

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 – April 29, 2019 – 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.
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 Seven Finalists – Alison Rogers, County Attorney

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

- (1) 1:15 p.m. - 1:45 p.m. - Cedric Alexander
- (2) 1:45 p.m. - 2:15 p.m. - Craig Coffey
- (3) 2:15 p.m. - 2:45 p.m. - Janice Gilley
- (4) 2:45 p.m. - 3:15 p.m. - Christopher Martin

- (5) 3:15 p.m. - 3:45 p.m. - Ricardo Mendez
- (6) 3:45 p.m. - 4:15 p.m. - David Strahl
- (7) 4:15 p.m. - 4:45 p.m. - Patrick Thompson

C. Short list - Final Three Candidates

D. Additional Questions for Final Three Candidates

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

7. Adjourn.



**BOARD OF COUNTY COMMISSIONERS**  
Escambia County, Florida

**Special BCC Meeting**

6.

**Meeting Date:** 04/29/2019

**Issue:** County Administrator Position Candidates

**From:** AMY LOVOY, Interim County Administrator

**Organization:** County Administrator's Office

**CAO Approval:**

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**Information**

**RECOMMENDATION:**

County Administrator Position Candidates.

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C. Short list - Final Three Candidates

D. Additional Questions for Final Three Candidates

E. 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

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**Attachments**

County Administrator Interview Schedule/Assessment Sheets

Applicant Resumes

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COUNTY ADMINISTRATOR APPLICANT INTERVIEW SCHEDULE  
 MONDAY, APRIL 29, 2019  
 ERNIE LEE MAGAHA BUILDING  
 221 PALAFOX PLACE, SUITE 400  
 PENSACOLA, FLORIDA 32502

PARKING WILL BE AVAILABLE IN THE ESCAMBIA COUNTY PARKING GARAGE CORNER OF BAYLEN STREET AND INTENDENCIA STREET

	COMMISSIONER	COMMISSIONER	COMMISSIONER	COMMISSIONER	COMMISSIONER
APPOINTMENT	JEFF BERGOSH	DOUG UNDERHILL	LUMON MAY	ROBERT BENDER	STEVEN BARRY
TIME	DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5
8:30 a.m. - 8:55 a.m.	DAVID STRAHL	PATRICK THOMPSON	CRAIG COFFEY	JANICE GILLEY	CHRISTOPHER MARTIN
5 Minute Transition	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
9:00 a.m. - 9:25 a.m.	CEDRIC ALEXANDER	RICARDO MENDEZ	DAVID STRAHL	PATRICK THOMPSON	CRAIG COFFEY
5 Minute Transition	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
9:30 a.m. - 9:55 a.m.	JANICE GILLEY	CHRISTOPHER MARTIN	CEDRIC ALEXANDER	RICARDO MENDEZ	DAVID STRAHL
5 Minute Transition	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
10:00 a.m. - 10:25 a.m.	PATRICK THOMPSON	CRAIG COFFEY	JANICE GILLEY	CHRISTOPHER MARTIN	CEDRIC ALEXANDER
5 Minute Transition	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
10:30 a.m. - 10:55 a.m.	RICARDO MENDEZ	DAVID STRAHL	PATRICK THOMPSON	CRAIG COFFEY	JANICE GILLEY
5 Minute Transition	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
11:00 a.m. - 11:25 a.m.	CHRISTOPHER MARTIN	CEDRIC ALEXANDER	RICARDO MENDEZ	DAVID STRAHL	PATRICK THOMPSON
5 Minute Transition	TRANSITION	TRANSITION	TRANSITION	TRANSITION	TRANSITION
11:30 a.m. - 11:55 a.m.	CRAIG COFFEY	JANICE GILLEY	CHRISTOPHER MARTIN	CEDRIC ALEXANDER	RICARDO MENDEZ

**ESCAMBIA COUNTY, FLORIDA  
COUNTY ADMINISTRATOR RECRUITMENT  
SCORING SHEET – 7 CANDIDATES**

	<b>District 1</b>	<b>District 2</b>	<b>District 3</b>	<b>District 4</b>	<b>District 5</b>	<b>Total Score</b>
Cedric Alexander						
Craig Coffey						
Janice Gilley						
Christopher Martin						
Ricardo Mendez						
David Strahl						
Patrick Thompson						

*Please rank each candidate 1 through 7, with number 1 being your most preferred candidate.*

**ESCAMBIA COUNTY, FLORIDA  
COUNTY ADMINISTRATOR RECRUITMENT  
SCORING SHEET – FINAL 3 CANDIDATES**

	<b>District 1</b>	<b>District 2</b>	<b>District 3</b>	<b>District 4</b>	<b>District 5</b>	<b>Total Score</b>

*Please rank each candidate 1 through 3, with number 1 being your most preferred candidate.*

ESCAMBIA COUNTY ADMINISTRATOR CANDIDATES

4.29.19

Candidate Name	Sr. Public Sector Experience	Florida Experience	Strategic Planning Experience	Large Org. Leadership Experience	Economic Devtpt Exp	Customer Svc Orientation	Notes on Candidate
<p>Cedric Alexander Pensacola, Florida</p> <p>Deputy Mayor City of Rochester, NY 3/2017 to 12/2018</p>							
<p>Craig Coffey Flagler Beach, Florida</p> <p>County Administrator Flagler County BOCC 12/2007 to 1/2019</p>							
<p>Janice Gilley Molino, Florida</p> <p>Assistant VP, External Affairs University of West Florida 8/2009 to Present</p>							
<p>Christopher Martin Gulf Breeze, Florida</p> <p>Landing Signals, Ops, Safety Officer Naval Aviator 12/1992 to 7/2019</p>							

ESCAMBIA COUNTY ADMINISTRATOR CANDIDATES

4.29.19

Candidate Name	Sr. Public Sector Experience	Florida Experience	Strategic Planning Experience	Large Org. Leadership Experience	Economic Devpt Exp	Customer Svc Orientation	Notes on Candidate
Ricardo Mendez Miami, Florida  Finance Director City of Sweetwater 4/2014 - Present							
David Strahl O'Fallon, Missouri  City Administrator City of O'Fallon 10/2017 to 10/2018							
Patrick Thompson Woodbury, Minnesota  County Administrator St. Croix County 6/2011 to Present							

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

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**COMMISSIONER**

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**CANDIDATE**

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	<b>Acceptable</b>	<b>Good</b>	<b>Excellent</b>	<b>Superior</b>
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.***



EMPLOYMENT APPLICATION		
	<b>ESCAMBIA COUNTY</b> 221 Palafox Place HR Suite 200 Pensacola, Florida 32502-5835 (850) 595-3000 Out-of-Area: (866) 609-0603 <a href="http://www.myescambia.com/jobs">http://www.myescambia.com/jobs</a>	<b>Received: 12/12/18 3:00 PM</b> <b>For Official Use Only:</b> QUAL: _____ DNQ: _____ <input type="checkbox"/> Experience <input type="checkbox"/> Training <input type="checkbox"/> Other: _____
	<b>Alexander, Cedric L.</b> <b>02738 COUNTY ADMINISTRATOR</b>	
PERSONAL INFORMATION		
<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR	<b>EXAM ID#:</b> 02738	
<b>NAME:</b> (Last, First, Middle) Alexander, Cedric L.	<b>SOCIAL SECURITY NUMBER:</b> N/A	
<b>ADDRESS:</b> (Street, City, State, Zip Code) [REDACTED]	<b>EMAIL ADDRESS:</b> acopdoc@aol.com	
<b>HOME PHONE:</b> [REDACTED]	<b>ALTERNATE PHONE:</b>	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: NY Number: 172602261	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PREFERENCES		
<b>SHIFTS YOU WILL ACCEPT:</b> Day		
EDUCATION		
<b>DATES:</b> From: 9/1992 To: 6/1997	<b>SCHOOL NAME:</b> wright state university	
<b>LOCATION:(City, State)</b> dayton , Ohio	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Doctorate
<b>MAJOR:</b> clinical psychology		<b>UNITS COMPLETED:</b> 120 - Quarter
<b>DATES:</b> From: 9/1990 To: 6/1992	<b>SCHOOL NAME:</b> st.thomas university	
<b>LOCATION:(City, State)</b> miami , Florida	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Master's
<b>MAJOR:</b> marriage and family therapy		<b>UNITS COMPLETED:</b> 90 - Semester
<b>DATES:</b> From: 1/1983 To: 12/1983	<b>SCHOOL NAME:</b> st. thomas university	
<b>LOCATION:(City, State)</b> miami , Florida	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> sociology		<b>UNITS COMPLETED:</b> 120 - Quarter
WORK EXPERIENCE		
<b>DATES:</b> From: 3/2017 To: 12/2018	<b>EMPLOYER:</b> City of Rochester NY	<b>POSITION TITLE:</b> Deputy Mayor
<b>ADDRESS:</b> (Street, City, State, Zip Code) 30 Church St., Rochester, New York		<b>COMPANY URL:</b> www.cityofrochester.gov
<b>PHONE NUMBER:</b> 585-428-7163	<b>SUPERVISOR:</b> Lovely WArren - Mayor	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 3600
<b>DUTIES:</b> Managed the day to day operations of a large mid size American city in upstate NY.		
<b>REASON FOR LEAVING:</b> Retiring to move home to Pensacola		
<b>DATES:</b> From: 4/2013 To: 4/2017	<b>EMPLOYER:</b> DeKalb County, GA Police Department	<b>POSITION TITLE:</b> Public Safety Director
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1960 West Exchange Place, Tucker , Georgia, 30084		<b>COMPANY URL:</b> www.dekalbcountyga.gov
<b>PHONE NUMBER:</b> 678-406-7929	<b>SUPERVISOR:</b> Zach Williams - Chief Operating Officer	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1700
<b>DUTIES:</b> Managed all public safety departments, police, fire etc., throughout the county of over 750,000 residents.		
<b>REASON FOR LEAVING:</b> Take on job as Deputy Mayor in Rochester NY		

<b>DATES:</b> From: 1/2006 To: 8/2007	<b>EMPLOYER:</b> new york state division of criminal justice services	<b>POSITION TITLE:</b> deputy commissioner
<b>ADDRESS:</b> (Street, City, State, Zip Code) 4 tower pl., albany, New York, 12203		<b>COMPANY URL:</b> www.dcjs.com
<b>PHONE NUMBER:</b> (518) 457-6101	<b>SUPERVISOR:</b> sean byrne - executive commissioner	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$128,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 700
<b>DUTIES:</b> Provide day to day oversight of new york state division of public safety that encompasses the training of criminal justice personnel throughout the state. Also, work closely with other state, federal and local agencies to ensure public trust and integrity as it relates to public safety. Over 700 people are in this division and I had oversight of a multimillion dollar budget.		
<b>REASON FOR LEAVING:</b> Went to U.S.Homeland Security in 9/07		
<b>DATES:</b> From: 7/2002 To: 12/2005	<b>EMPLOYER:</b> city of rochester,ny police dept.	<b>POSITION TITLE:</b> deputy chief/chief
<b>ADDRESS:</b> (Street, City, State, Zip Code) fitzhugh st., rochester, ny, New York		<b>COMPANY URL:</b> www.cityofrochester.gov
<b>PHONE NUMBER:</b> 585-428-5990	<b>SUPERVISOR:</b> fmr. mayor bill johnson - fmr. mayor	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$5,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 800
<b>DUTIES:</b> responsible for the day to day operation of a large upstate new york police department. provided my managerial and leadership knowledge, skills, and training to the overall safety of this community as a CEO. See vitae		
<b>REASON FOR LEAVING:</b> political change in mayors		

#### CERTIFICATES AND LICENSES

<b>TYPE:</b> licensed marriage and family therapist	
<b>LICENSE NUMBER:</b> 000310	<b>ISSUING AGENCY:</b> state of new york

#### Skills

Nothing Entered For This Section

#### ADDITIONAL INFORMATION

**Personal**  
see vitae  
**Professional Associations**  
see vitae

#### REFERENCES

Nothing Entered For This Section

**Agency-Wide Questions**

1. **Were you previously employed by the Board of County Commissioners, Escambia County?**  
No
2. **If so, when and with what department(s)?**
3. **Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.**  
none
4. **Are you 18 years old or older?**  
Yes
5. **Are you a citizen of the United States?**  
Yes
6. **Do you possess or have the ability to obtain a valid Florida Driver's License?**  
Yes
7. **Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?**  
No
8. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.**  
n/a
9. **Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?**  
No
10. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.**  
n/a
11. **Have you ever been suspended, dismissed or asked to resign from any job?**  
No
12. **If yes, explain in detail.**  
n/a
13. **If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.**  
Booker T. Washington Senior High School, Pensacola Fl.  
Class of 1972  
St. Thomas University, Miami Fl., bachelors degree in sociology in 1983 and received master's degree from same school in 1992 in counseling.  
Wright State University, Dayton OH., received doctorate degree in clinical psychology in 1997.
14. **Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)**  
No
15. **How did you learn about this job?**  
County Web Site
16. **I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?**  
Yes
17. **Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.**  
Yes

**Job Specific Supplemental Questions**

- 1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
- 2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
- 3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
no

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

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

This application was submitted by Cedric L. Alexander on 12/12/18 3:00 PM

Signature \_\_\_\_\_

Date \_\_\_\_\_

# Cedric L. Alexander, Deputy Mayor

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Rochester, New York

December 12, 2018

Escambia County

Human Resources Department/Recruiter

**Dear Human Resource Department:**

I would like to take this opportunity to humbly apply for the Escambia County, Florida County Administrator position.

