ounce of effort and then some. Simultaneously, he is very concerned about the welfare of his employees and fellow workers and tempers his work focus with a genuine people orientation. Jack is smart, and quick. On numerous occasions, I gave this former officer, requirements for which there was neither an experience no available data base, I always went to Jack in these circumstances. He displays a superb ability to investigate an issue or problem, analyze possible solutions and make solid recommendations. If you are concerned about his experience level, my assessment is that he will be able to adapt almost immediately. Bottom line is an incredibly quick study. In closing, I'd hire Jack first then do the interviews later. Not possible of course but if you did you would not be disappointed. A great leader, manager, and human being". Excerpt from Legion of Merit Narrative: "LTC Brown did nothing less than train, mentor and inspire everyone around him. Throughout his career Jack Brown was continually recognized as one of the most outstanding officers in whatever unit he was in. He continually set the standard by which others were measured."

7. Describe the feedback you have received from those with whom you work regarding areas where you need improvement.

Answer: Needs to take more of his accrued annual leave,

8. Describe your philosophy and approach to financial and budget management.

Answer: I am a fiscal conservative that takes seriously my fiduciary responsibility, on behalf of the public, the board, and our employees to effectively, efficiently, and in a transparent manner manage and provide oversight in the use of taxpayer's dollars. Prior to beginning the budget processes the administrator and OMB should meet with the public and the Board to determine funding priorities and guidelines. The Administrator's role in conjunction with OMB is to provide insight and options to the Board regarding fiscal matters and prepare a budget in line with the guidance of the Board. It is critical that each year all funding options are reviewed and pros and cons are discussed in detail as needed. The Administrator needs to continually be looking for new and innovative funding options in order to maximize and leverage funds.

9. Describe your approach to employee development and performance evaluation.

Answer: Amy Cooper former Taylor County Director Human Resources now with Bay County Human Resources – "Mr. Brown is a strong believer in training employees and supervisors on policies and procedures, diversity, performance standards, Fair Labor Standards Act and other important issues. He continually stressed the importance of communications between employee and supervisor, commending those who were team players and working hard to better those who chose not be part of the team. Mr. Brown had an open door policy and made it known throughout the County that he had an open door policy and welcomed those who needed to meet with him, often when it was inconvenient for him." Dr. Joseph K. Torgesen, Director, Florida Center for Reading Research at FSU: "Jack ... is extremely effective as a supervisor and personnel problem solver. He is a strong leader who consistently exercises good judgment in sensitive areas involving difficult employees, and understand how to build strong work teams and help them stay focused on important goals...His abilities in this area are largely responsible for the high morale of our staff as well as the relatively low turnover in key positions we have enjoyed during the past several years."

10. Describe your experience with strategic/long-range planning.

Answer: When I become the County Administrator again in January of 2007, I found that there were numerous individual strategic plans by the local chamber of commerce, the development authority, the city, etc...I approached others about committing to developing a long term vision and plan for our community. At the same time our largest local property owner decided that it was time to create a long term vision for their land and operations. The result was a public-private partnership which resulted in one of the largest land use changes east of the Mississippi River. Almost 40 public meetings provide community input and resulted in Taylor County's Vision 2060. The Vision provides a 50 year plan to enhance the quality of life in our community through economic development as well as a potential detailed build-out plan for the future that preserves our heritage, and creates a template for our future. The plan received numerous State and national planning awards and was used as a model around the Nation for how a rural community can shape its future. Other examples include are taken from various quotes regarding various plans. Dr. Laura Hassler Lang, Director of the Learning Systems' Institute wrote "...shortly after the Florida Center for Reading Research was established by Governor Jeb Bush, Mr. Brown served as the Director over Administration and Development.... Mr. Brown was instrumental along with Dr. Joseph K. Torgesen, in crafting a vision that would lead FCRR to national and international preeminence in a relatively short period of time in part due to Mr. Brown's strong organizational development and strategic planning skills. He led a team of faculty and staff to establish a strategic plan for not only FCRR, but also the entire FSU Learning Systems Institute, clearly drawing on his expertise in this area. Using his strong communication skills and the ability to bring people with diverse viewpoints to consensus..." COL John Curran, USA V Corps wrote " LTC Brown's renowned expertise in V Corps and United States Army Europe marked him as the planner of choice ... Jack was a key planner in all facets of the Corps' operations from Bosnia and Macedonia to the Persian Gulf and Central Africa. LTC Brown was requested by name to write and brief a Bosnia-Herzegovina civil affairs study which formed the basis for the Dayton Peace Keeping Conference." MG Yates wrote: "In every capacity he performed his duties with consummate skill, and total dedication and devotion to the soldiers for which his plans would impact... He was up to the task, whether it be in leading planning groups to solve particular issues with plans or current operations or in developing and presenting briefings to senior leaders of the department of defense." These are three very distinct and unique examples of strategic planning.

11. What type of customer satisfaction/customer service initiatives have you led recently?

Answer: Directed staff to conduct as part of our Vision 2060 analysis during community assessment regarding the perception of county government. It was critical that we gain and understand of the perceptions of residents. In all our public forums and listening sessions we had staff collect and analyze negative perceptions regarding county operations. Additionally in discussions with County Commissioners we found that we were not as effective in closing the loop with Commissioners regarding issues or work orders. We made it one of our core missions and began to evaluate all employees and supervisors on customer service. We conducted an extensive search for cost effective CRM software and ended up purchasing TeamWorkPM. All work orders, projects, telephone calls, etc. are to be tracked through this system. County Commissioners are able to track their issues on the TeamWorkPM app on their smart phones. Each County Commissioner was issued an Apple Ipad/keyboard for email, issue tracking, and taking photos. Whenever a staff member takes an action on a task the commissioner involved received an automatic update.

12. Describe any other areas of your expertise or experiences that are relevant to the County Administrator role that have not been addressed.

Answer: As a County Administrator and County Commissioner in a Coastal Florida County for more than fourteen years I will be able to make an immediate impact in Escambia County. I have an in depth working knowledge of Florida County government that you will not find in many candidates. Florida county government isn't just my profession. It is also my hobby. I have a working relationship with most county administrators in the state.

13. Describe initiatives that you have taken to improve operational efficiencies and reduce operating costs.

Answer: To name a few: During the recent economic downturn we have taken the lead in combining services with the City of Perry in the areas of Animal Control, Sports and Recreation, and Building Inspections. This has resulted in not only significant savings for our taxpayers but allowed us to protect critical personnel that otherwise may have been laid off. It also provided uniform, one-stop services for our community. Additionally I worked through FEMA through permission to relocate our Joint Dispatch/911 to our Emergency Operations Center which greatly enhanced our ability to gather and disseminate real time information to the field and incorporate into our emergency response. Other initiatives include negotiating an agreement with the local hospital to provide inmate medical services.

14. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.

Answer: NO

**ESCAMBIA COUNTY
COUNTY ADMINISTRATOR RECRUITMENT
SUGGESTED INTERVIEW QUESTIONS – January 30, 2014
(Select 5 – 10 questions)**

General Information

1. Tell us about your experience and how it has prepared you to be the next Escambia County Administrator.

2. What research have you done on Escambia County? How have you prepared for this interview?

3. Describe your relationship with your current governing board. How do you communicate with this board? With your staff?

4. How have you been able to learn the culture when joining a new organization? If you were to be the selected candidate, how would you envision your first 100 days? Describe your experience in establishing relationships with the existing staff.

5. Are you familiar with Florida's "Sunshine Law?" What challenges have you encountered in managing with such a state law? What have you learned in doing so?

6. Describe your experience in strategic planning. What efforts have you successfully led? Did you use a consultant or lead the effort?

7. What is the most controversial political situation in which you have been involved and what changes have you made to avoid similar situations?

8. Within the workplace setting, who is your worst critic and why? How have you dealt with that criticism?

9. What's the difference between an ethical organization and an ethical person?

Technical Matters

10. Describe your most successful experience in a tourist-based economy? What challenges did your organization face and what recommendations did you bring forth to correct?

11. What type of revenue enhancement ideas have you brought to your most recent organization? Would any of these ideas be helpful for Escambia County?

12. Discuss your experience in dealing with economic and community development issues. What do you consider to be your greatest success in economic development?

13. What steps have you taken to establish and maintain relationships between the County and other local entities such as the municipalities/townships, school district, hospitals and the county?

14. Describe the diversity of your current organization (economic, racial, ethnic)? How do you gather input from all constituencies in your community? How do you see yourself being able to do so in Escambia County?

15. Describe your experience with civic, business and community organizations. Organizations that you have had leadership roles in local, regional and national professional organizations?

Summary Information

16. What additional information would you like to provide that we may not have covered, thus far, in this interview? Are there any major points about your background that you would like to emphasize?

THIS QUESTIONNAIRE IS INTENDED FOR USE IN THE FINAL INTERVIEWS OF CANDIDATES FOR THE COUNTY ADMINISTRATOR FOR ESCAMBIA COUNTY, FLORIDA AND HAS BEEN PREPARED FOR THE CLIENT BY WATERS CONSULTING GROUP. (JANUARY, 2014)

**ESCAMBIA COUNTY, FLORIDA
COUNTY ADMINISTRATOR RECRUITMENT
CANDIDATE ASSESSMENT**

INTERVIEW PANELIST

CANDIDATE

	Acceptable 1	Good 2	Excellent 3	Superior 4
1. Interest In The County Administrator Position				
2. Leadership Qualities				
3. Approach To Change Management				
4. Approach To And Experience With Elected Officials				
5. Capacity To Communicate				
6. Approach To Building Strong Relationships With the Staff, and Public				
7. Approach To Working With Community, Civic, State, and Professional Organizations				
8. Approach To Economic/Community Development.				
9. Professional Demeanor				
10. Approach To Building Strong Employee Relationships And Morale				
11. Approach To Comprehensive and Strategic Planning				
12. Overall Assessment				

Please Use Reverse Side for Comments.



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CURRENT TITLE AND ORGANIZATION NAME	County Administrator Jackson County Board of County Commissioners Since 2003
REPORTS TO (TITLE)	County Commissioners
POPULATION SERVED	50,000
SCOPE OF AUTHORITY	<ul style="list-style-type: none"> • Staff of 220 • Budget of \$54.8 million

REASON(S) FOR INTEREST IN POSITION

Ted has worked as a public administrator for over 20 years and served as a County Administrator for 10 years. He has been selectively seeking opportunities to join larger organizations for professional growth and use the skillset gained as the Jackson County Administrator, his public works/public safety experience in Escambia County (1998 – 2003) and the Birmingham AL Police Department (1984 – 1998). He sees his prior experience with Escambia as a positive where he can reestablish past relationships and build upon what has he has gained as a County Administrator in recent years.