I hope that you will find my background and work history of some value to this selection process.

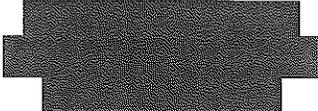
Please feel free to contact me if necessary.

Also, my college transcripts will be forwarded to you as they arrive to me at my request.

Sincerely,

Dr. Cedric L. Alexander

**Dr. Cedric L. Alexander**

  
E-mail: [acopdoc@aol.com](mailto:acopdoc@aol.com)

## **WORK EXPERIENCE**

**Office of the Mayor, City of Rochester, Rochester, New York, United States**

April 2017 – Present

### **Deputy Mayor**

Responsible for the day-to-day operations of a thriving mid-size city and as the Chief Operating Officer has oversight of Emergency Communications, Environmental Services, Finance, Fire, Law, Human Resource Management, Information Technology, Neighborhood & Business Development, Department of Recreation and Youth Services, Police, Office of Management & Budget, and the Parking & Municipal Code Violations Bureau. Maintains a working relationship with the Deputy County Executive of Monroe County, City Council President and Councilmembers, Union leaders, and other officials within the community.

**University of Rochester Medical Center, Department of Psychiatry, Rochester, New York, United State**

April 2017 – Present

### **Clinical Professor of Psychiatry**

**DeKalb County Police Department, Tucker, Georgia, United States**

December 2013 – Present

### **Deputy Chief Operating Officer/Public Safety Director**

Responsible for the day-to-day operations of DeKalb County Police/Fire Department, Medical Examiner's Office, Animal Services as well as 911 Communications. Responsible for making fiscal decisions that impacted this position's multi-million dollar budget. Maintain a close working relationship with county's CEO and Board of Commissioners to establish and develop strategic plans for the department. Ensure departmental agenda items are submitted and addressed before the Board of Commissioners to obtain essential equipment and budgetary items.

**DeKalb County Police Department, Tucker, Georgia, United States**

April 2013 – December 2013

### **Chief of Police**

Responsible for the day-to-day operations of a large metropolitan county police department (DeKalb County) with over 1200 sworn and civilian employees that provides public safety service

**Chief of Police, cont.**

to over 700,000 citizens within 271 square miles. Manage a departmental budget of over \$100 million. Made a number of guest appearances on CNN with Piers Morgan, MSNBC Morning Joe Show, CBS Evening News, ABC World News with Diane Sawyer, NBC Nightly News.

**United States Department of Homeland Security, Transportation Security Administration  
September 2007 – March 2013**

**Federal Security Director, Transportation Senior Executive Service**

As the Transportation Security Administration's (TSA) Federal Security Director at Dallas/Fort Worth International Airport (DFW) I am responsible for Federal oversight of security and regulatory inspection compliance programs at DFW, the third busiest airport in the world in operations with 44 international destinations serviced by 17 air carriers. Responsible for development and execution of the vision and strategic direction of the US Department of Homeland Security. Responsibilities include leadership and management of a workforce of over 1,100 employees, \$85M in assets, operations budget of \$1M and annual payroll of \$61M. Recognized by TSA Headquarters as 2010 Category X Airport of the Year. Develop and maintain effective internal and external alliances with stakeholders to include Senior DFW Airport Executives, air carrier vice presidents, Customs and Border Protection, local law enforcement, and other Federal partners.

Oversee passenger screening, world's largest inline baggage handling system, cargo, domestic and international carrier aviation compliance programs in accordance with TSA transportation programs and security directives. Recognized by TSA Office of Inspections (OI) as one of the best Regulatory Compliance operations in the nation due to the diligence of our inspectors in enforcement activity and industry outreach. Restructured Continuity of Operations (COOP) plan to include development of COOP tabletop exercises with Federal and local partners to ensure effective operations in crisis situations. Conduct Visible Intermodal Prevention and Response (VIPR) events in collaboration with DFW Airport Department of Public Safety, local law enforcement, Federal Air Marshal Service (FAMS), and other Federal partners to deter terrorist activity.

Responsible for workforce training and recertification to include classified intelligence briefings. Ensure effectiveness of security plans through consistent monitoring and analysis of regulatory compliance, passenger and baggage screening, VIPR, Playbook, and K-9 activity, MANPADS and Joint Vulnerability Assessments. Established a Mentoring Program to promote workforce career development and bench strength in support of TSA succession planning. Recognized by TSA OI for establishing a comprehensive Management Control Objective Plan and audit process to ensure compliance with administrative and security requirements used as an example to other airports.

Developed regional training program for TSA Security Coordination Centers. Selected by TSA Headquarters to participate in a Strategic Planning Field Leadership Action Group to formulate a 5-year Strategic Plan proposal for TSA Assistant Administrator Lee Kair. Appointed by TSA Headquarters to a Senior Leadership Team to design and develop the TSA Academy. Organized quarterly Dallas/Fort Worth Criminal Justice Executive Luncheon to promote information sharing throughout the law enforcement community. Appointed as TSA Federal Security Coordinator for

**Federal Security Director, Transportation Senior Executive Service, cont.**

Super Bowl XLV. From May 2011 to September 2011 deployed to Baltimore-Washington International Airport as Acting Federal Security Director at the request of TSA Headquarters Senior Leadership while still maintaining communication with an effective operation at DFW Airport.

**New York State Division of Criminal Justice Services, Albany, New York, United States**  
January 2006 – August 2007

**Deputy Commissioner**

Responsible for statewide public safety and homeland security training that directly supports the operational and administrative functions to all law enforcement agencies across the state of New York. In addition, this position challenged my leadership ability to provide support at all levels in assisting statewide law enforcement agencies in achieving their mission in the reduction of crime and violence in their respective jurisdictions.

\* Accountability is the hallmark of my daily responsibilities as demonstrated by overseeing and exercising constant concern for statewide public safety and the training of over 6,600 law enforcement personnel annually throughout the state of New York, from U.S. Homeland Security training and human trafficking to fraudulent documents, etc.

\* Role consisted of providing daily oral and written communications with area law enforcement personnel from local police to State and Federal officials, listening to and facilitating the needs of law enforcement agencies throughout the state of New York in carrying out the functions of public safety. This was accomplished by formal and informal public and written presentations. These presentations outlined upcoming training courses, executive development classes held for Police Chiefs and Sheriffs, sensitive briefings on combating domestic violence and international terrorism. Written documents were delivered throughout the state that detailed facts and ideas relevant to public safety. Both oral and written skills notably fostered an environment of cooperation and collaboration as demonstrated by awards received from local, state and Federal law enforcement agencies.

\* Administrative and management skills were critically important to the business function of this agency. Daily effective planning for the future, while remaining cognizant of the present is a very vital function as it relates to statewide public safety. Successful planning of new training initiatives and coordinating those initiatives with the needs of law enforcement agencies throughout the state of New York resulting in continued training of law enforcement personnel in 2007.

\* Decisiveness is a significant responsibility. Responsible for making fiscal decisions that impacted this position's multi-million dollar budget. When immediate funding was needed to expedite a critical initiative, complex decisions were made based on current information.

\* In the area of operational management, consistent adherence to the laws as they related to New York State, which included mandatory certification for sworn police officers.

\* Problem solving is constant as demonstrated by daily analyzing problems and working with other agencies in problem solving as our national threat changed on a daily basis.

**Rochester Police Department, Rochester, New York, United States**  
July 2002 – December 2005

**Chief of Police/Deputy Chief**

Responsible for the day-to-day managerial, administrative and operational leadership of a vibrant, upstate New York metropolitan police department.

\* Accountable for providing effective leadership and ensuring the high integrity level of the Rochester Police Department. This was evidenced through collaboration with the United States

Secret Service during U.S. Presidential visits. Managed and provided leadership to approximately 850 sworn police and civilian employees as Chief of Police. Responsible for a \$54-million dollar budget.

\* Operational and tactical responsibility was delegated to my senior staff executives, whom through the departmental chain of command delivered work expectations and assignments daily. Authorized and recommended personnel actions as deemed necessary. As an example, if a citizen made a discourtesy/abuse complaint against a police officer, it would be appropriately investigated and the findings would dictate the appropriate disciplinary action to be administered, if warranted.

\* Effective problem-solving objectives resulted in a number of quantitative and qualitative plans being developed to implement various proposed departmental projects in an effort to identify key crime issues. For example, scientific and analytical studies were conducted to determine the cause of new and emerging crime patterns, resulting in how to best identify the crime patterns and then assign appropriate personnel and resources into those areas. Other projects included the development of a mental health training program of "best practices" to train police officers in developing a suitable approach that is proper and safe when engaging with mentally disturbed persons/criminals on the streets of our cities.

\* Interpersonal and administrative decision-making skills on a senior management level are critically important. In planning and coordinating effective joint efforts with other agencies, a

number of multi-disciplinary approaches must be considered and decided upon. For example, an enforcement effort amongst various law enforcement agencies during my tenure as Chief of Police required in-depth preparation and organization of over 100 law enforcement officers working together to locate and apprehend 100 of Rochester's worst criminal offenders. Sound leadership and reliable judgment was required in synchronizing agencies in an effort to establish open communication models and delegate assignments to appropriate personnel.

\* Communicating effectively and openly with colleagues and peers, as well as with all levels of personnel, cultivates the opportunity to exchange and share ideas in an effort to reach and maintain departmental goals. As an example, at the request of the Chief of Police in Schenectady, New York, provided assistance and expertise in reviewing several of his internal policies for clarity and/or recommendations.

\* During Chief of Police tenure, developed and implemented new policies and practices in a successful effort to implement valuable programs in a law enforcement environment. For example, the policy on how to confront persons with perceived mental illnesses, police car pursuits, and procedures to follow regarding police-involved shootings, and the like, were developed and supported as Chief of Police.

**Chief of Police/Deputy Chief, cont.**

\* Comprehension of security components and programs at the local, state and Federal levels, such as the Department of Homeland Security, provided the knowledge necessary to better understand how these relationships work. Several years of understanding and working with various government agencies has been demonstrated throughout my work history. (Contact supervisor: Former Mayor William Johnson at 585-748-9515 or 585-244-7511)

**University of Rochester Medical Center, Rochester, New York, United States**

July 1997 – July 2002

**Assistant Professor**

Provided senior level administrative and clinical leadership direction over mental health services within the Department of Psychiatry. The population served included police officers, firefighters and their families, and members of the general population throughout western New York. Further consulted with, and provided clinical supervision to postdoctoral fellows, residents and medical students. Provided clinical consultation and service to various school systems within Rochester/Monroe County. During my tenure, provided leadership in training as demonstrated by guidance given to medical students and interns for approximately five years. Knowledge of psychology is clearly demonstrated through extensive educational training and understanding of qualitative and quantitative research as a medical school professor. Interpersonal and administrative skills were challenged on a daily basis in meeting with patients and making critical decisions at a senior level to prescribe the best treatment plan for their overall well-being. In mental health, a number of multidisciplinary measures must be considered at all times when managing training to medical students or providing good health care. These were, and remain to date, sensitive issues as it relates to the care and training of others at all levels of our society.