STRENGTHS

Lakey has been in his current role for 10 years and has a record of stability throughout his career. Since joining Jackson County, he has brought more structure, policies and procedures to the organization including several economic development successes and the establishment of an Information Technology Department. During his prior tenure with Escambia County, he supervised larger staffs in Public Works as Interim Director and the management of the Road Prison staff. He possesses a Masters in Public Administration and has a solid working relationship with his current Board, staff and the community served. This reputation and his record of smooth relations will be welcome in Escambia County. Lakey communicates with each Commissioner fully and completely, ensuring that the organization’s Mission, Objectives are regularly shared among each member. He is knowledgeable about the Sunshine Law and has not significant missteps associated with his role. Ted offers himself as a speaker and involved leader in Jackson County to represent the organization’s word.

AREAS OF CONCERN

Ted's role with Jackson County has been less volatile than the political environment in Escambia County. He is accustomed to relatively smooth relations without his elected officials and community. Jackson County has not experienced comparable heavy levels of scrutiny of the elected bodies, other municipalities or the media as experienced by those in Escambia County. He recognizes the need for strategic planning for economic development and planning but has not undertaken an overall countywide plan for the entire entity.

Jackson County is a smaller jurisdiction, about 25% of the size of Escambia and this will be big change for Lakey. Fortunately, he worked in Escambia County before and while he didn't have significant interaction with the current board members, for the most part, he was respected professionally. Ted resigned because of discomfort with a prior manager's leadership style, but that person ultimately left Escambia County due to other conflicts soon after Lakey left. While Jackson County isn't as diverse as Escambia County, he has had a diverse leadership team that reflects the 25 % diversity population and encourages persons of color in advancement opportunities.

MANAGEMENT/LEADERSHIP PROFILE

Ted began his professional career in public sector as a police officer in Birmingham AL where he progressed to the rank of Lieutenant and ran the correctional department. He got his Masters' in Public Administration and undertook broadening assignments when he joined Escambia County in the Public Works Department. Since becoming a County Administrator, he has been cognizant of working for 5 individuals, each with their own agenda, goals, and vision, and seeks to have open relations with each elected official so as to be the most effective County Administrator he can be. He seeks to have an agreed-upon plan through the back and forth discussion that he undertakes with each of the Commissioners. While he recognizes it isn't easy, he finds the time and effort worthwhile. Lackey is one that sees his role as making himself available to the public, staff and Commission, as an active and accessible member of the community. He prides himself on being a good listener, attending community meetings, civic meetings, city council meetings, etc. Most of his efforts have been focused on fire services and the placement of the next fire station. Their emphasis has been on improving ISO ratings and a strong countywide fire service. He has worked closely with the County's Development Council on a study for a vehicle manufacturing facility, ensuring the potential investors that the workplace and potential employees are available in Jackson County.

SALARY INFORMATION

Ted's comfortable with the advertised salary range; he'd be seeking a salary in the mid-point of the range for the move and the increased responsibility. Lakey's current salary is \$84,500 with an excellent benefits package; he's comfortable with the Escambia advertised compensation package. He and his family look forward to moving back to the County; he will be able to join Escambia with 30 days notice while his wife stays to have the house sold.

ABS/January 2014

Ted Lakey –

Two Significant Achievements

Economic Development

My most significant achievement as County Administrator was in the field of economic development as part of the Jackson County's economic development team. Over the last ten years, Jackson County has recruited six major projects. These companies, the Family Dollar Distribution Center, Green Circle Bio Energy, Ice River Springs, Arizona Chemicals, Oldcastle Precast and Home Source International have invested over 100 million dollars in Jackson County and have created over 600 jobs. During this time, the Marianna/Jackson County Distribution Park was created along with a construction services park.

Currently as the Jackson County Administrator, I am working with the City of Marianna and the Jackson County Development Council to have three sites certified as ready for development. Significant state grants have been obtained to facilitate this effort. In addition, the County has joined with Opportunity Florida to commission a study regarding what economic impact an automobile manufacturing facility would have in Jackson County.

City – County Cooperation

Another major achievement has been my ability to get diverse governmental bodies working together. When I became the Jackson County Administrator, relations between the County and its largest city, Marianna were poor. Over time, I was able to achieve cooperation on a number of projects. During my first year, over 3.5 million dollars were saved by not building a County Sewer treatment facility and instead partnering with Marianna to use their plant. Other areas of cooperation include the creation of a joint distribution park, joint ownership of the County's visitor's center, sharing the cost of a needed fire station, and agreeing to share the cost of providing an economic development director for the County. I have also worked hard to improve relations with other communities in our County.

Ted Lakey

Critical Problem

For many years, the poor condition of roads and the high number of dirt roads created a critical transportation issue for Jackson County. Nearly every rain event brought flooding and washouts on many of our roads. When I became County Administrator, making road improvements was one of my top priorities. I realized I would need to create a road paving program, have someone on staff that could direct this road program, and seek needed funding.

One of my first steps was to convince the commissioners of the need to have a County Engineer who could design roads, oversee road construction, and save money in engineering fees. With the hiring of two additional personnel, Jackson County had its first Engineering Department.

Along with the County Engineer, I developed a plan that included the following:

- Repair of critical sections of roads that had ongoing issues. Over time this free up maintenance crews to take on other projects.
- Identifying dirt roads that had the most number of residents living on them.
- Prioritizing what roads were to be paved.
- Identifying new cost effective ways of paving roads.
- To save money, doing as much design work in house.
- Applying for all available road grants.
- Convincing Commissioners to apply for a 10 million dollar road paving bond when interest rates were low.

Today, Jackson County roads are in much better shape. Our paved roads have been improved by making the most out of state DOT grants and over 100 miles of dirt roads have been paved improving the lives of many of our residents.

T E D O . L A K E Y

SUMMARY OF QUALIFICATIONS

- 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

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

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

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

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CURRENT POSITION TITLE AND ORGANIZATION	County Administrator Jackson County Board of County Commissioners Since 2003
REPORTS TO (TITLE)	County Commissioners
POPULATION SERVED	50,000
STAFF/BUDGET	Staff of 220 Budget of 54.8 million
EDUCATION AND LICENSES	Master of Public Administration University of West Florida 2002 University of Alabama Bachelor of Arts Communications 1978
CURRENT SALARY	\$ 84,500

<p>1. Why are you interested in this position and considering a move at this time in your career?</p> <p>Answer: I have been in the position of County Administrator for ten years and I feel that I am at the point of my career where I would like to work for a larger County in the Florida Panhandle.</p>
<p>2. Describe your current/most recent scope of responsibilities.</p> <p>Answer: As County Administrator I am in charge of all aspects of County operations that fall under the jurisdiction of the Board of County Commissioners. These duties include developing the annual budget, developing policies and procedures, oversight of capital projects, supervision of employees and working with our local economic development team.</p>
<p>3. How would your governing board describe you as a leader?</p> <p>Answer: My Board would say I am a leader that is proactive, thinks outside the box, leads by example and is fair when making decisions regarding employees.</p>
<p>4. How would others describe your methods of communication?</p> <p>Answer: I try to keep open lines of communications, listen carefully and be clear when responding.</p>

<p>5. Describe your approach to management. How do you get things done and make decisions?</p>
<p>Answer: I engage not only my Commissioners but other stakeholders to first determine what needs to be done. I then work with department directors to obtain all needed information in order to make a good decision. When a decision is made, I empower my employees to accomplish the job.</p>
<p>6. Describe the feedback you have received from those with whom you work regarding your strengths as a professional manager and leader.</p>
<p>Answer: I have received positive feedback regarding how HR issues have been handled, cost saving programs implemented and how I keep them informed of issues.</p>
<p>7. Describe the feedback you have received from those with whom you work regarding areas where you need improvement.</p>
<p>Answer: I want my employees to feel they are free to provide such feedback. Recently they have asked that I give quicker responses to e-mails and to keep an open mind when employees disagree on issues.</p>
<p>8. Describe your philosophy and approach to financial and budget management.</p>
<p>Answer: When developing a budget, I work hard to determine departmental needs as opposed to wants. Operationally, I believe in closely monitoring spending and work to find ways to cut cost in all areas of operations.</p>
<p>9. Describe your approach to employee development and performance evaluation.</p>
<p>Answer: It is important to identify and fulfill immediate training needs, work to provide career development programs for employees and perform regular evaluations.</p>
<p>10. Describe your experience with strategic/long-range planning.</p>
<p>Answer: Working with consultants, our county has recently completed a review of how fire services are delivered, where to place future stations, and proposed implementation of county wide funding for fire/rescue.</p>
<p>11. What type of customer satisfaction/customer service initiatives have you led recently?</p>
<p>Answer: Customer service should be a continuous concern. In addition, I recently led the project to update the County web site to ensure better service to the public.</p>
<p>12. Describe any other areas of your expertise or experiences that are relevant to the County Administrator role that have not been addressed.</p>
<p>Answer: I believe I have demonstrated the skills needed work with very diverse groups. Not only does an Administrator work for his Commissioners, he has to supervise and lead a workforce and serve the public.</p>
<p>13. Describe initiatives that you have taken to improve operational efficiencies and reduce operating costs.</p>
<p>Answer: I have led the effort to upgrade our IT services. Jackson County now uses online work orders for road issues and building maintenance needs, improved permitting, and inventory control.</p>
<p>14. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.</p>
<p>Answer: I don't know of anything you might find that could be considered negative.</p>

**ESCAMBIA COUNTY
COUNTY ADMINISTRATOR RECRUITMENT
SUGGESTED INTERVIEW QUESTIONS – January 30, 2014
(Select 5 – 10 questions)**

General Information

1. Tell us about your experience and how it has prepared you to be the next Escambia County Administrator.

2. What research have you done on Escambia County? How have you prepared for this interview?

3. Describe your relationship with your current governing board. How do you communicate with this board? With your staff?

4. How have you been able to learn the culture when joining a new organization? If you were to be the selected candidate, how would you envision your first 100 days? Describe your experience in establishing relationships with the existing staff.

5. Are you familiar with Florida's "Sunshine Law?" What challenges have you encountered in managing with such a state law? What have you learned in doing so?

6. Describe your experience in strategic planning. What efforts have you successfully led? Did you use a consultant or lead the effort?