(Contact supervisor: Dr. Susan McDaniel at 585-244-0975 – home)

**OTHER RELEVANT WORK EXPERIENCE**

**Miami-Dade Police Department, Miami, Florida Police Officer, 1981 – 1992**

Enforced Florida State laws and statutes with additional assignments in the Detective Bureau.

**Orange County Sheriff's Department, Orlando, Florida Sworn Deputy Sheriff, 1980 – 1981**

Enforced Florida State laws and statutes.

**Leon County Sheriff's Department, Tallahassee, Florida Sworn Deputy Sheriff, 1977 – 1980**

Enforced Florida State laws and statutes.

**EDUCATION**

Post-Doctoral Fellowship – July 1997-1998

University of Rochester Medical Center

Rochester, NY

**EDUCATION, cont.**

Doctorate of Clinical Psychology – June 1997  
Wright State University, Dayton, Ohio

Master of Marriage and Family Therapy – June 1992  
St. Thomas University, Miami, Florida  
Major: Marriage and Family Therapy

Bachelor of Sociology – December 1983  
St. Thomas University, Miami, Florida  
Major: Sociology

Florida A&M University – Tallahassee, Florida  
Major: Sociology - Some college coursework completed

**CERTIFICATIONS**

New York State Licensed Marriage and Family Therapist  
June 2006 – Present

Transportation Senior Executive Service  
September 2007 – Present

Leadership Development – October 2004  
Cornell University

**AFFILIATIONS**

International Association of Chiefs of Police  
Immediate Past National President, National Organization of Black Law Enforcement Executives (NOBLE)  
By Executive Order, appointed to President Obama's 21st Century Task Force, January 2015  
FBI National Executive Institute Graduate, 2015  
FBI National Training Advisory Board, Member  
Secret Access Clearance, U.S. Department of Homeland Security & U.S. Department of Justice CNN  
Law Enforcement Analyst, 2015 – Present

**PROFESSIONAL PUBLICATIONS**

CNN Opinion Editorial, *How to build a more sensitive cop*, December 4, 2014  
CNN Opinion Editorial, *Police and communities of color need to build trust*, October 10, 2014  
CNN Opinion Editorial, *Attacks on police are an attack on community*, September 2, 2015  
CNN Opinion Editorial, *Can we have gun rights and safety*, October 16, 2015  
CNN Opinion Editorial, *Laquan McDonald's shooting took seconds; cover-up took more than a year*, December 2, 2015

**PROFESSIONAL PUBLICATIONS, cont.**

CNN Opinion Editorial, *Orlando spotlights our big constitutional responsibility on guns*, June 2016

CNN Opinion Editorial, *When police are shot, America is the target*, July 2016

Released June 2016, *The New Guardians, Policing in America's Communities for the 21st Century*, 2016

**ADDITIONAL INFORMATION**

**September 2016** – Congressional Testimony Hearing: U.S. House Committee on Homeland Security, Subcommittee on Counterterrorism and Intelligence Hearing on “State and local perspectives on federal information sharing”

**November 2015** – Congressional Testimony Hearing: U.S. Senate Judiciary Committee on “War on Police: how the federal government undermines state and local law enforcement”

**February 2015** – Congressional Testimony Hearing: U.S. House Committee on Homeland Security, Subcommittee on Counterterrorism and Intelligence “What progress has been made to improve the amount and quality of information shared between Federal, State and local law enforcement”

**December 2014** – Congressional Testimony Hearing: U.S. Senate Judiciary Committee Subcommittee on the Constitution, Civil Hearing on “The State of Civil and Human Rights in the United States”

**EMPLOYMENT APPLICATION**



**ESCAMBIA COUNTY**  
 221 Palafox Place HR Suite 200  
 Pensacola, Florida 32502-5835  
 (850) 595-3000 Out-of-Area: (866) 609-0603  
<http://www.mvescambia.com/jobs>

**Coffey, Craig Michael**  
**02738 COUNTY ADMINISTRATOR**

**Received: 1/30/19 10:57 AM**  
**For Official Use Only:**  
 QUAL: \_\_\_\_\_  
 DNQ: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

**PERSONAL INFORMATION**

<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR		<b>EXAM ID#:</b> 02738
<b>NAME: (Last, First, Middle)</b> Coffey, Craig Michael		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS: (Street, City, State, Zip Code)</b> 10 Trail Run, Flagler Beach, Florida 32136		<b>EMAIL ADDRESS:</b> cgcoffey@cfl.rr.com
<b>HOME PHONE:</b> (386) 868-9226 ext. wifes cell	<b>ALTERNATE PHONE:</b> (386) 693-4261 ext. home	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: FL Number: C100-113-66-216-0	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**PREFERENCES**

Nothing Entered For This Section

**EDUCATION**

<b>DATES:</b> From: To: 12/1992	<b>SCHOOL NAME:</b> University of Central Florida	<b>DEGREE RECEIVED:</b> Master's
<b>LOCATION:(City, State)</b> Orlando , Florida	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Public Administration		
<b>DATES:</b> From: To: 5/1988	<b>SCHOOL NAME:</b> Eastern Michigan University	<b>DEGREE RECEIVED:</b> Bachelor's
<b>LOCATION:(City, State)</b> Ypsilanti , Michigan	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Land Use Analysis (Planning)		

**WORK EXPERIENCE**

<b>DATES:</b> From: 12/2007 To: 1/2019	<b>EMPLOYER:</b> Flagler County BOCC	<b>POSITION TITLE:</b> County Administrator
<b>ADDRESS: (Street, City, State, Zip Code)</b> 1769 E. Moody Boulevard, Bunnell, Florida, 32110		<b>COMPANY URL:</b> www.flaglercounty.org
<b>PHONE NUMBER:</b> 313-4001	<b>SUPERVISOR:</b> References - County Commissioners	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$13,625.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 390
<b>DUTIES:</b> All facets of Flagler County Government under BOCC --- See Resume		
<b>REASON FOR LEAVING:</b> Resigned from position - Ready for Additional Responsibilities.		
<b>DATES:</b> From: 7/2005 To: 8/2007	<b>EMPLOYER:</b> DeSoto County	<b>POSITION TITLE:</b> County Administrator
<b>ADDRESS: (Street, City, State, Zip Code)</b> 201 E. Oak Street, Suite 201, Arcadia, Florida, 34266		<b>COMPANY URL:</b> www.desotobocc.com
<b>PHONE NUMBER:</b> (863) 993-4800	<b>SUPERVISOR:</b> Various - County Commissioner	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$10,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 225
<b>DUTIES:</b> All day-to-day operations of Desoto County BOCC. See Attached Resume.		
<b>REASON FOR LEAVING:</b> Difficult Commission - Chance for Advancement		

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

**Nothing Entered For This Section**

**ADDITIONAL INFORMATION**

**Nothing Entered For This Section**

**REFERENCES**

**Nothing Entered For This Section**

**Agency-Wide Questions**

1. **Were you previously employed by the Board of County Commissioners, Escambia County?**  
No
2. **If so, when and with what department(s)?**
3. **Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.**  
None
4. **Are you 18 years old or older?**  
Yes
5. **Are you a citizen of the United States?**  
Yes
6. **Do you possess or have the ability to obtain a valid Florida Driver's License?**  
Yes
7. **Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?**  
No
8. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.**  
N/A
9. **Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?**  
No
10. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.**  
N/A
11. **Have you ever been suspended, dismissed or asked to resign from any job?**  
No
12. **If yes, explain in detail.**  
N/A
13. **If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.**  
BS in Land Use Analysis (Planning) - Eastern Michigan University 1988.  
MPA in Public Administration - University of Central Florida 1992.
14. **Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)**  
No
15. **How did you learn about this job?**  
Other
16. **I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?**  
No
17. **Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.**  
Yes

**Job Specific Supplemental Questions**

- 1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
- 2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
- 3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
No

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

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

This application was submitted by Craig Michael Coffey on 1/30/19 10:57 AM

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Craig Michael Coffey**

10 Trail Run, Flagler Beach, FL 32136  
(386) 868-9226 (cell)/cgcoffey@cfl.rr.com/ (386) 693-4261(home)

Dear County Commissioners and Search Committee:

I am writing to you today regarding the position of County Administrator as advertised.

To tell you a little bit about myself, I am an honest, hardworking individual with a strong desire to succeed. I have proven this in my most recent position and in all past positions held. I can put this same motivation and leadership to work for you.

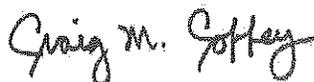
Having worked my way through city and county government positions for over 30 years (18 years as chief executive) I have gained invaluable experience and a thorough knowledge of almost every facet of local government. I have been able to rise to any challenge presented by effectively managing change, utilizing technology, and building effective teams. Whether that challenge is a disaster, budgetary issue, capital project, or simply managing the needs of a large organization, I have found creative ways to solve problems and turn those challenges into opportunities.

Other related experience and practical knowledge has come from 16 years of military service as a branched Military Police officer, where I've trained and led subordinates, undergone extensive leadership and ethics training, and have had large amounts of responsibility placed upon me, often under difficult circumstances.

My formal education consists of an undergraduate in Land Use Analysis (Planning) and master's degree in Public Administration. I continue to update my skills through professional associations and conferences, management development books, and training on the job with staff. I was also previously an AICP certified planner (#9889) and sold real estate to earn money for college.

In summary, I believe I have the education, experience, and personal qualities necessary to be an effective leader to help move the County forward towards the Board's vision of the future.

Most Sincerely,



Craig M. Coffey

## **RESUME**

### **Craig Michael Coffey**

10 Trail Run, Flagler Beach, FL 32136

(386) 868-9226 (cell)/cgcoffey@cfl.rr.com/ (386) 693-4261(home)

## **OBJECTIVE**

**To be a County Administrator for a progressive community with a high quality of life.**

## **EDUCATION**

**Master of Public Administration, University of Central Florida, Orlando, FL**

**B.S., Land Use Analysis (Planning), Eastern Michigan University, Ypsilanti, MI**

## **EXPERIENCE**

### **County Administrator, Flagler County, Florida – Dec 2007 to Jan 2019**

Responsibilities Included: Oversight and management of all day-to-day aspects of the County. This included nearly 400 full-time employees, in a variety of typical and atypical county departments, plus enterprise funds (Water, Sewer, Solid Waste, and Airport). Financial responsibilities involve developing/managing a \$66 million general fund budget, within a \$220 million overall budget, over 1.1 million sf of public building space and over 10,000 acres of public land, a fleet of more than 800 vehicles, \$30-\$50 million in capital projects annually, and hundreds of contracts and services annually.

#### **Major Accomplishments:**

- Led and/or managed three major natural disasters (Fire-5,000 acres+ and Hurricanes) before, during and after to include over \$50 million in long term recovery projects – County, FEMA, and HMPG projects. Essentially served as incident commander for Hurricanes Matthew and Irma.
- Acquired two small private water and sewer utility systems.
- Created voluntary and mandatory special assessment districts for capital projects such as seawalls, protective dunes, and a stormwater retrofit project.
- Negotiated multiple, multi-year, union contracts for firefighters (IAFF) and one contract with the PEA union. Was able to include fitness-for-duty provisions and incentives for special teams for firefighters.
- Led the County through the great recession when the County lost half of its taxable property valuation and led the state in unemployment and mortgage foreclosure – strategies were comprehensive and included such things as: service realignments and mission essential evaluations, cost cutting, cost saving investments, new revenue sourcing, layoffs and restructuring, and line-item budgeting.
- Successfully passed an Environmentally Sensitive Lands (ESL) Funding Voted Referendum, 20-year Local Option Sales Tax; and increased Tourism Tax by 1%.
- Obtained millions in State legislative appropriations, successfully passed and blocked State legislation in accord with the legislative priorities of the County Commission.
- Privatized Custodial Services, Landscaping Maintenance, & Interfacility Ambulance Transport Services.
- Successfully merged the City of Bunnell Fire Department into the County's Fire/Rescue Department.
- Brought Economic Development and Tourism in-house as County Departments. Since then, Economic Development helped create more than 400 jobs, \$200 million in economic output, and \$22 million in capital investment since coming in-house. Likewise, Tourism increased revenues by over 30%.
- Led transfer of tourism tax collection from the State Dept. of Revenue to the County Tax Collector.
- Worked jointly w/Supervisor of Elections to Upgrade Election Equipment and Cyber Security.
- Refinanced all County debt saving County taxpayers millions of dollars.

- Secured new financing for over \$100 million in funding for over 20 different financing instruments.
- Improved the County's Bond Rating from A+ to AA- saving millions in debt issued/refinanced.
- Created an employee clinic and fitness facility, plus implemented a comprehensive incentivized wellness program, and affiliated Canada drug prescription program.
- Managed County's self-insured health insurance program to nearly flatline health insurance costs to include reinsurance, with minimal changes in benefits to County employees.
- Completed hundreds of millions of dollars in capital projects including road construction and resurfacing, bridges, parks, stormwater, utilities, beautification, and government buildings, including a new County Jail and new I-95 County Interchange. On average \$30-\$50 Million per year.
- Merged Sheriff fleet and Sheriff IT operations w/County BOCC saving money and gaining efficiencies.
- Acquired two new constitutional outreach service facilities and leased and remodeled another.
- Recruited and retained an all-star staff recognized at State and National levels.
- Created a popular citizen's academy for citizen outreach and to develop volunteer pool.
- Developed in-depth new employee orientation program w/organizational cultural emersion.
- Created a 11+ mile, 25million+ Dune Protection/Restoration Project, with funding from the tourism tax, FDEP, Private HOA, a CDD, and FEMA funding to prevent the reflooding of hundreds of homes, prevent homes from collapse into the ocean, and to protect millions more in infrastructure and homes. Constructed project in-house, 209 private property easements (97% success), FDEP and ACOE permits, turtle relocation, 3 interlocal agreements w/other local governments.
- Acquired over 6,000 public acres during tenure and managed over 10,000 passive park acres.
- Successful as local sponsor with Army Corps of Engineers in obtaining National Civil Works Review Board approval for a 2.6-mile Shoreline Protection Project in Flagler Beach.
- Successful in obtaining \$17 million in federal funds for initial construction of 2.6 mile, ACOE project plus an additional \$16 million from FDOT for the remaining 3.65 miles of City of Flagler Beach shoreline (6.25 miles in total).
- Constructed over 20 miles of new multipurpose trails and over 8 miles of new mountain bike trails.
- Airport – Worked to bring County Executive Airport into black - County owned spaces fully occupied, built new hangars and new air traffic control tower, acquired over 70,000 sf of market space in foreclosure purchase for \$2.75 million; constructed new runway; rebranded airport; opened south side of airport (130 developable acres) for economic development with infrastructure, added 172 acres to airport, constructed over \$35 million in new airport capital improvement projects, repaid inherited, State economic building grant in default; Attracted new Florida National facilities in excess of \$30 million.
- Revamped budget for transparency and ease of citizen use, 9 budget awards (10<sup>th</sup> in progress)
- Begin High School Fire Leadership Academy with EMT (Certificate Eligible -1<sup>st</sup> in State) to develop pipeline of local firefighter-paramedics.
- Built a free public potable water supply point for disadvantaged rural residents with private donations.
- Created community paramedicine program to conduct home visits and stop frequent flyers.
- Created Ocean Rescue Program to overcome Coast Guard coverage gap -- based on citizen initiative.
- Expanded ALS Paramedic Ambulance Service into west side to improve rural response times.
- Worked to keep the State of Florida Agricultural Museum open as a County tourism destination by obtaining direct state support and grants, restructuring organization, integrating some county support and constructing improvements/infrastructure.
- Developed partnerships with City of Bunnell, School Board, and County and others to restructure funding, operations, and mission to keep the Carver Gym (Community Hub) open in a disadvantaged neighborhood. Assisted forming foundation, annual auction, outside funding support agreements
- Developed a contiguous, \$1.6 million, ocean seawall project from start-to-finish and coordinated 19 property owners with voluntary assessment to save homes and property following Hurricane Matthew.

**Project Manager, Cameratta Companies, Ft. Myers, FL - Sep 2007 to Nov 2007**

## **County Administrator, DeSoto County, Florida - Jul 2005 to Aug 2007**

Responsibilities Included: Oversight and management of all aspects of the County. This included 225 full-time employees, in a variety of typical county departments (Fire/EMS, Landfill, Public Works, Finance/Purchasing, Parks, Development) plus enterprise funds (Water, Sewer, Solid Waste, and Civic Center). Financial responsibilities involve developing/managing a \$24 million general fund budget, within a \$90 million overall budget. Also, served as Clerk on the Board (1944 special act) for everything outside of courts and recording – i.e. handled audits, attestation, payroll, check issuance.

### **Major Accomplishments:**

- Negotiated a 30 Year, 4 County, Interlocal Agreement and Master Water Supply Agreement as a member of a Regional Water Supply Authority. (Led negotiations for the County)
- Secured the free donation of a 160acre, \$2.4 Million Wastewater Treatment Plant Site.
- Developed a Water-Sewer Utility Business Plan to include Capital Projects to bring the utilities from start-up mode to profitability to include securing over \$8,000,000 of private upfront capital.
- Developed, negotiated, and oversaw the merger of the City-County Fire/EMS Departments.
- Initiated a Countywide Demolition Program leading to over 107 Demolitions (previously none)
- Oversaw the rebuilding and reopening of a \$10 million Agri-Civic Center following Hurricane Charley with booked daily events ranging from \$5,000 to \$100,000 in scope.
- Attracted and located several large manufacturers with new jobs and millions of dollars of new capital investment in the County.
- Resolved Landfill cell construction stoppage in order to construct new cell opened March 2007.
- Implemented first ever County curbside garbage collection program in 2006.
- Completed massive rewrite of County's Comprehensive Plan Amendment written by previous administration and consultant after poor ORC report from DCA.
- Created Housing Department by reassigning excess staff and administered \$10 million grant for post hurricane housing recovery to include unique plan to closeout FEMA housing parks.
- Developed extensive Adult Entertainment and Mining Ordinances.
- Began Small Quantity Generator (HAZMAT) program as required by law and new ongoing Fire/Life Safety Inspection Program.
- Managed major CIP projects including two major park projects, \$15,000,000 of utility improvements and millions in transportation improvements.

## **City Administrator, City of Hawarden, Iowa - Nov 1999 to Jul 2005**

Responsibilities Included: Oversight and management of all aspects of the City. This included 32 full-time employees and 20+ seasonal employees, in a variety of typical city departments (Police, Public Works, Finance, Parks, Ambulance, Recreation, etc.), plus 9 Utilities (Water, Sewer, Gas, Electric, Telephone, Cell Phone, Cable, High Speed Internet, and Solid Waste). Financial responsibilities involved developing/managing a \$12 million operating budget (\$20 million total resources). In addition, I also served as the Economic Development Director for the Hawarden Area Partnership for Progress (HAPP).

### **Major Accomplishments:**

- Initiated/Facilitated the merger of the Development Corporation and Chamber of Commerce.
- Facilitated the partnering of multiple groups to undertake a \$2.4 million combined City Hall, Community Center, and Child-Care Campus Project to include the passage of a \$950,000 bond referendum, grants, project development, and construction (Historic. 1925 High School)
- Re-wrote Employee Personnel manual, re-negotiated union contracts, implemented training certifications w/incentives, and re-established a uniform program, working with City employees.
- Re-formed and chaired a six-county regional economic development and marketing group.

- Brought the City's new telecommunications utility from start-up in 1999 to profitability. In addition, I was instrumental in expanding additional telecommunication services to include: High-speed Internet, Cell Phone Service, HDTV, 8 new analog channels, and a 150 new Digital TV channels, yet still saving citizen-ratepayers over \$100,000 per year in fees.
- Directly responsible for the receipt of over ten grants worth more than \$500,000 dollars.
- Started the televising of Council meetings, re-started City newsletter, increased press coverage, and significantly expanded City information of the City's Website and community channel.
- Re-negotiated existing, outside City fire service contracts (Cross State), contracted with a smaller, nearby community to provide them 24-hour police protection, and utilized police dept. as code enforcement.
- Reconstructed a destroyed historic downtown building and restored another.
- Issued eight bond/debt issues, implemented ten TIF projects, worked to facilitate multiple business expansions, and re-developed several downtown historic projects.
- Awarded GFOA CAFR audit award 5 consecutive years,
- Completely re-vamped budget format for citizen understanding.
- Develop a detailed capital improvement plan for equipment and facilities.
- Initiated and oversaw the creation of two new residential subdivisions built by the City.

### **Director of Planning & Public Works, City of Mayfield, KY - Nov 1993 to Nov 1999**

Responsibilities Included: Oversight and Management of all aspects of the City outside the offices of Police, Fire, and City Clerk. This oversight/management included 22 full-time employees, 4 seasonal employees, and 3 seasonal subcontractors.

#### **Major Accomplishments:**

- Recognized with three state level awards.
- Received 9 out of 9 grants applied for bringing in over \$750,000 in monies.
- Established the City's first ever fire prevention/code enforcement department.
- Re-wrote the City's Comprehensive Plan and most land development regulations.
- Completely re-developed three City parks and created a new park.
- Initiated a Main Street program to re-develop the downtown including the re-development of several downtown buildings and beginning of the downtown streetscape project.
- Created a comprehensive city sidewalk replacement program resulting in the replacement of miles of sidewalk at a reduced cost to the City.
- Designed and developed major drainage improvements citywide protecting homes and property.
- Negotiated a large annexation for the development of a new shopping center south of the City
- Represented the City with the State DOT on eminent domain process for a new bypass.

### **City Planner (Equal to Planner III), City of Melbourne, FL. Oct. 1988 to Oct. 1993.**

Responsibilities Included: Infrastructure capacity management, re-writing land development regulations, site plan reviews, writing recommendations to the BZA, Planning and Zoning Board, and City Council, comprehensive plan amendments, census forecasts, regional project reviews, re-development area planning, advising on various CDBG and CIP Projects, budget development and submittal, downtown re-development, facility location studies, and business license review.

### **Captain, Military Police Officer, U.S. Army Reserves April 1984 to April 2000.**

Responsible Positions Served: Company Commander, Platoon Leader, Battalion S-1 (Admin), S-3 (Training/Operations), etc. Served over 8 months of active duty service with the 810<sup>th</sup> MP Company (Tampa) as a Platoon Leader attached to 82<sup>nd</sup> Airborne in Saudi Arabia and Iraq in support of Operation Desert Shield/Storm. First reserve unit to ever earn 82<sup>nd</sup> Airborne combat patch. Formally ended service in January 2003 to devote more time to family and civilian positions.