7. What is the most controversial political situation in which you have been involved and what changes have you made to avoid similar situations?

8. Within the workplace setting, who is your worst critic and why? How have you dealt with that criticism?

9. What's the difference between an ethical organization and an ethical person?

Technical Matters

10. Describe your most successful experience in a tourist-based economy? What challenges did your organization face and what recommendations did you bring forth to correct?

11. What type of revenue enhancement ideas have you brought to your most recent organization? Would any of these ideas be helpful for Escambia County?

12. Discuss your experience in dealing with economic and community development issues. What do you consider to be your greatest success in economic development?

13. What steps have you taken to establish and maintain relationships between the County and other local entities such as the municipalities/townships, school district, hospitals and the county?

14. Describe the diversity of your current organization (economic, racial, ethnic)? How do you gather input from all constituencies in your community? How do you see yourself being able to do so in Escambia County?

15. Describe your experience with civic, business and community organizations. Organizations that you have had leadership roles in local, regional and national professional organizations?

Summary Information

16. What additional information would you like to provide that we may not have covered, thus far, in this interview? Are there any major points about your background that you would like to emphasize?

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**ESCAMBIA COUNTY, FLORIDA
COUNTY ADMINISTRATOR RECRUITMENT
CANDIDATE ASSESSMENT**

INTERVIEW PANELIST

CANDIDATE

	Acceptable 1	Good 2	Excellent 3	Superior 4
1. Interest In The County Administrator Position				
2. Leadership Qualities				
3. Approach To Change Management				
4. Approach To And Experience With Elected Officials				
5. Capacity To Communicate				
6. Approach To Building Strong Relationships With the Staff, and Public				
7. Approach To Working With Community, Civic, State, and Professional Organizations				
8. Approach To Economic/Community Development.				
9. Professional Demeanor				
10. Approach To Building Strong Employee Relationships And Morale				
11. Approach To Comprehensive and Strategic Planning				
12. Overall Assessment				

Please Use Reverse Side for Comments.



ALBERT PENSKA

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CURRENT TITLE AND ORGANIZATION NAME	County Manager Adams County, PA Since 2010
REPORTS TO (TITLE)	Board of Commissioners
POPULATION SERVED	103,000
SCOPE OF AUTHORITY	<ul style="list-style-type: none"> • Staff of 20 Directors with 535 employees • Budget of \$66 million

REASON(S) FOR INTEREST IN POSITION

Albert is seeking this opportunity as a chance to come to a larger, more complex organization as well as an attractive part of the country. He has worked in municipal, county and state government specializing in finance, economic development and business operations. Penska has been looking for the right position in Florida and has been very interested in Escambia County Administrator role by informing his Board of his intention and persistent throughout the application process.

STRENGTHS

Penska is a proven public sector executive with extensive experience in local and state governments. He has been heavily involved in the strategic planning process as a strong fiscal leader as well as from the operational viewpoint. He has been the spokesperson for bonding organizations, competing with Pittsburg (Alleghany County), the Baltimore/Washington Beltway, and the fast pace of the Northeast. He has been the champion of change in several initiatives to boost tourism and other economic development efficiencies. Albert has been the leader of cost-containment initiatives and other business process improvement efforts that have built strong infrastructures, bringing more professionalism to the local government.

Penska has good working relationships with his current board and has generally had good relations with the elected officials, staff and community. He is a strong proponent of performance management that greatly enhances strategic planning; bringing more accountability and focused project planning to the communities he has led. His 2 years as a City Council member have provided him more insight into the role of the elected official, enhancing his skills as an administrator. This combined with his

strong financial and budgeting skills will bring an emphasis on business process improvement and the consolidation of governments where appropriate.

AREAS OF CONCERN

Albert has not worked outside of the Northeast and will have a learning curve for learning Escambia County, the Panhandle and the State of Florida. With the length of time all aspects of this recruitment have taken, he has researched both, investing in personal travel to accelerate his transition to this community. He will have to build a network in Escambia and within the State. He has successfully done this in transitions throughout Pennsylvania, but has not had the opportunity to do so outside of the Commonwealth. Penksa's tenures have included work in the public and private sector, with some less than optimal tenure. In each of these situations, he worked as a consultant.

While he has worked in more diverse environments, Adams County's demographics are not as racially or culturally diverse as Escambia County. He has a strong record of hiring female department directors and has a commitment to creating a workforce that reflects the community served.

MANAGEMENT/LEADERSHIP PROFILE

Albert has worked in both the public and private sector and takes pride in the experience that this diverse career brings. He has been very involved in financial management, economic development and enhancing public safety services for the communities served. He is a strong advocate for collaborations, understanding the need to have the elected officials as "the face" of such efforts. He removes his ego from the efforts he is involved and spends a significant amount of time having 1-1 and collective conversations with the elected officials. He is proud of the success the organizations have collectively had in retail, agri-business, ensuring that there is a full complement of businesses that are attracted to the communities he is a part. Penksa is a committed part of the area, serving in local and statewide professional organizations in leadership roles.

SALARY INFORMATION

Albert currently earns \$94,000 with full benefits (retirement, health, car mileage). He is not vested in his current retirement system and will be sensitive to these features with Escambia County. He has been traveling to Key West significantly in recent years and is committed to a long-term move to Florida. In a perfect situation, he would like to work in Escambia for 10+ years, he expects to be a strong contributor and build a positive environment for the community.

ABS/January 2014

Building an Economic Development Vehicle for Adams County - Achievement

The County of Adams' vehicle and vision were not clear to anyone wanting to do business in the County. Fragmented departments and entities of planning, agricultural resources, environmental, conservation, financing authorities and the economic development corporation were all operating independent of each other and with no common goal or no goal at all for economic development. It has been perceived that economic development in the County was more passive than aggressive or active.

The first order of business I asked of a newly hired Planning director with a rich resume of experience was to reach out to the other governmental entities and establish a trusting work relationship and partnership. Second task was to build a partnership with the Economic Development Corporation's Board and executive director. The final task was to reach out to the Chambers of Commerce, business community and vested community leaders to obtain insight on their perspective of the needs of the County of Adams.

Internally I identified many silos of operation and the challenges that at times pitted them against each other within the county. A plan was drafted that consolidated in to the Office of Planning the Environmental Services, Agricultural Preservation, Economic Development and GIS. This collaborative arrangement has created a department that approaches the County as a whole verses the fragmented approaches of the past. Collectively, they have identified key agri zones, water resource and conservation needs, developed a map of preserved acreage and identified zones for economic and residential development. This department is now the lead in economic development for visioning and engaging the developing community.

Externally, I identified that the Economic Development Corporation (EDC) was struggling to stay afloat financially because they were operating under an old model that straddled them with debt that they could not pay without County assistance. In meetings with the executive director and executive committee members, the County agreed to advance funds for grant applications for improvements to the remaining unsold lots in the business park. Then, I entered into negotiations with the bank holding the mortgage to renew the interest only loan one more year so as not to cause the EDC to go into default. As of this time frame, the Industrial Development Authority (IDA) with county backing will be purchasing the lots from the EDC thus retiring the debt and placing the EDC on good footing for the future. The appraised value of the lots exceeds the debt and the IDA is negotiating the sale of a lot as soon as this transaction is closed in early 2014.

In addition the IDA with the partnering of the County has secured a site in the county seat for development. This site has languished for more than ten years and has become an eye sore on the community and economic development. The structures on the site have been razed and RFP's are being drafted for specific development needs to the components of the site plan and vision. The County will be leading a grant application for infrastructure improvements to the site to encourage developers to build to the vision of the site and the needs of the community without concern for common areas that would affect profitability of their project. Public rollout of this project will occur as soon as the IDA releases the RFP's. The County's objective is to have this site in construction by the spring of 2015.

Placing the County on sound financial footing. - Achievement

As Adams County's manager I was recognized for my experiences in the financial side of county government. When I took over as manager, I recognized that the audits were not clean and had issues that caused the opinions to be qualified, the County's accounting system software was inadequate to handle GFOA and GAAP standards, looming concerns of Moody's downgrading the County to non-investment grade status and finally the County would be adding the office of Controller within a year.

The first task at hand was to address the qualified audit opinions. I met with the auditing firm and sought their input as to what was needed from us in order for these issues not to affect the audit. I secured a firm to provide the contingent liability assessment of our employee benefit structure and postemployment benefit liability. I also secured a firm to assess and report on the derivatives that are a part of the financing instruments of the County of Adams. Then lastly I tackled the component units of government that were not clarified for transparency of the county financials. Having completed all of the qualifying issues allowed for the auditing firm to issue the first clean unqualified opinion for the county in 2011.

In the first six months I assessed the accounting software, met with users of the system and auditing firm that reviews the county's books. Finding and concurring that the software must be replaced, criteria for software needs were drafted and disseminated to GFOA recognized vendors capable of handling a county government unit. Interviews, demonstrations and work sessions were held and full input was sought from all key users and a vendor selected. The system is now operational functioning in the County. The financial offices are now in the planning stages to build a GFOA recognized Comprehensive Annual Financial Report(CAFR) for publication in 2015.

The County Commissioners had to recognize that because of population growth and State Law the County would be required to create and build the Office of the Controller. In consultation with the Commissioners I designated the audit function and the payable function to be the initial operations of this new office on January 2012. Then at the request of the Controller, we are transitioning the general ledger to that office as the last prescribed component of that legislatively created office in Adams County. This transition will be complete in the second quarter of 2014 in full cooperation for a smooth transfer of the GL.

The County of Adams refinanced their debt in October of 2011 and I was interviewed extensively by Moody's regarding the new posture of the County, corrective actions taking place and the progressive approach to accountability of the financials. This resulted in an A rating with a positive outlook from Moody's. Subsequent financings and interviews with Moody's have allowed the County to maintain its' rating for the benefit of better rates on the County debt. Currently the County is being considered for a positive upgrade by Moody's.

Inadequate Computer System in the County of Adams – Critical problem

In February of 2012, the IT director departed the employment of the county. Immediately, I conducted a system review with the staff and determined that the system was at a critical level. Servers supporting the systems averaged six years of age with some being as old as nine years of age and operating at near capacity. It was also discovered that the continuity of operation's plan was with the backup of data but not support programing, thus if a system crash or destruction occurred it would take months to fully recreate the system.

The staff was directed to inventory and assess each piece of equipment and the information contained on each server. Assess all support equipment such as desktops, switches and communication links. It was determined that the age of the servers were critical, desktops and their applications were not upgraded for at least five years and were beginning to show their age with the service call increases. Infrastructure of cables, wiring and switches were equally challenged by age and inadequacy to handle the volume of information that was required of them.