**REFERENCES AND ADDITIONAL INFORMATION AVAILABLE UPON REQUEST**

## References for Craig Michael Coffey

Mr. Nate McLaughlin, Former Flagler County Commissioner (2010-2018) (Worked with 8 years+)  
E: [natem61@gmail.com](mailto:natem61@gmail.com) C/WPh: (386) 503-1761

Mr. Al Hadeed, County Attorney (Colleague – Direct BOCC report) (Worked with 11 years+)  
E: [ahadeed@flaglercounty.org](mailto:ahadeed@flaglercounty.org) WPh: (386) 313-4005 Alternate E: [hadeedlaw@cfl.rr.com](mailto:hadeedlaw@cfl.rr.com)  
WC: (386) 931-1816 Home: (386) 445-5412

Mr. David Sullivan, Current Commissioner (2016-2020) (Worked with 2+ years)  
E: [dsullivan@flaglercounty.org](mailto:dsullivan@flaglercounty.org) PE: [dcsintelman@aol.com](mailto:dcsintelman@aol.com) WC: (386) 276-0385 PC: (386) 503-4236

Mr. George Hanns, Former Flagler County Commissioner (1992-2016) 24 years as Commissioner  
(Worked with 9+ years) E: [tcbpc89@aol.com](mailto:tcbpc89@aol.com) PC: (386)931-0872

Mr. David Haas, Senior Vice President ICI Homes - Past County Administrator 1998- 2005  
(Worked with 11+years) E: [mailto:dhaas@icihomes.com](mailto:mailto:dhaas@icihomes.com) C: (386) 527-0621

Mr. Greg Hansen, Current County Commissioner (2017-2022) Appt. by Gov Just Re-elected  
(Worked with 2+ years) E: [ghansen@flaglercounty.org](mailto:ghansen@flaglercounty.org) WC: (386) 262-3633 PC: (703) 201-1869

Ms. Barbara Revels, Former Flagler County Commissioner (2008-2016) (Worked with 8+years)  
E: [brevels@coquina.net](mailto:brevels@coquina.net) C: (386) 931-5570 W: (386) 439-2930

Ms. Mandy Hines, Currently DeSoto County Administrator – (Formerly Special Projects  
Coordinator when I was Administrator there) (Worked with 2+ yrs/known 13+ yrs)  
E: [m.hines@desotobocc.com](mailto:m.hines@desotobocc.com) WPh: (863) 993-4800 WC: (863) 558-0018

Ms. Lisa Hurley, County Lobbyist, Smith, Bryan, and Myers (Worked with 4+yrs)  
E: [lhurley@smithbryanandmyers.com](mailto:lhurley@smithbryanandmyers.com) Cell: (850) 559-7458

Mr. Charlie Ericksen, Current County Commissioner (2012-2020) (Worked with 6+ years)  
E: [cericksen@flaglercounty.org](mailto:cericksen@flaglercounty.org) C: (386) 503-6143 H: (386) 206-3717

Mr. Lester Abberger, Main County Lobbyist, Abberger and Associates (worked with 11+years)  
E: [lesterabberger@nettally.com](mailto:lesterabberger@nettally.com) Cell: (850) 524-2779

Mr. Larry Jones, Resident/Consultant/Volunteer - Retired from Orange County - 40years Service.  
(Worked with 7+years) E: [larry.jones61@yahoo.com](mailto:larry.jones61@yahoo.com) PC: (407) 247-7457

**References for  
Craig Michael Coffey  
County Team Members**

Ms. Sally Sherman, Deputy County Administrator (Former Deputy Admin Seminole County)  
(Worked with for 10+ years) Email: [ssherman@flaglercounty.org](mailto:ssherman@flaglercounty.org) WPh: (386) 313-4125  
Alt. Email: [ssherman78@cfl.rr.com](mailto:ssherman78@cfl.rr.com) PC: (407) 474-8978 **Leaving County Jan 31st**

Ms. Helga Van Eckert, Executive Director Economic Opportunity Department (Worked with 6+ yrs)  
E: [hvaneckert@flaglercounty.org](mailto:hvaneckert@flaglercounty.org) WPh: (386) 313-4071 WC: (386)264-0028 PC: (732) 910-0028

Mr. Matthew Dunn, Executive Director of Tourism (Worked with 5+ years)  
E: [mdunn@flaglercounty.org](mailto:mdunn@flaglercounty.org) WPh: (386) 313-4225 WC: (386) 916-3829 PC: (904) 303-0552

Ms. Faith Alkhatib, County Engineer and Director of Public Works (Worked with 11+ years)  
E: [falkhatib@flaglercounty.org](mailto:falkhatib@flaglercounty.org) WPh: (386) 313-4045 WC: (386) 931-9271 PC: (386) 264-0265

Mr. Joe Mayer, Community Services Director (Include Human Resources, Library Social Svs)  
(Worked with 11+ years) Email: [jmayer@flaglercounty.org](mailto:jmayer@flaglercounty.org) WPh: (386) 313-4033  
Alt. Email: [JDKAK.JM@gmail.com](mailto:JDKAK.JM@gmail.com) HPh: (386) 445-5312 **Leaving County Jan 31st**

Ms. Heidi Petito, General Services Director (Worked with 11+ years)  
E: [hpetito@flaglercounty.org](mailto:hpetito@flaglercounty.org) WPh:(386) 313-4185 WC: (386) 931-0009

Mr. Roy Sieger, Airport Director (Worked with 8+ years)  
E: [rsieger@flaglercounty.org](mailto:rsieger@flaglercounty.org) WPh:(386) 313-4233 WC: (386) 931-0064

Ms. Lori Bailey-Brown, Financial Services Director (Worked with 10+ years)  
E: [lbrown@flaglercounty.org](mailto:lbrown@flaglercounty.org) WPh: (386) 313-4036 PC: (386) 449-9001

Mr. Tim Telfer, Public Lands Manager (Worked with 11+ years)  
E: [ttelfer@flaglercounty.org](mailto:ttelfer@flaglercounty.org) WPh: (386) 313-4066 PC: (386) 569-9867

Mr. Don Petito, Fire/Rescue Chief (Director) (Worked with 11+ years)  
E: [dpetito@flaglercounty.org](mailto:dpetito@flaglercounty.org) WPh:(386) 313-4255 WC: 931-3231

Ms. Sharon Treen, Ag Extension Director (Worked with 11+ years)  
E: [streen@flaglercounty.org](mailto:streen@flaglercounty.org) E: [streen@ufl.edu](mailto:streen@ufl.edu) WPh: 437-7464 x2225 PC: (904) 347-4417

Mr. Jonathan Lord, Emergency Management Chief (Director) (Worked with 1+ years)  
E: [jlord@flaglercounty.org](mailto:jlord@flaglercounty.org) WPh: (386) 313-4240 WC: (386) 569-3257 PC: [REDACTED]

Mr. Jarrod Shupe, Innovation Technology Director (Worked with 4+ years)  
E: [jshupe@flaglercounty.org](mailto:jshupe@flaglercounty.org) WPh: (386) 313-4281 WC: (386) 569-1511 PC: (386)227-7675

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## References

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**REFERENCE NOTES**  
**Craig Coffey**

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**Felton Garner**, County Commissioner, DeSoto County, Arcadia, FL 863-990-7519

Mr. Garner has been on the board for the last 20 years. He knows DeSoto County well and knows that the County needed Mr. Coffey. In fact, the County still needs him. He was the best Administrator the County has ever had. He was involved in the community and a likable person. He kept his staff and the Commissioners informed. He was on top of the issues in all the departments.

When Mr. Coffey was hired the County was a mess and he turned it around. Some of his notable accomplishments were his efforts and organization during the Hurricane Charlie clean-up. He also successfully combined the city and county fire and ambulance services.

Unfortunately, some of the Commissioners did not like Mr. Coffey. They wanted to be the manager and be responsible for things such as hiring and firing. There were maybe a handful of people who did not support Mr. Coffey. Three were on the commission but almost everyone was disappointed in his resignation.

Mr. Garner had nothing negative to say about Mr. Coffey. He is a young ambitious, well educated and professional. He was doing his best for the County. Mr. Garner would highly recommend Mr. Coffey for a City or County Manager position.

Adjectives or phrases used to describe Mr. Coffey are:

- Family man
- Ambitious
- Hard working
- Good communication skills

**Strengths:** His ability to get along well with others and control over the departments

**Weaknesses:** none

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**Jerry Hill**, County Commissioner, DeSoto County, Arcadia, FL - 863-990-1480

Mr. Hill has known Mr. Coffey since he was hired in 2005. He was an outstanding worker. In fact, he has never seen an administrator so sincere and excited about his work. DeSoto County had some serious problems and Mr. Coffey jumped in with both feet and got them solved. For example, he helped negotiate the water contracts and got the utilities project underway. The sewer plant is going to open in December. He also managed the hurricane clean-up and reconstruction efficiently and effectively.

When Mr. Coffey first took the reigns as the County Manager, it was a difficult transition for the County. The interim manager had thrown her name in as a candidate at the very last minute and was not selected. She had to step back to her previous position and she was not ready to do so. Some employees still sought her out instead of Mr. Coffey. This did not last

## REFERENCE NOTES

### Craig Coffey

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long. Mr. Coffey had the organization running smoothly very quickly and she left to become a County Administrator elsewhere shortly thereafter. He hired a Public Works Director and the Planning and Zoning Director, a position which previously did not exist in the County. Mr. Coffey came into work early, before 7 a.m. frequently. He kept Mr. Hill well informed and gave the Commissioners the information they needed to make good decisions. Mr. Coffey always took the time to meet with the Commissioners.

Three of the Commissioners did not have a good working relationship with Mr. Coffey. Though the reasons they were unhappy with him are unclear. He left on a high note and to Mr. Hill's knowledge there is nothing controversial in his background. Whoever gets Mr. Coffey will be lucky to have him. He kept the County moving forward and will do the same for whoever hires him.

#### Adjectives or phrases used to describe Mr. Coffey are:

- Problem solving ability
- Management ability
- Enthusiasm for the job
- Pleasant to work with

**Strengths:** ability to take the time to talk to people

**Weaknesses:** Any weakness of Mr. Coffey's were minimal in comparison to his outshining strengths

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#### Ronald Neads, De Soto County Commissioner, Arcadia, FL 863-990-1481

Mr. Neads has known Mr. Coffey since his tenure began with DeSoto County. Mr. Coffey is very enthusiastic and high energy. He is a good all-around manager. He gets a lot done and the staff liked him. He reached out the public and kept them informed. He was a member of the Rotary Club and attended civic functions. He kept the Commissioners well informed either through written or oral communication.

Growth was just around the corner for DeSoto County and Mr. Coffey understood what needed to be done to prepare the County for the growth. One of the highest priorities was upgrading the utilities structure. He paid close attention to detail and he fast tracked the process. He knew it needed to be done quickly but also correctly. The wastewater plant is now scheduled to open later this year.

Mr. Coffey is a likeable person. There are no negatives with him. The majority of the community wanted him to stay. Unfortunately, he could see what needed to be done and wanted to push forward. Mr. Coffey was simply more aggressive in implementing some of the needed changes than some of the Board Members were uncomfortable with. Mr. Neads would highly recommend him for a City Manager position.

**REFERENCE NOTES**  
**Craig Coffey**

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**Adjectives or phrases used to describe Mr. Coffey are:**

- Good family man
- High moral and values
- Honorable integrity
- Aggressive
- Capable

**Strengths:** Acceptance, Mr. Coffey is very likable and capable.

**Weaknesses:** Some personality conflicts with the board members – Mr. Coffey was probably too aggressively.

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**Delma Allen, County Commissioner, DeSoto County, FL 863-990-5024**

*[CB&A Note: Mr. Allen was reluctant to answer any specific questions because of his personal dislike for Mr. Coffey. He did, however, make the following comments.]*

Mr. Allen feels Mr. Coffey is a good man. He is a very competent manager. He would recommend him but there were some misunderstandings in DeSoto County. Mr. Allen did not agree with the way Mr. Coffey was running the County. Though Mr. Allen was not comfortable sharing any specific examples, there were times that Mr. Coffey did not follow through with the tasks assigned to him by Mr. Allen. Mr. Coffey has the ability to be a City Manager though Mr. Allen could not recommend him.

**Adjectives or phrases used to describe Mr. Coffey are:**

- Competent
  - Capable
- 

**George Jacobs, Council Member, Hawarden, IA 712-551-1831**

Mr. Jacobs knew Mr. Coffey for several years and was on the board when Mr. Coffey was hired in 1999. Some of his more impressive qualities are his optimism, dedication and enthusiasm. He created the Heart of Hawarden, which includes a bicycle path, ice-skating rinks, and basketball courts. He pursued and obtained grants which covered 75% of the cost of the project. He also convinced the city to save an old school building and turn it into the city offices. He was a good manager with his staff. He does better managing a large staff than small. He was well prepared when he addressed the City Council.

Mr. Coffey left on good terms from the city. There is nothing embarrassing in his background. Mr. Jacobs would recommend him as a City or County Manager.

## REFERENCE NOTES

Craig Coffey

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**Adjectives or phrases used to describe Mr. Coffey are:**

- Enthusiastic
- Professional
- Driven

**Strengths:** forward thinking able to see the vision for the future of the community

**Weaknesses:** none

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**Howard Holzendorf, County Attorney, DeSoto County, FL 863-993-4800**

Mr. Holzendorf has known Mr. Coffey since he was hired in DeSoto County in 2005. He is an excellent administrator. Mr. Coffey is a trained planner and former officer in the military. The previous administrators for the County did not have the skill set that he brought to the table. He helped the County revamp the Comprehensive Plan. He is an outstanding public speaker. As a result, when an issue was being presented to an outside governmental group, Mr. Coffey was always the spokesman for the Council. The city and county also decided they wanted to merge their fire departments. Mr. Coffey helped consolidate these entities and proved to be an excellent negotiator.

Mr. Coffey is a good friend and colleague. He left on good terms from the County. He has nothing controversial in his background. He works for the betterment of the County. He did not let his personal opinion interfere with carrying out the direction from the Council. Mr. Holzendorf would recommend Mr. Coffey for any position.

**Adjectives or phrases used to describe Mr. Coffey are:**

- Tireless
- Knowledgeable
- Personable
- Family man
- Mild tempered

**Strengths:** energy and astounding knowledge of local government and how it works

**Weaknesses:** works so hard no one can keep up with him

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**Jan Brewer, Financing and Purchasing Department Director, DeSoto County, FL 863-993-4800**

Ms. Brewer has known Mr. Coffey for two years. He is very kind and understanding. He cares for his employees deeply and kept them informed through regular staff meetings. He is

## REFERENCE NOTES

Craig Coffey

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very responsive on email and stopped by to check on the progress of the different departments. He was well liked by the staff.

Mr. Coffey helped prevent the utility company from going under. He was able to sell credits ahead and build a wastewater plant. The county had plenty of water but no means to process the wastewater. He was able to build a \$5 million dollar plant with the money of investors. Now the Utilities Company has \$6 million in the bank. That is an amazing turn around and very much due to Mr. Coffey's efforts. He is very astute financially.

Mr. Coffey communicates well with the public. He had a strained relationship with the some of the Commissioner. They were pleased with his accomplishments but the current board wanted to head in a different direction. He did leave on positive terms. Ms. Brewer would recommend him for a City or County Manager position.

### Adjectives or phrases used to describe Mr. Coffey are:

- Innovative
- Forward thinking
- Goal oriented
- Energetic
- Ability to connect with all types of people
- Intelligent
- Well rounded
- Kind

**Strengths:** forward thinking

**Weaknesses:** thinks and speaks too fast

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**Maurice Brown, Local Citizen, Desoto County, FL 863-494-5079**

Mr. Brown has known Mr. Coffey for approximately two years. Mr. Coffey was an excellent County Manager. He could handle any department in the County. He inherited a very poor comprehensive plan when he was hired and he was able to create a far better one.

Everyone liked Mr. Coffey. He created a good work environment. There was one particular employee that wanted to quit after a long tenure with the County and Mr. Coffey convinced her to stay. He went above and beyond for his employees.

Mr. Brown has not missed a Commission meeting in 10 years. He reads every packet and researched all the issues. Some of the Commissioners were elected on popularity not on education or qualifications. Mr. Brown did not see a reason for the dislike some particular Commissioners had for Mr. Coffey. He never once made any disrespectful comment publicly or privately to the Commissioners.

## REFERENCE NOTES

### Craig Coffey

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Mr. Brown has never seen an Administrator with his stamina. Mr. Coffey listens to the citizens. He did a remarkable good job upholding the County's integrity. He has tremendous attributes as a Manager.

There is nothing controversial in Mr. Coffey's background. He has a strong resume and would be an excellent City Manager.

#### Adjectives or phrases used to describe Mr. Coffey are:

- Energetic
- Fair
- Well educated
- Dedicated
- Organized

**Strengths:** personal relationship with his staff

**Weaknesses:** none

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Chris Rogers, Utilities Director, DeSoto County, FL 863-491-7500

Mr. Rogers reported directly to Mr. Coffey for the first year he was employed with the County. Mr. Coffey did an excellent job in his position and specifically in utilities. He obviously learned a lot in Iowa and that experience gave him knowledge that was tremendously beneficial to their community.

The county had many challenges and issues that made it difficult to get the necessary structure in place and the team moving in one direction to get the wastewater plant built. Mr. Coffey was able to find the funds to finalize the project. He was very pleasant and personable as well as fun to be around. He mingled well with people. He made his staff feel important and valued. In fact, he called them "The Dream Team" and had a strong relationship with them.

One of the Commissioners did not see eye to eye with Mr. Coffey but the majority thought he was doing a fantastic job. Mr. Coffey has the management skills to create a pleasant and successful environment in the workplace. Mr. Rogers would definitely recommend Mr. Coffey for any City Manager position.

#### Adjectives or phrases used to describe Mr. Coffey are:

- Intelligent
- Quick thinking
- Knowledgeable
- Pleasant demeanor
- Experienced

## REFERENCE NOTES

Craig Coffey

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**Strengths:** very intelligent, quick thinking, ability wrap his hands around an issue and resolve it. Good knowledge base.

**Weaknesses:** none, weaknesses were in the commission

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**Bruce Loucks, Charlotte County Administrator, Charlotte County, FL 941-743-1944**

Mr. Loucks has known Mr. Coffey since he was hired in DeSoto County in 2005. Mr. Loucks is a neighboring County Manager and they interacted frequently because they face similar issues and challenges.

Mr. Coffey has dealt with a number of difficult issues in DeSoto County. He upgraded the county's planning capabilities and professionalized the entire organization. When he was hired, the surrounding counties were in the middle of contract negotiations with the water authority (they share water resources). Mr. Coffey stepped into the negotiation with ease and professionalism. It did not take him long to come up to speed.

Mr. Coffey faced huge growth issues and he was successful in finding funding to help bring the County up to speed to prepare for the growth. He has excellent public speaking skills and he understands that he is working under the direction of the Commission. Mr. Loucks only had positive experiences when interacting with Mr. Coffey and his staff.

There is nothing controversial in his background. Mr. Loucks would hire Mr. Coffey as his Assistant County Manager if he could. He will handle the challenges wherever he goes.

**Adjectives or phrases used to describe Mr. Coffey are:**

- High ethical standard
- Integrity
- Experiences
- Good problem solver and negotiator

**Strengths:** people skills and understanding the issue of land development in Florida

**Weaknesses:** none

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**Bart Arrington, County Engineer/ Public Works Director, DeSoto County, FL 863-494-2971**

Mr. Arrington has worked for Mr. Coffey for the last year. Mr. Coffey hired him as the County Engineer and Public Works Director. Prior to his hire the County did not have these positions. Mr. Coffey effectively prepared the County for Mr. Arrington to be effective in these new roles. Mr. Arrington was acquainted with Mr. Coffey before his hire because he was a contractor and had done work for the County. Mr. Arrington actually took a pay cut to come work for the County because of the opportunity to work with Mr. Coffey.

## REFERENCE NOTES

### Craig Coffey

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In less than one year, Mr. Coffey had a more thorough understanding of Desoto County than Mr. Arrington who has lived there all his life. He is always willing to listen and help brainstorm solving problems. He is a very effective time manager. He brought new businesses to the county and expanded the services provided by the county. He is also always thinking of ways to save the County money. He cares about the community and the people that work for him.

Mr. Coffey will do wonders for any community that he serves. He is an exceptional problem solver and he is not afraid to make decisions. During the last Commission Meeting, the one where he resigned, the Comprehensive Plan was being voted on and approved. Mr. Arrington noted that Mr. Coffey was in the hall still working to help the people not in support of the plan to understand the benefits. He was able to turn those people around and get them to support the plan. He never stopped working, not until he had cleared out his desk and left the building. He is a true professional.

There is nothing controversial in Mr. Coffey's background. Mr. Arrington would highly recommend him as a City or County Manager. Any community would be lucky to have him. He understands every aspect of government and is capable of running any department successfully.

#### Adjectives or phrases used to describe Mr. Coffey are:

- Entrepreneurial mentality
- Forward thinking
- Proactive
- Compassionate
- Effective decision maker
- Honest and upfront

**Strengths:** ability to grasp new situations and his intimate understanding of government

**Weaknesses:** Mr. Coffey did not let the "dust settle" and some members of the Commissions did not like his go-getter personality

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Prepared by: Tallie Menzie, Colin Baenziger & Associates

EMPLOYMENT APPLICATION		
	<b>ESCAMBIA COUNTY</b> 221 Palafox Place HR Suite 200 Pensacola, Florida 32502-5835 (850) 595-3000 Out-of-Area: (866) 609-0603 <a href="http://www.myescambia.com/jobs">http://www.myescambia.com/jobs</a>	<b>Received:</b> 3/15/19 7:28 AM <b>For Official Use Only:</b> QUAL: _____ DNQ: _____ <input type="checkbox"/> Experience <input type="checkbox"/> Training <input type="checkbox"/> Other: _____
	<b>Gilley, Janice P.</b> <b>02738 COUNTY ADMINISTRATOR</b>	
PERSONAL INFORMATION		
<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR		<b>EXAM ID#:</b> 02738
<b>NAME:</b> (Last, First, Middle) Gilley, Janice P.		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS:</b> (Street, City, State, Zip Code) 30 Meharg Road, Molino, Florida 32577		<b>EMAIL ADDRESS:</b> gilleyjanicep59@gmail.com
<b>HOME PHONE:</b> 850.384.2135	<b>ALTERNATE PHONE:</b>	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: FL Number: G400-435-65-850-0	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PREFERENCES		
Nothing Entered For This Section		
EDUCATION		
<b>DATES:</b> From: To: 12/1988	<b>SCHOOL NAME:</b> University of Florida	
<b>LOCATION:</b> (City, State) Gainesville, Florida	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Master's
<b>MAJOR:</b> Public Administration		<b>UNITS COMPLETED:</b>
<b>DATES:</b> From: To: 12/1986	<b>SCHOOL NAME:</b> University of Southern Mississippi	
<b>LOCATION:</b> (City, State) Hattiesburg, Mississippi	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> Journalism, Public Relations & Communications		<b>UNITS COMPLETED:</b>
WORK EXPERIENCE		
<b>DATES:</b> From: 8/2009 To: Present	<b>EMPLOYER:</b> University of West Florida	<b>POSITION TITLE:</b> Assistant Vice President, External Affairs
<b>ADDRESS:</b> (Street, City, State, Zip Code) 11000 University Parkway, Pensacola, Florida, 32514		<b>COMPANY URL:</b> uwf.edu
<b>PHONE NUMBER:</b> 8504742009	<b>SUPERVISOR:</b> Martha D. Saunders - President	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$14,489.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Governmental and Community Relations and Special Assistant to the President - August 2009 to Present (break in service for 10 months) Responsible for advocating the legislative priorities of the university at the local, state, and federal level. Liaison to all governmental officials and staff as well as any agency necessary to acquire university funding and program approval. Campus resource for legislative inquiries. Over \$75M in new projects, facilities and programs funded during tenure. Responsible for policy development and coordination with departments and organizations on campus. President's Cabinet member engaged in all aspects of university management. President's Budget Team monitoring university's \$315 M budget. Responsible for overseeing the management of the Board of Trustees and University Events. 2016 Marion Viccars UWF Employee of the Year Responsible for leading the team to implement new campus-wide technology to increase efficiency as well as customer experience and service. Responsible for assisting President Bense with university administration and management of President's office. Responsible for overseeing the transfer of the Florida Virtual Campus to the university which included 110 employees, and a \$22.8M budget. Involved in the continuous operation of the organization. Responsible for implementation of the \$30M oil spill fund in response to the Deepwater Horizon accident, including overseeing the creation of applications, processes for granting funds, approvals, multi-year compliance, audit responses, and reporting of fund uses to agencies. Responsibilities have included liaison with the Board of Governors. Responsible for overseeing the Florida Small Business Development Center statewide administration and selecting statewide leader.		
<b>REASON FOR LEAVING:</b> Still Employed.		
<b>DATES:</b> From: 4/2012 To: 8/2018	<b>EMPLOYER:</b> Thatcher 59 Consulting Associates, LLC	<b>POSITION TITLE:</b> Owner