A firm was secured to evaluate the information and to advise on building a virtual server system that would replace the old equipment, prepare for disaster recovery on another server duplicated with programs at the EMS service center and insure full data backup of data to the off site server. New servers were purchased and installed operating in a virtual capacity ensuring more capabilities and more efficiency and less expense. A second (DRS) disaster recovery system was installed at the EMS center and is a mirror image of the working server with data being backed up to that unit daily. This all was completed in 2012 and is fully operational today.

The second phase of this upgrade began in 2013 and is now under the Direction of a newly appointed IT director. The system infrastructure has been upgraded with new equipment and cabling to ensure that speed, reliability and interference are at acceptable levels. With this effort underway the third phase was to evaluate the desktop systems for all users and build a new virtual desktop system to meet the needs of the users. Application studies were conducted along with interviews of each department to ensure that the new user equipment would serve their needs and be efficient and valuable in the delivery of service to the County and the constituents.

The County of Adams has secured a firm to assist in implementation of a virtual desktop system. This will ensure that the equipment requested on a departmental basis is adequate and will operate as planned for the foreseeable future. This phase will be completed in 2014 and 2015 to comply with budgetary issues and departmental compliance needs.

The three phases described positions the County of Adams in the 2014 technology environment and doing so with lower operating costs, improved efficiency in the departments and funding it with budgetary funds over a four year cycle.

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 150th 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 150th 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 3rd 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

Albert M. Penksa Jr.

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 Home phone: 814-242-62831
 Business phone: 717-337-9850
 Mobile phone: 814-242-6281
 Home E-mail: amp5599@gmail.com
 Work E-mail: apenksa@adamscounty.us

CURRENT POSITION TITLE AND ORGANIZATION	County Manager Adams County - Pennsylvania
REPORTS TO (TITLE)	Board of Commissioners
POPULATION SERVED	103,000
STAFF/BUDGET	20 directors/535 employees Budget of \$66 million
EDUCATION AND LICENSES	BA in Economics concentrations in accounting/poli sci University of Pittsburgh, Johnstown PA
CURRENT SALARY	\$94,000

1. Why are you interested in this position and considering a move at this time in your career?

Answer: Personally, I have decided to live, work in Florida and enjoy endless days of summer. My career objective is to seek a county where my visioning and skills will be utilized to enhance a growing community.

2. Describe your current/most recent scope of responsibilities.

Answer: I am the chief administrator for the County of Adams. I oversee and steer all departments in the county to provide effective and efficient service. Special attention given to HR, finance, EMS/911, economic development/planning and facilitate the Commissioner decision making process

3. How would your governing board describe you as a leader?

Answer: Knowledgeable, informed, politically astute, visionary and engaging

4. How would others describe your methods of communication?

Answer: sensitive, personable and approachable

5. Describe your approach to management. How do you get things done and make decisions?

Answer: First thing is to identify and determine the cause of the issue, then reach out to those involved. Then ask for, listen to and accept potential solutions to the issue. I gather all known information to make an informed decision if I need to make the decision. If the Commissioners will make the decision then I provide the issue with all possible solutions known and prioritize the solutions or make a recommendation if requested.

6. Describe the feedback you have received from those with whom you work regarding your strengths as a professional manager and leader.

Answer: visionary, big picture guy, motivator and great listener

<p>7. Describe the feedback you have received from those with whom you work regarding areas where you need improvement.</p>
<p>Answer: sometimes described as very businesslike so I have been cognizant of my personal approaches in dealing with others</p>
<p>8. Describe your philosophy and approach to financial and budget management.</p>
<p>Answer: I am a budget conscious manager; I manage budgets to operate within the approved amounts and work to produce a budget surplus at the end of the year. I have guided the County to maintain a positive position in fund balance exceeding GFOA standards.</p>
<p>9. Describe your approach to employee development and performance evaluation.</p>
<p>Answer: I promote succession planning, work to identify potential leaders and encourage participation in session to build future managers, encouraged HR to develop learning session to enhance skills, communication capabilities and work with directors to set the example. Encouraged IT to offer skill set training to the workforce and it is very successful. Performance evaluation is in place in this county is used as a management tool only to help guide an employee provide better service and work more efficiently. No compensation is tied to the program.</p>
<p>10. Describe your experience with strategic/long-range planning.</p>
<p>Answer: I have guided a future campus plan for the County of Adams which takes into consideration current properties and potential targets for growth as the population grows over the next 20 to 50 years. For economic development redirected efforts to a county authority to spur projects with backing and financing and bolster a non-profit economic development entity to focus on business development and business retaining needs</p>
<p>11. What type of customer satisfaction/customer service initiatives have you led recently?</p>
<p>Answer: I have recognized that in the fragmented nature of PA governments, I have directed two mergers in tax services and planning for the County. Directed outreach from planning to the 34 separate governmental unit that control development to be the stabilizing element for regional planning and cooperation. All 34 entities have signed on to 5 regional plan processes. Also developed a new county website and have begun to reach out to municipalities through the council of governments to encourage them to partner with the County for a stop shop presence in the County</p>
<p>12. Describe any other areas of your expertise or experiences that are relevant to the County Administrator role that have not been addressed.</p>
<p>Answer: I have directed a selection and implementation of a new financial software system, directed an upgrade of an aged server system in the IT department with virtual servers and upgrading to virtual desktops and application needs hardware approach for the county.</p>
<p>13. Describe initiatives that you have taken to improve operational efficiencies and reduce operating costs.</p>
<p>Answer: Consolidated 8 departments in two departments that have service as the objective. Four separate tax departments, assessment, appraisals, delinquent and mapping into one agency with cross training for a one stop service desk. Consolidated into Planning, Land preservation, environmental, GIS and Economic Development into a group providing one collaborative vision and serving the needs from one location.</p>

14. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.

Answer: one would find some postings from groups disgruntled from a reassessment of property values and difference of opinions

**ESCAMBIA COUNTY
COUNTY ADMINISTRATOR RECRUITMENT
SUGGESTED INTERVIEW QUESTIONS – January 30, 2014
(Select 5 – 10 questions)**

General Information

1. Tell us about your experience and how it has prepared you to be the next Escambia County Administrator.

2. What research have you done on Escambia County? How have you prepared for this interview?

3. Describe your relationship with your current governing board. How do you communicate with this board? With your staff?

4. How have you been able to learn the culture when joining a new organization? If you were to be the selected candidate, how would you envision your first 100 days? Describe your experience in establishing relationships with the existing staff.

5. Are you familiar with Florida's "Sunshine Law?" What challenges have you encountered in managing with such a state law? What have you learned in doing so?

6. Describe your experience in strategic planning. What efforts have you successfully led? Did you use a consultant or lead the effort?

7. What is the most controversial political situation in which you have been involved and what changes have you made to avoid similar situations?

8. Within the workplace setting, who is your worst critic and why? How have you dealt with that criticism?

9. What's the difference between an ethical organization and an ethical person?

Technical Matters

10. Describe your most successful experience in a tourist-based economy? What challenges did your organization face and what recommendations did you bring forth to correct?

11. What type of revenue enhancement ideas have you brought to your most recent organization? Would any of these ideas be helpful for Escambia County?

12. Discuss your experience in dealing with economic and community development issues. What do you consider to be your greatest success in economic development?

13. What steps have you taken to establish and maintain relationships between the County and other local entities such as the municipalities/townships, school district, hospitals and the county?

14. Describe the diversity of your current organization (economic, racial, ethnic)? How do you gather input from all constituencies in your community? How do you see yourself being able to do so in Escambia County?

15. Describe your experience with civic, business and community organizations. Organizations that you have had leadership roles in local, regional and national professional organizations?

Summary Information

16. What additional information would you like to provide that we may not have covered, thus far, in this interview? Are there any major points about your background that you would like to emphasize?

THIS QUESTIONNAIRE IS INTENDED FOR USE IN THE FINAL INTERVIEWS OF CANDIDATES FOR THE COUNTY ADMINISTRATOR FOR ESCAMBIA COUNTY, FLORIDA AND HAS BEEN PREPARED FOR THE CLIENT BY WATERS CONSULTING GROUP. (JANUARY, 2014)

**ESCAMBIA COUNTY, FLORIDA
COUNTY ADMINISTRATOR RECRUITMENT
CANDIDATE ASSESSMENT**

INTERVIEW PANELIST

CANDIDATE

	Acceptable 1	Good 2	Excellent 3	Superior 4
1. Interest In The County Administrator Position				
2. Leadership Qualities				
3. Approach To Change Management				
4. Approach To And Experience With Elected Officials				
5. Capacity To Communicate				
6. Approach To Building Strong Relationships With the Staff, and Public				
7. Approach To Working With Community, Civic, State, and Professional Organizations				
8. Approach To Economic/Community Development.				
9. Professional Demeanor				
10. Approach To Building Strong Employee Relationships And Morale				
11. Approach To Comprehensive and Strategic Planning				
12. Overall Assessment				

Please Use Reverse Side for Comments.



WILLIAM REYNOLDS

WILLIAM H. (BILL) REYNOLDS

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Pensacola, FL 32504

Home/Mobile phone: 715.563.0756
Home E-mail: reynoldswm@hotmail.com

CURRENT TITLE AND ORGANIZATION NAME	Former City Administrator City of Pensacola Pensacola FL 2011 - 2013
REPORTS TO (TITLE)	Mayor of Pensacola
POPULATION SERVED	55,000
SCOPE OF AUTHORITY	<ul style="list-style-type: none">• Staff of 850• Budget of \$220 million

REASON(S) FOR INTEREST IN POSITION

Reynolds is seeking this role after a diverse background in local and federal government in Florida, Wisconsin, and Minnesota as well as his role working for a U.S. Senator. He is well-educated with a law degree and a MPA from the JFK School of Government at Harvard University. After leaving the City of Pensacola, he sees this role as a chance to remain in a community he has grown to enjoy and help the community improve using his experience.

STRENGTHS

Bill has extensive leadership experience in city, county, and federal government gained across the country. He has the additional understanding of Escambia County and the State of Florida gained during his tenure with the City of Pensacola. He brings insight into the issues associated with Escambia from the perspective of the City and the civic and community leaders he has met since 2011. His military experience is viewed positively in the Panhandle where there is such a strong presence. He has been in senior roles in 2 counties, in Wisconsin and Michigan, where he was heavily involved in organizational review, cost-containment and strategic planning efforts.

AREAS OF CONCERN

Reynolds recent termination from the City casts a shadow on his candidacy, one that will be challenging to overcome. While he appears to have supporters in the business and civic community, he will have to build relations with the Commissioners, the staff, and the greater Escambia Community as the next County Administrator. In addition, he will have to convince all constituencies that he will be able to work successfully with the City, not just elected officials, but their staff and the community. He will have to be very mindful of the ethics charges being under more scrutiny than others due to the charges. When he applied for this position, he was open about this situation and this Consultant

accepted his application despite these charges given that the Interim County Administrator (candidate at that time) had also faced similar scrutiny during his prior tenure with Escambia County. The Citizens' Committee's voting for his candidacy shows that there is some support in the business and civic community, but the scrutiny the County and Reynolds as Administrator will face must be recognized and addressed if he were to be hired. However, his ability to help build close relations with the City given his dismissal by the Mayor will be an additional hurdle to overcome.

Bill should be able to overcome this, but he and the Commissioners must be ready to accept to on-going scrutiny with this appointment. His naivety about the Florida Sunshine Law that led to some of the issues should not be repeated with his newfound knowledge, he is an intelligent person.

Most of Bill's work tenures outside of his work with the military (1992 – 2005) and Senator Specter's office (2000 – 2006) have been less than optimal, Chippewa County was the only one where he was with the organization 3 years. His work with this County (2007 – 2010) was the most significant where he managed specific projects involving efficiency and effectiveness studies. His work with Washtenaw County (2010 – 2011) was also involving departmental reviews, but was eliminated due to budgetary issues during the challenging fiscal environment in the State of Michigan. His tenure with the City was also less than optimal with the termination bringing undue concern and difficulty with the various ethics reviews and investigations.

MANAGEMENT/LEADERSHIP PROFILE

Bill has a long record of executive experience in the public sector with his local government, federal and military experience. As previously mentioned, this has taken him across the country and around the world. He is articulate and provides excellent written communication regarding his achievements regarding his passion for continuous process improvement and customer service. Reynolds has had the opportunity to experience diverse professional environments and bring this experience gained from the workplace and in his executive education to each organization he's been a part.

SALARY INFORMATION

Bill earned \$135,000 as the City Administrator for the City of Pensacola; his highest salary was up to \$165,000 in the past. He is comfortable with the advertised salary range and looks for the chance to be the change agent that will bring success to Escambia County. He and his family are committed to this area and look forward to continue building strong relations in the community and region. He understands that he will have the challenge of "proving himself" to the elected officials and community and is ready to do so. Reynolds is immediately available following a job offer.

ABS/January 2014

WILLIAM H. REYNOLDS

Most Significant Professional Achievement #1

In 1997 a Marine rifle squad led by Corporal Clemente M. Banuelos fatally shot an 18 year-old goat herding civilian during a drug interdiction operation in support of the U.S. Border Patrol at the U.S. and Mexico border near Redford, Texas. It was an event that was to have international implications and would change my life. The Marine's involved were stationed at Camp Pendleton, CA where I served as the Staff Judge Advocate for the 1st Marine Division. Part of my role encompassed serving as the senior legal advisor for the organization, and its famed commanding general John Admire.

The Marines were alleged to have violated the rules of engagement for the operation. Multiple high profile investigations were conducted of the event, literally retracing every step in the mishap. The Department of Justice, multiple agencies in The Department of Defense, the Federal Bureau of Investigation and the Texas Rangers had all concluded their investigations and had determined some degree of culpability on the part of the Marines. It appeared that the Marines would be prosecuted as the above agencies actively pushed for an indictment. Although I had been aware of the incident and its progress as part of my duties, I became directly involved with the investigation upon the convening of a U.S. Congressional Inquiry into the matter.

For several months, I lived and breathed the case. Per General Admire, my total focus was in a comprehensive review of every prior investigation of the incident, and every piece of evidence the command had at its disposal. The amount of paperwork involved filled over 40 file cabinet drawers. I meticulously catalogued and commented on all the information, and provided a detailed critique of the three most in-depth investigations (the Commander-In-Chief Atlantic, the Joint Task Force-6 and the Marine Corps investigations). In addition, I was chosen to present the answer to the Congressional Inquiry.

Regardless that the civilian had fired first at the Marines, and that they had responded with an appropriate response of force, there was immense political pressure to offer the Marines up for sacrifice in order to partly quell the reaction of both the press, and the those who had problems with the policy of using the military for U.S. based counter-drug operations. But one point was clear in my analysis; the Marines had followed the military rules of engagement in place at the time. They did nothing wrong.

In the end, neither the U.S. Government, nor the Texas State Grand Jury decided to indict the Marines. The Marine Corps soon followed suit.

General Admire would later comment, "Although William's courage and convictions were repeatedly challenged... [he] persevered in presenting the truth and the Marines were subsequently proven to be innocent. His actions throughout reflected neither his opposition to the establishment nor higher headquarters, but simply his support and belief in four young and junior Marines. In many respects he jeopardized his career by his position in opposition to senior military, federal and state agencies, but he believed his career secondary to the truth and to justice... This was an incident and example in which the phrase "a moment of true and shining glory" truly applied to a young Marine leader – William Reynolds." For my part, I was simply pleased that four Marines would not be subjected to wrong prosecution for political purposes and for the unequivocal support of General Admire as I made my small contribution to the effort.

WILLIAM H. REYNOLDS

Most Significant Professional Achievement #2

In early 2009, I was serving as the County Administrator for Chippewa County, WI. At that time the county – which funded its own health insurance costs – had a union grievance filed against it for improperly charging union employees a premium stipend that would establish a risk corridor for the fund. The union claimed that the county had overcharged over one quarter of our employees, that the Risk Manager had changed insurance documents in the process, and that the affected county employees did not know that the financing plan for the risk corridor was to occur. Ultimately in mid-2009, the case went to arbitration, with a decision finally coming from the arbitrator over six months later in favor of the union's arguments.

The issues surrounding the insurance risk corridor were very complex and not easily understood. Regardless, as I reviewed the arbitrator's decision, it became clear that he had completely ignored key pieces of documentary evidence that specifically contradicted his conclusions in the case. On multiple occasions, if the evidence didn't fit within the framework of the union's argument he ignored it. In several places, he actually cut and pasted large portions of the union brief into his opinion. It was clear that his opinion was wrong and not factually based. I immediately notified the County Board of the arbitration decision, that I would not be taking any action against the Risk Manager based upon my initial review of the case and that I would be conducting a full investigation into the matter. In addition, I announced that I would have an independent audit of the arbitration's conclusion that documents had been altered, and that the county had improperly tried to shift costs to the employees.

Although my only prior contact with the case was reviewing it prior to it moving to arbitration (the events in question occurred between 2000-2006, several years prior to my start date with the county), both I and the County Board were under a lot of pressure regarding the arbitrator's decision. State union representatives, prominent members of the community and the local media all made their feelings known regarding the case. Most clear in their minds was the need to fire the County Risk Manager – especially in light of the allegations that she had improperly changed insurance documents. I asked the Board to give me the time to fully look into the matter, and clearly stated that if there was misconduct that occurred, I would swiftly act to address it.

I spent several weeks reviewing the arbitrator's decision in depth and collecting the physical evidence that would ultimately prove the decision to be in error. I produced an in depth presentation to the County Board that dissected the arbitrator's decision and provided clear and convincing evidence contrary to his conclusions. I took pains to not editorialize, but to present the information clearly and factually so they could draw their own conclusions. The evidence ultimately included memos, county board resolutions, committee notes, legal notices, staff work product and even the sworn testimony of union representatives given at the arbitration hearing – all refuting the work product of the arbitrator. Finally I presented the outside auditor report clearing the Risk Manager of wrongdoing.

In the end, even though the issues involved were very complex, every one of the twenty-nine County Board Members understood what had occurred. They had the knowledge to understand the issues, and that nothing improper had transpired. It would have been very easy for me to have fired the Risk Manager when the arbitrator's decision had been published – and it would have saved me of a lot a grief in the process. However it would not have been the right thing to do.

WILLIAM H. REYNOLDS

Critical Professional Problem

On a Monday morning in early 2009, my finance director came to me to discuss some troubling economic forecasts that he had recently assembled. At the time, we were preparing for negotiating contracts with our unions. If the latest economic assumptions (which included short-term recession linked losses and long-term demographic concerns) were correct, we would have to substantially change our proposed bargaining posture, and would need to reduce our current year's budget. Not a comforting scenario for any county administrator.

The critical problem that I faced at the time was how do I convince our unions that we had substantial economic challenges and that the county could not afford marked increases in wages or benefits? Although it was to be my first round of negotiations with these unions, distrust already existed in part due to historical issues. Bargaining between the county and its unions had not been marked with openness and cooperation. Looking for the "win/win" hadn't been a top concern with either management or union; the economic pie was only so big and each size wanted to get/keep theirs. Earlier contracts had been the subject of state binding arbitration, and the wounds from those battles were still evident. To say that the unions would be skeptical of our efforts was an understatement.

The process was also greatly influenced by the recently negotiated contracts of neighboring counties. Unfortunately for my team, those contracts had been established prior to the Great Recession – a term first used a few months earlier – and had outlined a generally accepted 3% raise a year. My county simply would not be able to afford such increases if the revised economic data projections were correct.

Once my finance director verified the assumptions and projections, I informed the county board of my concerns, and outlined a proactive three-step plan.

First, it was clear that we would need an in-depth education effort to ensure that everyone – county board, employees, unions, and citizens – understood where we stood fiscally. I produced a travelling roadshow presentation that I gave county-wide to any group I could speak to (internally and externally). It went into detail as to the short/long term issues we faced, and why things needed to change. Citizens and employees were going to be impacted by what was coming, and they needed to understand why. Second, I actively solicited employee and union participation in a rigorous program prioritization process that we had planned to address the broader economic impacts. As I briefed the county board and employees, "We simply cannot afford to do all the things we used to be able to do. We have to determine our priorities and fund accordingly." Finally, prior to actual negotiations starting, I held a financial seminar with union leaders and fully outlined the economic concerns. All data was made readily available to them and we encouraged future analysis and questions regarding the assumptions.

The negotiations were tough. But the education effort – clearly the most importance facet of the plan – helped most understand the issues involved. Giving employees a seat at the table as we re-invented Chippewa County Government also helped secure their buy-in and their willingness to look at contracts in a new light. The results were a win/win. Although not the 3% of neighboring counties, we were able to have modest increases to pay which ultimately were more than those negotiated later by our neighbors in the following contract cycle. (Most had zero increases to pay and benefits). More importantly, by proactively taking action we jointly gave the county future financial stability.