<b>ADDRESS:</b> (Street, City, State, Zip Code) Molino, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> -	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 12	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for research, consulting services and conference planning.		
<b>REASON FOR LEAVING:</b>		
<b>DATES:</b> From: 9/2016 To: 7/2017	<b>EMPLOYER:</b> Foundation for Excellence in Education	<b>POSITION TITLE:</b> National Policy Director
<b>ADDRESS:</b> (Street, City, State, Zip Code) Tallahassee, Florida		<b>COMPANY URL:</b> <a href="https://www.excelined.org/">https://www.excelined.org/</a>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b> Lizzette Reynolds - Vice President for Policy	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$15,417.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for the oversight and management of the Policy Team all across the United States. Responsible for monitoring grant deliverables, policy papers, policy publications, policy presentations and policy briefings with internal and external parties. Responsible for reviewing, editing and approving foundation press releases, blogs, white papers for the policy team. Responsible for the National Education Summit Strategy Sessions, including: managing session topics, interviewing nationally recognized and acclaimed speakers, assisting participants, coordinating conference calls to discuss planning and topics, coordinating and insuring that information materials are prepared and available. National conference attendance of over 1,000 education and legislative leaders.		
<b>REASON FOR LEAVING:</b> Assisted the Foundation during a transition period and returned to UWF.		
<b>DATES:</b> From: 8/2008 To: 9/2009	<b>EMPLOYER:</b> Florida House of Representatives	<b>POSITION TITLE:</b> Deputy Chief of Staff
<b>ADDRESS:</b> (Street, City, State, Zip Code) Tallahassee, Florida		<b>COMPANY URL:</b> <a href="http://myfloridahouse.gov/">myfloridahouse.gov/</a>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for direct support to the Speaker of the Florida House for specific policy areas and the day to day administrative oversight for legislation referral processes, House Calendar coordination, and committee meeting scheduling. Involved in State of Florida \$66.5 billion budget development. Managed Speaker's correspondence, and incoming email system for responses to thousands weekly. Provide Member, staff and constituent assistance. Liaison to Senate President's staff and Governor's office for specific activities. Responsible for management of assigned Council issues. Specifically charged with floor management during Regular and Special Legislative Sessions. Coordinated numerous special programs for Members i.e. New Member Orientation, Council/Committee Chair Orientation, and Organizational Session. Supported 120 elected members of the House of Representatives. Served on Speaker's Transition team.		
<b>REASON FOR LEAVING:</b> Accepted position with UWF.		
<b>DATES:</b> From: 12/2006 To: 8/2008	<b>EMPLOYER:</b> RPOF House Campaigns	<b>POSITION TITLE:</b> Director of Policy
<b>ADDRESS:</b> (Street, City, State, Zip Code) Tallahassee, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b> Chip Case	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$12,500.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for Policy, in all areas, for the 79 returning Republican Members of the Florida House of Representatives; also responsible for training of members and staff on various constituent and campaign related policy activities. Coordinated all aspects of week-long conference retreats.		
<b>REASON FOR LEAVING:</b> Transitioned to the House of Representatives to be Deputy Chief of Staff.		
<b>DATES:</b> From: 2/2005 To: 12/2006	<b>EMPLOYER:</b> Executive Office of the Governor	<b>POSITION TITLE:</b> Policy Director and Deputy Policy Director
<b>ADDRESS:</b> (Street, City, State, Zip Code) Tallahassee, Florida		<b>COMPANY URL:</b> <a href="http://www.flgov.com/">www.flgov.com/</a>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b> Mark Kaplan - Chief of Staff	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

Responsible for the development of policy initiatives in all aspects of Florida life; the coordination of message delivery to Legislators, the public, press, and stakeholders; the passage of policy initiatives by the Legislature; determination of the proper budgetary requests to fund policy initiatives; and the monitoring of proper implementation.

Oversaw policy development for all Governor's state agencies and policy initiatives in the State of Florida budget working closely with agency Secretaries and Department Heads.

Managed Governor's budget recommendations for \$74 billion budget.

Management over the correspondence unit responsible for the accurate response to thousands of messages from Floridians each week.

During the 2006 Legislative Session, twenty-two out of twenty-six policy initiatives were supported by the Legislature and became law. An unprecedented number for a final session of an outgoing Governor.

Staffed the Lt. Governor and task force for Long term solutions for the Hurricane Insurance Market.

Provided White House Briefings on Emergency Management and Hurricane Response.

Assisted in the Design and Development of the Hurricane Preparedness - First 72 are on you campaign.

**REASON FOR LEAVING:**

Governor Bush was termed out and I left to work with incoming Speaker for Florida House at the RPOF.

<b>DATES:</b> From: 9/1992 To: 6/2006	<b>EMPLOYER:</b> R & R Enterprises	<b>POSITION TITLE:</b> Owner
<b>ADDRESS:</b> (Street, City, State, Zip Code) Pensacola, Florida	<b>COMPANY URL:</b>	
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 12	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

- Archery manufacturing and retail business, serving customers worldwide.  
Assisted with marketing, public relations, accounting and retail management.

**REASON FOR LEAVING:**

We sold the company

<b>DATES:</b> From: 8/2001 To: 2/2005	<b>EMPLOYER:</b> University of West Florida	<b>POSITION TITLE:</b> Director of Governmental Relations
<b>ADDRESS:</b> (Street, City, State, Zip Code) Pensacola, Florida	<b>COMPANY URL:</b>	
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b> John Cavanaugh - President	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

(interruption of service from October 2001 to Spring 2002 on loan to Florida House of Representatives.)

Responsible for advocating the legislative priorities of the university at the local, state, and federal level.

Liaison to all governmental officials and staff as well as any agency necessary to acquire university funding and program approval. Campus resource for legislative inquiries.

Member of President's Cabinet - participated in counsel and advice on university operations.

**REASON FOR LEAVING:**

Accepted position with Governor Jeb Bush

<b>DATES:</b> From: 10/2001 To: 5/2002	<b>EMPLOYER:</b> Florida House of Representatives	<b>POSITION TITLE:</b> Staff Director, House Majority Office
<b>ADDRESS:</b> (Street, City, State, Zip Code) Tallahassee, Florida	<b>COMPANY URL:</b>	
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

Responsible for the daily management of a nine member staff serving the Florida House of Representatives' 77 members of the majority.

Direct support for the Speaker of the House and the Majority Leader for speech writing, legislation and budget development, media relations, policy development and strategy, and in-depth bill analysis and reports. House majority freshman legislative training.

**REASON FOR LEAVING:**

This was a temporary assignment for six months. Returned to UWF

<b>DATES:</b> From: 7/1995 To: 7/2001	<b>EMPLOYER:</b> Florida House of Representatives	<b>POSITION TITLE:</b> Sr. Legislative Assistant - Jerry L. Maygarden
<b>ADDRESS:</b> (Street, City, State, Zip Code) Pensacola, Florida	<b>COMPANY URL:</b>	
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

Responsible for all Legislative activities for District office and all activities relative to the Florida

Legislative Session to include: constituency services, governmental and media relations, bill

development and tracking, represent Legislator at functions, liaison between departments and agencies, confidentiality, and conflict resolution.

<b>REASON FOR LEAVING:</b> Recruited to work at UWF as Leader Maygarden was terming out.		
<b>DATES:</b> From: 1/1995 To: 7/1995	<b>EMPLOYER:</b> Lakeview Center Incorporated	<b>POSITION TITLE:</b> Marketing Coordinator
<b>ADDRESS: (Street, City, State, Zip Code)</b> Pensacola, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for marketing efforts for the largest community Mental Health Center which included coordination of Special Events, Seminars, workshops and Survey Research		
<b>REASON FOR LEAVING:</b> To work for Rep. Maygarden		
<b>DATES:</b> From: 12/1992 To: 11/1994	<b>EMPLOYER:</b> Florida House of Representatives	<b>POSITION TITLE:</b> Legislative Assistant - Lois Benson
<b>ADDRESS: (Street, City, State, Zip Code)</b> Pensacola, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b> Lois Benson - Representative	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for all Legislative activities for the Legislator in the district and Tallahassee.		
<b>REASON FOR LEAVING:</b> Rep. Benson did not seek re-election.		
<b>DATES:</b> From: 10/1991 To: 12/1992	<b>EMPLOYER:</b> Pensacola Cultural Center	<b>POSITION TITLE:</b> General Manager
<b>ADDRESS: (Street, City, State, Zip Code)</b> Pensacola, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Manager of multi-use arts facility. Responsible for fund raising, grant writing, and marketing for \$2.5 million capital campaign; governmental and media relations; all fiscal, endowment, and facility management; tenant negotiations and leases. Served the 10 Member Board of Trustees.		
<b>REASON FOR LEAVING:</b> Recruited by Lois Benson to be her Legislative assistant.		
<b>DATES:</b> From: 9/1990 To: 8/1991	<b>EMPLOYER:</b> Florida Manufactured Housing Association	<b>POSITION TITLE:</b> Director of Membership Development
<b>ADDRESS: (Street, City, State, Zip Code)</b> Tallahassee, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Directed annual million dollar membership recruitment in state of Florida, monthly newsletter generation and communications, advertising and marketing statewide, and coordination of seminars.		
<b>REASON FOR LEAVING:</b> Husband took job in Pensacola. We moved back.		
<b>DATES:</b> From: 8/1989 To: 9/1990	<b>EMPLOYER:</b> American Cancer Society	<b>POSITION TITLE:</b> Income Development Representative
<b>ADDRESS: (Street, City, State, Zip Code)</b> Pensacola, Florida		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Managed all fund-raising efforts for Escambia and Santa Rosa counties, volunteer recruitment, managed 12 special events, and exceeded \$300,000 annual income goal.		
<b>REASON FOR LEAVING:</b> Moved to Tallahassee.		
<b>DATES:</b> From: 1/1989 To: 8/1989	<b>EMPLOYER:</b> Pensacola Area Chamber of Commerce	<b>POSITION TITLE:</b> Membership Development & Services Coordinator
<b>ADDRESS: (Street, City, State, Zip Code)</b> Pensacola, Florida		<b>COMPANY URL:</b>

<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Responsible for membership campaigns, press releases and articles, special events coordination, marketing, and sponsorships.		
<b>REASON FOR LEAVING:</b> Recruited to a higher position with the American Cancer Society.		