WILLIAM H. REYNOLDS

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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 6th 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, 4th 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, 1st 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.**

- Oct 96-Oct 97 **UNITED STATES MARINE CORPS (cont.)**
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 relation's 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.

William H. Reynolds

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 Home E-mail: reynoldswm@hotmail.com

CURRENT POSITION TITLE AND ORGANIZATION	Currently not employed. Former title City Administrator, City of Pensacola
REPORTS TO (TITLE)	Formerly Mayor of Pensacola
POPULATION SERVED	55,000
STAFF/BUDGET	850/\$220 Million
EDUCATION AND LICENSES	Master in Public Administration Harvard University, John F. Kennedy School of Government 2000 Juris Doctor: DePaul University, College of Law: 1991 Bachelor of Arts: Greenville College: 1988 Licensed to practice law in Illinois and multiple Federal districts.
CURRENT SALARY	Former salary \$135,000

1. Why are you interested in this position and considering a move at this time in your career?

Answer: Escambia County has a cultural richness, physical diversity and virtually unlimited economic potential that most areas wish they could muster. In addition, it has a military community that helps make it home for my family. I have lived in Escambia County for several years, and have been continually impressed with what it has to offer. Prior to being terminated from my former role as City Administrator for Pensacola, I had seriously looked at moving over to Escambia County Government. I am familiar with many that currently work there due to the interaction I had with staff over the years. It is my intention to stay in Escambia County, and the opportunity to help lead the county into the future is an opportunity that would be hard to pass up.

2. Describe your current/most recent scope of responsibilities.

Answer: I formerly served as the City Administrator for Pensacola, Florida. The role under the current form of government is essentially a Chief Administrative Officer. I was responsible for administrative management and supervision of daily operations including oversight of twenty departments, five enterprise activities (seaport, airport, natural gas company, golf course and tennis center), over 850 employees and a combined total budget of \$220 million (\$50 million general fund). It should be noted that I did not serve the governing body of the city, but rather under a new form of government in which I served at the pleasure of the mayor. As such, there were times in which the mayor's desires conflicted with that of the city council. I have previously served as a county administrator, deputy county administrator, and as the equivalent of a chief operations officer for municipal services.

3. How would your governing board describe you as a leader?

Answer: My prior reviews have contained the following trend line descriptions: professional, approachable, thorough, up-front, accessible, decisive, great communicator, hard-working, very well organized and structured, able to see things from an objective and fair point of view, diplomatic, great administrative and efficiency skills, great integrity, passionate about good government.

4. How would others describe your methods of communication?

Answer: I have been described as a very effective communicator who is up front and frank regarding issues that need to be addressed. I believe in keeping all necessary individuals informed of issues that could have an impact to their areas of concern. But communication needs to include also the ability to listen. I am a believer that all people should be treated with respect and dealt with fairly and equitably. This permeates how I do business. This includes a willingness to address issues openly and fairly. I have found that often, regardless of the ultimate decision on an issue, if people feel that they have had an honest opportunity to voice their issues and concerns, and the decision was made in a fair and equitable framework, they can internalize decisions even if they ultimately do not support an outcome.

5. Describe your approach to management. How do you get things done and make decisions?

Answer: 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. A county administrator should be a leader for the staff, one who will play a part in determining the direction and strategic mission of the departments, be a political buffer, ensure proper coordination and alignment of departmental assets, and keep a firm hand on finances. My goal is to provide staff with the necessary personnel, resources, assistance, backing and professional courtesy to ensure they have the ability to do a first-rate professional job. 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 have always believed in the doctrine of “mutual respect.” I consider it to be one of my most important management tools. All people have value and their opinions matter. Any decision should have the input of those who need to be at the table.

6. Describe the feedback you have received from those with whom you work regarding your strengths as a professional manager and leader.

Answer: As part of my 360 degree evaluations, I have received not only the input from those I work for, but also those I work with and who work with me. Actual notes from department heads and external service contacts include: Very objective, clear communicator, provides clear guidance, superb leadership skills, encourages thinking outside of the box, good job of developing trust among staff, supportive, efficient – always looking for better ways to do business, forces critical thinking skills, very fair, treats people equally, available as a resource, makes decisions for the right reasons, customer service a priority, articulate, tells it to you straight, very honest, encourages feedback.

7. Describe the feedback you have received from those with whom you work regarding areas where you need improvement.

Answer: 360 degree evaluation feedback includes: Sometimes overlooks the “small things” which are significant to others, needs to show more of his heart with his leadership, can be short at times in verbal communications – needs to be an active listener, can be aggressive moving a project forward.

8. Describe your philosophy and approach to financial and budget management.

Answer: The most important policy document that a county board can pass is the budget. Any budget cycle offers the opportunity to rethink how an organization does business. By prioritizing programs through that process, we can determine those that may no longer be of value, and we can re-focus our efforts and energies on those that have real merit – and make a real difference in the lives of our citizens. In addition, we can take savings (in both employee time and material), institute programs recognized as best practices and reach out to other local governments, nonprofits, faith-based organizations, and the business community to solve some of our most pressing issues. We can also take the opportunity to invest in some intelligent risk-taking to develop some internally derived best practices as well. There are four specific outcomes that drive budgets: tax policy, service levels, fund balance and credit rating. It is vitally important that these are taken into consideration with each budget decision. Local government financing underwent a dramatic change with the onset of the Great Recession. All governments have had to institute targeted budget cuts that take into consideration the priorities of its citizens, current conditions, and their strategic plans. Most governments have shrunk because they have had to. This has provided a great opportunity to review how we do business and to become better at it.

9. Describe your approach to employee development and performance evaluation.

Answer: I have always been concerned that we are providing the best service and leadership possible. To that end, I developed a 360 degree management evaluation instrument and have used various revisions of it for some time. It is based upon an evaluation process that encompasses feedback from multiple sources including employees, peers, elected officials, customers, clients and others that may have a working relationship with the individual being reviewed. The 360 degree technique is a multi-source performance evaluation, and uses observable performance-based behaviors which are ranked against a scale by those asked to complete the evaluation. Trends are then categorized to determine strengths and weaknesses. It can be a time-consuming administrative process, but it has great benefits. The reason for evaluating employees is sometimes lost. Its primary focus should always be the professional growth and development of the individuals concerned. A critical step in the process is to use the results and then mentor and grow those individuals in the areas in which they are weak. Employees cannot improve if they do not know there is an issue. I believe that most employees want to do the best job they can. If managers are not evaluating employees, the employees lose out on important information regarding their job performance.

10. Describe your experience with strategic/long-range planning.

Answer: I have experience with strategic planning both in my service to the U.S. Marine Corps, and in my civilian government capacity. A strategic plan is critical to moving an organization forward. Without a clear idea of where it is headed, and how to get there, an organization is subject to simply milling along without any direction – with the potential to expend a lot of important resources. A strategic plan provides focus and direction. A successful proactive planning process ensures that an organization is able to address not only short-term, but also those long-term issues that must ultimately be addressed. In addition to my military planning training and education that was used at multiple times including as a member of the team that planned and executed the second battle for Fallujah, Iraq, I have also led strategic planning efforts and ensured that organizations followed plans in place. At Chippewa County, I led the County Board in its first Strategic Planning process. As the Deputy County

Administrator at Washtenaw County, I was responsible for ensuring that department level actions were consistent with the strategic plan that had been adopted prior to my arrival.

11. What type of customer satisfaction/customer service initiatives have you led recently?

Answer: 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. Customer service is one of my fundamental tenets. At Washtenaw County, where I was Deputy County Administrator, 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.

12. Describe any other areas of your expertise or experiences that are relevant to the County Administrator role that have not been addressed.

Answer: My experience and training have made me a well-rounded and effective administrator. My training in leadership and management over the years has prepared me for success. I have been tested and have succeeded in even the most trying of circumstances. I have also failed, but have learned a great deal from that failure. I am a good judge of people and what motivates them to perform to the best of their abilities, and know how to motivate the individual and the team. In addition to my running of a “small town” in Okinawa, my past experience as a County Administrator, Deputy County Administrator, and as the City Administrator for Escambia County's largest municipality, I also have experiences at the federal level that give me a unique perspective. I understand how government works – and sometimes does not work, and have a proven track record of moving organizations forward. Over the years I have developed what I call the Ten Nuggets on Leadership that outlines how I view the topic. They are as follows: Never forget the difference between leading and managing. You lead people and manage supplies; If you come to your boss with a problem and don't have a solution, then you have become part of the problem. Remember that your boss is probably not an expert in the area at issue. You probably are; Unless told to do something illegal, immoral or unethical, the boss is right. You can try – and in some cases have a duty to do – sway the boss, but remember who the boss is. Know your place in the system; There is plenty of glory out there. Making someone else look good spills over on you. Work for the other guy's glory; Please and thank you should be liberally used regardless of who the person is you are addressing. Remember all people have value; Dig your own foxhole. Don't expect others to do your work; Take the heat. If you screw up, accept responsibility; Never argue with a cop. Know the role of authority. Also understand that there are times – regardless if you are right or wrong – in which it will not pay to argue a point; Integrity will never let you down; Stand up for your people.

13. Describe initiatives that you have taken to improve operational efficiencies and reduce operating costs.

Answer: I have spent my career making organizations run more effectively and efficiently. In addition, I have focused on implementing “best practice” programs and ensuring that all funds are allocated and spent in the best manner. Local government cannot simply continue to operate as it has for decades. We have to improve service delivery and ensure that scarce funds are optimally allocated. I constantly search to be more efficient in order to reinvest the savings into people and programs. A couple of examples follow, but there are more. When I arrived at Chippewa County, where I served as the County Administrator, 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. While City Administrator for Pensacola, I redesigned the fire department organization and staffing to provide more “boots on the ground” and resolve multiple layer of management dysfunction which resulted in 13 additional firefighters and increased fire rescue truck service deliver at an overall reduced cost.

14. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.

Answer: The only issues of concern are those that have been in the media regarding my firing as Pensacola City Administrator. A great deal of the information contained in non-traditional and non-daily news sources is inaccurate and incorrect. Regardless, the County Board is familiar with the issues involved.

**ESCAMBIA COUNTY
COUNTY ADMINISTRATOR RECRUITMENT
SUGGESTED INTERVIEW QUESTIONS – January 30, 2014
(Select 5 – 10 questions)**

General Information

1. Tell us about your experience and how it has prepared you to be the next Escambia County Administrator.

2. What research have you done on Escambia County? How have you prepared for this interview?

3. Describe your relationship with your current governing board. How do you communicate with this board? With your staff?

4. How have you been able to learn the culture when joining a new organization? If you were to be the selected candidate, how would you envision your first 100 days? Describe your experience in establishing relationships with the existing staff.

5. Are you familiar with Florida's "Sunshine Law?" What challenges have you encountered in managing with such a state law? What have you learned in doing so?

6. Describe your experience in strategic planning. What efforts have you successfully led? Did you use a consultant or lead the effort?

7. What is the most controversial political situation in which you have been involved and what changes have you made to avoid similar situations?

8. Within the workplace setting, who is your worst critic and why? How have you dealt with that criticism?

9. What's the difference between an ethical organization and an ethical person?

Technical Matters

10. Describe your most successful experience in a tourist-based economy? What challenges did your organization face and what recommendations did you bring forth to correct?

11. What type of revenue enhancement ideas have you brought to your most recent organization? Would any of these ideas be helpful for Escambia County?

12. Discuss your experience in dealing with economic and community development issues. What do you consider to be your greatest success in economic development?

13. What steps have you taken to establish and maintain relationships between the County and other local entities such as the municipalities/townships, school district, hospitals and the county?

14. Describe the diversity of your current organization (economic, racial, ethnic)? How do you gather input from all constituencies in your community? How do you see yourself being able to do so in Escambia County?

15. Describe your experience with civic, business and community organizations. Organizations that you have had leadership roles in local, regional and national professional organizations?

Summary Information

16. What additional information would you like to provide that we may not have covered, thus far, in this interview? Are there any major points about your background that you would like to emphasize?

THIS QUESTIONNAIRE IS INTENDED FOR USE IN THE FINAL INTERVIEWS OF CANDIDATES FOR THE COUNTY ADMINISTRATOR FOR ESCAMBIA COUNTY, FLORIDA AND HAS BEEN PREPARED FOR THE CLIENT BY WATERS CONSULTING GROUP. (JANUARY, 2014)

**ESCAMBIA COUNTY, FLORIDA
COUNTY ADMINISTRATOR RECRUITMENT
CANDIDATE ASSESSMENT**

INTERVIEW PANELIST

CANDIDATE

	Acceptable 1	Good 2	Excellent 3	Superior 4
1. Interest In The County Administrator Position				
2. Leadership Qualities				
3. Approach To Change Management				
4. Approach To And Experience With Elected Officials				
5. Capacity To Communicate				
6. Approach To Building Strong Relationships With the Staff, and Public				
7. Approach To Working With Community, Civic, State, and Professional Organizations				
8. Approach To Economic/Community Development.				
9. Professional Demeanor				
10. Approach To Building Strong Employee Relationships And Morale				
11. Approach To Comprehensive and Strategic Planning				
12. Overall Assessment				

Please Use Reverse Side for Comments.



JOHN WEAVER

JOHN L. WEAVER

930 Mt. Gilead Road
Murrells Inlet, SC 29676
Home phone: 843.357.8316
Business phone: 843.692.2628
Mobile phone: 843.222.0863 (preferred)
Home E-mail: thecid69@hotmail.com (preferred)
Work E-mail: jweaver@myrlaw.com

CURRENT TITLE AND ORGANIZATION NAME	Attorney Thomas & Prittain, PA Myrtle Beach, SC Since 2012 Former County Administrator Horry County, SC 2009 – 2011 Assistant County Administrator/County Attorney 2000 – 2009
REPORTS TO (TITLE)	(With Horry County) 12-member County Council
POPULATION SERVED	280,000
SCOPE OF AUTHORITY	<ul style="list-style-type: none"> • Staff of 1,800 • Staff of \$130 million general fund/\$50 million hospitality taxes

REASON(S) FOR INTEREST IN POSITION

John is seeking this opportunity after hearing about the challenges faced in Escambia by a friend and former colleague in Florida. He is attracted to the chance to use his strong business, legal and public sector experience gained in Horry County and the Carolinas to build a strong, more collaborative working relationship within the County and the other public and private entities.

STRENGTHS

John has been extensively involved in development and legal issues surrounding the public sector for most of his career. In addition, his work with Horry County gave him additional insight into addressing development, emergency management and land use issues as the Assistant County Administrator/County Attorney and County Administrator. This is a large county with a diverse economic base, strongly emphasizing tourism and agribusiness. He is a strong communicator and bridge-builder, one who prioritizes relationship management and operating in a highly ethical manner.

Weaver has been a leader in the public and private sector, formerly serving as an elected official with the State Legislature. John is pro-business, with a reputation for building economic development

strength through the Economic Development Council, seeking collaborations with other local, state and federal funds. He has been instrumental in working with the elected officials, staffs, and the constituencies for positive outcomes, especially in working through issues associated with increasing the revenues coming into the organization, balancing business expansion with providing the services needed. John is comfortable communicating with all constituencies, even sharing the “bad news” or the uncomfortable news with them to keep the County’s needs at the forefront.

AREAS OF CONCERN

Weaver’s experience has been in the Carolinas, where he has been successful and effective as the County Attorney, Assistant and County Administrator. He has not worked in Florida and knows about the Florida Sunshine Law but has not worked in such an open environment. This may cause him a steeper learning curve than in-state candidates although his extensive experience in development and land use will bring him insight into some of the issues affecting Escambia County. While he prides himself on being a good communicator, he will have to adjust to the laws limiting the elected officials communication outside of public meetings and understand the necessary time to ensure that each of the elected officials receive the same information and gathering their input accordingly. His legal background, federal experience and senior leadership experience should be crucial in his success. While John left the County under difficult circumstances, it appears that he was on the “right side” of the political issue, standing up for a public safety employee that was doing the right thing.

MANAGEMENT/LEADERSHIP PROFILE

Weaver began his professional legal career following his military career. He worked initially in the Charleston area in a private law practice then working in a family-owned cable business. Once John moved to Horry County, he was attracted to the opportunities in the public sector. Here he got heavily involved in learning the nuances of this large county with its diverse population primarily focused on tourism with a heaving emphasis on agriculture along with the military presence. He helped to build the coalition of economic development professionals that continue bring new jobs such as call centers and international companies for the population ranging from retired military professionals, semi-skilled and other retirees. Weaver understands the complexity of managing for urban centers and rural communities and the needs of the diverse population – economically, racially and culturally.

SALARY INFORMATION

Weaver is comfortable with the higher end of the advertised salary range. He previously earned \$167,500 as County Administrator but is more interested in this opportunity. This Candidate has spoken to the Managing Partner of the law firm and will be able to join Escambia within 30 – 60 days of a job offer. Because of the sense of urgency expressed by the Escambia Board of Commissioners, he is bringing his spouse to the interviews so they can have the chance to stay additional time and see the area to accelerate any move to the community. His goal is to become a part of the community in this role for a minimum of 5 – 7 years if hired.

ABS/January 2014

John L. Weaver

I have been requested to provide a narrative of two of my significant professional achievements that would be relevant to the County Administrator vacancy.

Intergovernmental Relations

Horry County and the City of Myrtle Beach have a longstanding contentious political relationship. A prime example of that of that is the federal decision to close the Myrtle Beach Air Force Base in the early 1990s. The competing interests and distrust of one another by the County and the City over the non-airfield property (several thousand acres) was such that the Governor was forced to establish a non-partisan organization, the Myrtle Beach Air Force Base Redevelopment Authority (MBAFBRA). That body was charged with the responsibility of either developing or selling the property with the use of the funds or the use of the property being what they believed best for the community. Even the establishment of the MBAFBRA did not soothe the hostilities.

Soon after beginning my tenure with Horry County in 2000, I quickly recognized the potential for those millions of dollars to be utilized for airside terminal facilities and related projects (Horry County owns the airfield property), but the County had not promoted itself nor established a partnership with the Authority members. I undertook a task over several years to establish a personal rapport, not only with the Authority, but also with various Myrtle Beach representatives. My goal was to create a unified vision so as to provide substantial funds for the construction/renovation/expansion of our airside facilities. Because our area primarily is a driving vacation destination, commercial air service was never considered by the City to be of prime importance. Myrtle Beach initially preferred the acreage either be sold for tax generating private development or utilized for public recreation and park facilities.

Little by little, compromise was established and the Authority, the City and the County came into one accord and the importance of improved air service facilities was recognized as an element necessary for future expanded tourism.

Certainly others, both staff and elected officials, from all three organizations were involved in accomplishing this goal; but I believe my initial efforts were the catalyst eventually for meeting this need of our county.

Singleton Swash

Located just north of The Dunes Golf & Beach Club, a nationally recognized golf course in Myrtle Beach, the swash is an estuary teeming with aquatic and sea bird wildlife. It is subject to both state and federal regulation/permitting and Horry County is vested with the responsibility of maintaining the flow of waters as the ocean tides rise/fall into the estuary twice daily. Changing currents from the Atlantic and Nor-easter winds cause the channel to change course periodically.

The Dunes Club's oceanfront swimming pool and bath hose are located rather close to the mouth of the estuary. Several years back when a storm caused a significant shift southward of the channel, it became apparent that the swimming complex increasingly was at risk of collapse. Horry County was instructed by the state regulatory agency to take emergency corrective action. With permits seemingly in hand, work was begun; but by the US Corps of Engineers after only one day. We learned that the federal work permit had expired only weeks before. Even though a renewal permit application had been sent to the Corps a month prior, it had not yet been issued. Horry County was found to be in violation of federal regulations and fined Nine Hundred Thousand (\$900,000.00) Dollars. The County was mandated to complete the work under these emergency circumstances, but the fine was not lifted.

Through a concerted effort by the county engineer, a natural resources spokesman, an environmentalist and me, a plan was devised to seek relief from the fine. Following an extended period and several trips to the Corps' District Office in Charleston and a conference and presentation to the Corps' Regional Headquarters in Savannah, the result was a reissuance of the permit retroactively and relief from the fine. Ultimately Horry County's penalty was reduced to presenting a series of public interest seminars and the production of informative brochures.

I have been requested to provide a narrative of a critical problem that I have experienced, my analysis, the solution and the outcome.

Solid Waste

The 2000 census of Horry County was 196,000 Today it approaches 300,000. But, considering that the county has upwards of 14 million tourists annually, the “trash” population of the county is the equivalent of 500,00+ permanent residents.

Horry County operates its own landfill, an extremely efficient facility with the lowest tipping fees in the state. South Carolina law now prohibits any further municipal solid waste (MSW) mega landfills. The county’s facility has a life expectancy of twenty more years and for that reason it has been and remains the target of a takeover by one or more of the national haulers. Hauling MSW and disposing of it in the company’s own landfill equals a monopoly possibility and, considering the landfill’s proximity to rail lines and the Atlantic Intracoastal Waterway, the reality of out-of-state garbage from the Northeast being deposited. Political challenges to the county’s ownership have been never ending.

The County has spent countless dollars in its fight. Then, unexpectedly in 2007, the US Supreme Court issued a major decision, United Haulers, that upheld the right of local governments to direct the flow of solid waste to publically owned facilities without violating the Commerce Clause.

In 2008, as the county official to whom the Council looked for direction, I analyzed the impact of that decision and advised that Horry County adopt the first local “flow control” ordinance in South Carolina, and likely, perhaps the first in the southeastern US.

I guided the legislation through to passage in 2009; and, as Administrator, implemented “flow control”. Harsh resistance from the national haulers association was mounted. That same fight continues today at both the local and state levels. But, notwithstanding the ongoing assault, Horry County has been successful in protecting its public landfill ownership in the South Carolina Supreme Court, the United States District Court and the United States Circuit Court of Appeals.

RESUME

John L. Weaver
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Murrells Inlet, South Carolina 29576
T) 843-222-0863
email: 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)

John L. Weaver

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H) 843-357-8316

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W) Jweaver@myrlaw.com

CURRENT POSITION TITLE AND ORGANIZATION	Attorney Thomas & Brittain, PA
REPORTS TO (TITLE)	Jack Thomas, Managing Partner
POPULATION SERVED	As County Administrator Horry County, SC 280,000+
STAFF/BUDGET	As County Administrator 1,800+ staff \$130+M Annul General Fund plus \$50+M more in hospitality taxes to pay bonded indebtedness for infrastructure indebtedness.
EDUCATION AND LICENSES	BA, The Citadel, Charleston, SC JD, University of South Carolina, Columbia, SC South Carolina Bar #5981 United States District Court 4th Circuit Court of Appeals United States Supreme Court
CURRENT SALARY	As County Administrator - \$167,500

1. Why are you interested in this position and considering a move at this time in your career?

Answer: The most productive and satisfying time in my professional career has been in public service with local government. My return to a managerial position with Escambia County, FL is of great interest because of the many similarities that Escambia County has with, not only Horry County, but also with most of the geographical areas in which I have lived most of my life. These similarities allow me to utilize my experience and skills in the following areas: 1) Balancing the demands of tourism with the expectations of the permanent residents. Horry County's population is approaching 300,000 and has an annual tourism count of 14 million; 2) I have both personal and professional experience in hurricane disasters, including Hurricane Camille and Hurricane Hugo. I have undergone training with FEMA's Emergency Management Institute in Emmetsburg, MD and overseen a county Emergency Management Department; 3) Issues of shoreline preservation, beach nourishment, etc. that require coordination with the Corps of Engineers are common to both areas and allow me the opportunity to apply my experiences; 4) Both counties have a strong military presence. Having been educated at a military college and served as a US Air Force Officer provides a background and a recognition of the importance of our armed forces to the local economy.

<p>2. Describe your current/most recent scope of responsibilities.</p> <p>Answer: For the past eighteen months, I have practiced law with an emphasis on governmental relations. For the twelve years prior, I served first as Horry County Attorney and later as Horry County Administrator. Much of my time as County Attorney involved expanded duties similar to those assigned to an Assistant County Administrator.</p>
<p>3. How would your governing board describe you as a leader?</p> <p>Answer: Horry County Council (11 District members plus a countywide Chairman) would describe me as a decisive leader that has the confidence and support of the county staff. I would further be seen as one who clearly understands the chain of command and the differences between the Council's responsibility to establish policy and the Administrator's responsibility to implement those policies in an efficient and effective manner.</p>
<p>4. How would others describe your methods of communication?</p> <p>Answer: As an attorney with several decades of experience in the courtroom, my communication skills during that period provided the foundation for effective communications during my time as Administrator. I have the ability to speak clearly and concisely, reducing complex issues to more easily understandable terms.</p>
<p>5. Describe your approach to management. How do you get things done and make decisions?</p> <p>Answer: I believe that an Administrator should not micro-manage the various departments over which he has responsibility and that the department heads should be held accountable for the management of their offices. However, notwithstanding that approach, I maintain a close relationship with the departmental staff and am continually updated on the ongoing tasks and responsibilities. Trust and verify would best describe my approach.</p>
<p>6. Describe the feedback you have received from those with whom you work regarding your strengths as a professional manager and leader.</p> <p>Answer: My strength is decisiveness. After consultation with my team, I am prepared to make a decision and to assume responsibility for the outcome should later problems arise. Fortunately, through proper planning and input from others, successes have far outnumbered the failures.</p>
<p>7. Describe the feedback you have received from those with whom you work regarding areas where you need improvement.</p> <p>Answer: I have learned over the years to allow more input from others involved in a discussion, even if I believed that input to be incorrect. To reach consensus, buy-in from the vast majority of participants is essential. No longer do I cut short the opinions of others. I am far more willing to consider the full range of comments and to more fully explain the reasoning for a final decision I make.</p>
<p>8. Describe your philosophy and approach to financial and budget management.</p> <p>Answer: Every dollar paid to an employee and every dollar spent, whether it be for paper and pencils or million dollar projects, comes from the pockets of those we serve. I have the responsibility to conserve those tax dollars and prioritize accordingly. Having worked for a Council that never authorized a tax increase during my time as Administrator, I know firsthand the need to economize while, at the same time, accomplish the goals set by Council.</p>
<p>9. Describe your approach to employee development and performance evaluation.</p> <p>Answer: Two areas that are unacceptable to me by any employee are: 1) Poor manners and 2) Complacency. The public we serve and the employees with whom we work deserve our best efforts. I</p>

believe that promotions are warranted not by longevity but, rather, by performance. My evaluations are direct and to the point, whether good or bad. But with every evaluation that is other than outstanding or satisfactory comes specific reasons for the lesser score and suggestions on how best to improve. Face-to-face evaluations and communications build trust with the employee and help to avoid resentment.

10. Describe your experience with strategic/long-range planning.

Answer: Horry County is a 1,136 square mile county that, except for the immediate coastal area, continues its transformation from a rural county into one that is bustling with retirees and new residents from throughout the eastern United States. The population has increased by 50% in less than fifteen years. Thus, strategic/long-range planning has been essential. Infrastructure, particularly roadways, leads a wide array of projects that necessitate advance planning. During my dozen years of county employment, a new 230,000 square foot Administration/Judicial complex was built, four new recreation centers and four new libraries were funded and built. I oversaw the establishment and implementation of a \$425M road plan that included fifteen different projects ranging from paving rural roads in the country to a \$115M overpass project along US Highway 17 in Myrtle Beach. All these projects will be concluded in FY2015 within budget.

11. What type of customer satisfaction/customer service initiatives have you led recently?

Answer: Many of the departments in Horry County have a "Hot Line" for problems specific to that office, such as stormwater, road maintenance, planning/zoning issues and code enforcement. That direct contact that is answered by a designated department employee has eliminated what often has been described as a "bureaucratic runaround." These initiatives have been implemented through a team effort of county staff.

12. Describe any other areas of your expertise or experiences that are relevant to the County Administrator role that have not been addressed.

Answer: I have had the opportunity to participate in a wide range of discussions with our elected officials on both the state and national levels. While never infringing upon the leadership roles of my Council, I often have been tasked with presenting a particular situation or opportunity to those in our state capital and in Washington, DC that could provide assistance in accomplishing our local goal. A prime example of that is an FAA award in 2007 of \$43M for ramp and taxiway improvements for a planned commercial airport terminal.

13. Describe initiatives that you have taken to improve operational efficiencies and reduce operating costs.

Answer: While the population of Horry County has increased by 50% since 2000, the tax dollars available for county operations has remained reasonably unchanged. Manpower in the various departments is reviewed quarterly and often vacancies remain unfilled as a cost savings measure. GPS monitoring of police vehicles insures a more rapid response to emergency situations. A unified 911 fiber optic system between the county and its eight municipalities has created a far more efficient system.

14. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.

Answer: Other than the facts and circumstances surrounding a political situation that resulted in my five month early departure with the county, I know of no information that might impact my integrity or credibility. Those facts, which I do not construe as being negative, are detailed in my answer to another question.

**ESCAMBIA COUNTY
COUNTY ADMINISTRATOR RECRUITMENT
SUGGESTED INTERVIEW QUESTIONS – January 30, 2014
(Select 5 – 10 questions)**

General Information

1. Tell us about your experience and how it has prepared you to be the next Escambia County Administrator.

2. What research have you done on Escambia County? How have you prepared for this interview?

3. Describe your relationship with your current governing board. How do you communicate with this board? With your staff?

4. How have you been able to learn the culture when joining a new organization? If you were to be the selected candidate, how would you envision your first 100 days? Describe your experience in establishing relationships with the existing staff.

5. Are you familiar with Florida's "Sunshine Law?" What challenges have you encountered in managing with such a state law? What have you learned in doing so?

6. Describe your experience in strategic planning. What efforts have you successfully led? Did you use a consultant or lead the effort?

7. What is the most controversial political situation in which you have been involved and what changes have you made to avoid similar situations?

8. Within the workplace setting, who is your worst critic and why? How have you dealt with that criticism?

9. What's the difference between an ethical organization and an ethical person?

Technical Matters

10. Describe your most successful experience in a tourist-based economy? What challenges did your organization face and what recommendations did you bring forth to correct?

11. What type of revenue enhancement ideas have you brought to your most recent organization? Would any of these ideas be helpful for Escambia County?

12. Discuss your experience in dealing with economic and community development issues. What do you consider to be your greatest success in economic development?

13. What steps have you taken to establish and maintain relationships between the County and other local entities such as the municipalities/townships, school district, hospitals and the county?

14. Describe the diversity of your current organization (economic, racial, ethnic)? How do you gather input from all constituencies in your community? How do you see yourself being able to do so in Escambia County?

15. Describe your experience with civic, business and community organizations. Organizations that you have had leadership roles in local, regional and national professional organizations?

Summary Information

16. What additional information would you like to provide that we may not have covered, thus far, in this interview? Are there any major points about your background that you would like to emphasize?

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