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION**

**Volunteer Experience**  
African American Heritage Society Committee

**Volunteer Experience**  
American Cancer Society

**Professional Associations**  
American Legislative Exchange Council

**Professional Associations**  
American Marketing Association

**Professional Associations**  
Archery Shooters of America Member, Multiple State 3D Archery Champion

**Volunteer Experience**  
Arts Council of Northwest Florida Executive Committee

**Volunteer Experience**  
Bush-Brogan County Co-Chair 1998 and 2002; Inauguration Committee member 2003  
Bush-Cheney County Co-Chair 2000; County Chair 2004

**Professional Associations**  
Buckmasters

**Volunteer Experience**  
Children's Home Society Volunteer

**Volunteer Experience**  
Escambia County Civic Center Advisory Committee

**Volunteer Experience**  
Escambia County Schools Core Values Committee

**Professional Associations**  
Escambia Federated Republican Woman's Club Board member and numerous Chairs

**Volunteer Experience**  
4-H - Spring Chautauqua Volunteer

**Volunteer Experience**  
4-H Foundation Board Member

**Professional Associations**  
Florida Association of Counties Vice - Chair, Public Safety committee 2003-2004

**Professional Associations**  
Florida Association of Counties

**Professional Associations**  
Florida Public Relations Association

**Volunteer Experience**  
Florida Presidency III Voting

**Volunteer Experience**  
Foundation for Excellence in Education Volunteer

**Interests & Activities**  
Friends of the NRA Committee

**Professional Associations**  
International Bowhunters of America

**Professional Associations**  
ICMA - International City/County Management Association

**Volunteer Experience**  
Jet Set - National Naval Aviation Museum

**Professional Associations**  
Lakeview Center Family Expo Volunteer

**Volunteer Experience**  
Leukemia Society Committee

**Professional Associations**  
Lumina Foundation - Statewide Advisory Board Member

**Professional Associations**  
National Association of Counties

**Professional Associations**  
National Association of State Budget Officers

**Professional Associations**

National Field Archery Association member and NFAA National Champion, 3-D

**Professional Associations**

National Society of Fund Raising Executives

**Volunteer Experience**

Pensacola Opera

**Volunteer Experience**

Pensacola Little Theatre, Inc., Board Member and Committee Chair

**Volunteer Experience**

Trinitas Christian School - volunteer

**Professional Associations**

Vision Strategic Planning Committee - Pensacola Chamber of Commerce

**Honors & Awards**

2016 Marion Viccars Award - Employee of the Year - UWF

**Volunteer Experience**

Republican National Convention, At-Large Florida delegate New York 2004; Volunteer 1988, Coordinator 2012

**Volunteer Experience**

UWF Presidential Inauguration committee

**Volunteer Experience**

Escambia County Republican Executive Committee - Committee of Excellence Chair

**Miscellaneous**

Impact 100 Member

**Professional Associations**

Institute for Women in Politics Member

**Volunteer Experience**

Lamar Alexander for President, Escambia County Chair 1996

**Personal**

Travel

Family Activities

Lifelong Learning

Farming

Hunting

Baking

**REFERENCES**

Nothing Entered For This Section

Agency-Wide Questions

1. **Were you previously employed by the Board of County Commissioners, Escambia County?**  
Yes
2. **If so, when and with what department(s)?**  
Was not employed as an employee, but was a Commissioner.
3. **Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.**  
None that I am aware of.
4. **Are you 18 years old or older?**  
Yes
5. **Are you a citizen of the United States?**  
Yes
6. **Do you possess or have the ability to obtain a valid Florida Driver's License?**  
Yes
7. **Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?**  
No
8. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.**  
n/a
9. **Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?**  
No
10. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.**  
n/a
11. **Have you ever been suspended, dismissed or asked to resign from any job?**  
No
12. **If yes, explain in detail.**  
n/a
13. **If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.**  
See Resume and answers in education as well as attached diplomas.  
University of Southern Mississippi, Hattiesburg, MS - Bachelor of Arts  
University of Florida, Gainesville, Florida Master of Arts
14. **Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)**  
No
15. **How did you learn about this job?**  
Other
16. **I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?**  
Yes
17. **Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.**  
Yes

**Job Specific Supplemental Questions**

- 1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
- 2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
- 3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
No

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

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

This application was submitted by Janice P. Gilley on 3/15/19 7:28 AM

Signature \_\_\_\_\_

Date \_\_\_\_\_

Janice P. Gilley  
♦ 30 Meharg Road ♦ Molino Florida ♦ 32577

March 10, 2019

Chairman Lumon May, District 3  
Vice Chair Steven Barry, District 5  
Commissioner Jeff Bergosh, District 1  
Commissioner Doug Underhill, District 2  
Commissioner Robert Bender, District 4  
221 Palafox Place  
Pensacola, Florida 32502

Dear Commissioners:

From Skeeter Flats to Innerarity Point, Escambia County has been my home, my life, and my stomping grounds for 53 years. It is where my family came to build Monsanto in the 50's and where my husband's family settled many generations ago. I was born at Baptist hospital, learned to swim in Perdido River, name every type of sea shell that washed on the shore at Fort Pickens and catch, clean and eat the fresh and saltwater fish that grace our lakes, rivers, bay, and gulf. I love our community with every fiber of my being.

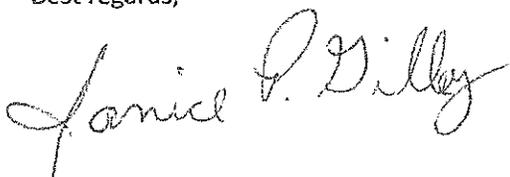
Although I am happily employed at the University of West Florida, it would truly be my honor to be considered to be your next County Administrator. When I completed my Master's study at the University of Florida, it was my desire to be involved in City and County government; however, the fates have taken me in a different direction. I am thankful for the 28 years of public service experiences that I have had at the local, state, and federal level and believe they have prepared me to be the next leader for you and the people of our county.

I have had the pleasure to personally serve many residents, Boards, university Presidents, Florida Representatives, Speakers of the House, and a Governor. These experiences have provided me with a wealth of knowledge in the areas of government you are seeking, such as budgeting, crisis management, economic development, policy development, organizational management, constituent services, large scale construction, communications, and organizational improvement and transition. That has allowed me to acquire executive core qualifications like affecting change, leading people, being results driven, supporting business, and building coalitions in diverse communities.

We all want Escambia County to be the best community in Florida. We want healthier, safer neighborhoods, engaged employees, excellent citizen services, reliable transportation, a culture of transparency, a clean environment, and a thriving economy. I would love the opportunity to be a part of making sure we accomplish all these things and become what we all believe our community can be.

I thank you for your consideration of my application and will happily answer any questions you may have of me.

Best regards,



#6B (3) Gilley

# Janice P. Gilley

30 Meharg Road, Molino, Florida 32577

## Contact:

Tel : 850.384.2135

email: [njgilley@aol.com](mailto:njgilley@aol.com)

## CAREER EXPERIENCE SUMMARY:

28 years Governmental, Higher Education and Organizational experience on local, state and federal level

Accreditation	Constituency Services	Inter-Governmental Relations	Organization Transition
Budget Development	Consultant Services	Governing	Policy Development
Capital Campaign	Economic Development	Marketing/Advertising	Public Speaking
Confidential Assistant	Employee Management	Media Relations	Small Business
Conference Planning	Endowment Manager	Member Relations	Strategic Planning
Conflict Resolution	Facility Management	Organization Mgt.	University Advocacy

## EDUCATION:

Master of Arts -- Public Administration – University of Florida - December 1988

Bachelor of Arts -- Journalism, Public Relations & Communications – University of Southern Miss  
– December 1986

## PUBLIC SERVICE:

Commissioner, Escambia County Board of County Commissioners - May 2002 to November 2004

Board Member, Escambia County School Board - June 1999 to October 1999

Member, Santa Rosa Island Authority – December 2012 to Present

Member, Escambia County Health Facilities Authority – September 2011

Member, Escambia County Value Adjustment Board, - 2001 to 2004

Member, Escambia County Board of Adjustment - Summer 2001

Member, Escambia County Chief Judges Task Force on Gangs - 1993 to 1994

Member & Vice Chair, Three Rivers, Resource Conservation and Development Council, USDA 1993-2007

Intern, City of Pensacola Annexation, 1988

## PROFESSIONAL EXPERIENCE:

### University of West Florida - Pensacola, Florida

**Assistant Vice President, External Affairs - Governmental and Community Relations and Special**

**Assistant to the President - August 2009 to Present (break in service for 10 months)**

- Responsible for advocating the legislative priorities of the university at the local, state, and federal level. Liaison to all governmental officials and staff as well as any agency necessary to acquire university funding and program approval. Campus resource for legislative inquiries. Over \$75M in new projects, facilities and programs funded during tenure.
- Responsible for policy development and coordination with departments and organizations on campus.
- President's Cabinet member engaged in all aspects of university management.
- President's Budget Team monitoring university's \$315 M budget.
- Responsible for overseeing the management of the Board of Trustees and University Events.
- 2016 Marion Vickers UWF Employee of the Year
- Responsible for leading the team to implement new campus-wide technology to increase efficiency as well as customer experience and service.
- Responsible for assisting President Bense with university administration and management of President's office.
- Responsible for overseeing the transfer of the Florida Virtual Campus to the university which included 110 employees, and a \$22.8M budget. Involved in the continuous operation of the organization.
- Responsible for implementation of the \$30M oil spill fund in response to the Deepwater Horizon accident, including overseeing the creation of applications, processes for granting funds, approvals, multi-year compliance, audit responses, and reporting of fund uses to agencies.
- Responsibilities have included liaison with the Board of Governors.
- Responsible for overseeing the Florida Small Business Development Center statewide administration and selecting statewide leader.

**Foundation for Excellence in Education –**

**National Policy Director – September 2016**

- Responsible for the oversight and management of the Policy Team all across the United States.
- Responsible for monitoring grant deliverables, policy papers, policy publications, policy presentations and policy briefings with internal and external parties.
- Responsible for reviewing, editing and approving foundation press releases, blogs, white papers for the policy team.
- Responsible for the National Education Summit Strategy Sessions, including: managing session topics, interviewing nationally recognized and acclaimed speakers, assisting participants, coordinating conference calls to discuss planning and topics, coordinating and insuring that information materials are prepared and available. National conference attendance of over 1,000 education and legislative leaders.

**Thatcher 59 Consulting Associates, LLC and Sole Proprietor**

**Owner – April 2012 to 2018**

- Responsible for research, consulting services and conference planning.

**Florida House of Representatives – Tallahassee, Florida**

**Deputy Chief of Staff – August 2008**

- Responsible for direct support to the Speaker of the Florida House for specific policy areas and the day to day administrative oversight for legislation referral processes, House Calendar coordination, and committee meeting scheduling.
- Involved in State of Florida \$66.5 billion budget development.
- Managed Speaker's correspondence, and incoming email system for responses to thousands weekly.
- Provide Member, staff and constituent assistance. Liaison to Senate President's staff and Governor's office for specific activities.
- Responsible for management of assigned Council issues. Specifically charged with floor management during Regular and Special Legislative Sessions.
- Coordinated numerous special programs for Members i.e. New Member Orientation, Council/Committee Chair Orientation, and Organizational Session.
- Supported 120 elected members of the House of Representatives.
- Served on Speaker's Transition team.

**RPOF House Campaigns - Tallahassee, Florida**

**Director of Policy for House Campaigns – December 2006**

- Responsible for Policy, in all areas, for the 79 returning Republican Members of the Florida House of Representatives; also responsible for training of members and staff on various constituent and campaign related policy activities. Coordinated all aspects of week-long conference retreats.

**Executive Office of the Governor – Tallahassee, Florida**

**Policy Director and Deputy Policy Director – February 2005**

- Responsible for the development of policy initiatives in all aspects of Florida life; the coordination of message delivery to Legislators, the public, press, and stakeholders; the passage of policy initiatives by the Legislature; determination of the proper budgetary requests to fund policy initiatives; and the monitoring of proper implementation.
- Oversaw policy development for all Governor's state agencies and policy initiatives in the State of Florida budget working closely with agency Secretaries and Department Heads.
- Managed Governor's budget recommendations for \$74 billion budget.
- Management over the correspondence unit responsible for the accurate response to thousands of messages from Floridians each week.
- During the 2006 Legislative Session, twenty-two out of twenty-six policy initiatives were supported by the Legislature and became law. An unprecedented number for a final session of an outgoing Governor.
- Staffed the Lt. Governor and task force for Long term solutions for the Hurricane Insurance Market.
- Provided White House Briefings on Emergency Management and Hurricane Response.
- Assisted in the Design and Development of the Hurricane Preparedness - First 72 are on you campaign.

**R & R Enterprises – Pensacola, Florida - September 1992 to June 2006**

**Owner** - Archery manufacturing and retail business, serving customers worldwide.

- Assisted with marketing, public relations, accounting and retail management.

**University of West Florida - Pensacola, Florida**

**Director of Governmental Relations - August 2001 to February 2005 (interruption of service from October 2001 to Spring 2002 on loan to Florida House of Representatives.)**

- Responsible for advocating the legislative priorities of the university at the local, state, and federal level. Liaison to all governmental officials and staff as well as any agency necessary to acquire university funding and program approval. Campus resource for legislative inquiries.
- Member of President's Cabinet – participated in counsel and advice on university operations.

**Florida House of Representatives - Tallahassee, Florida**

**Staff Director, House Majority Office - October 2001 to May 2002**

- Responsible for the daily management of a nine member staff serving the Florida House of Representatives' 77 members of the majority. Direct support for the Speaker of the House and the Majority Leader for speech writing, legislation and budget development, media relations, policy development and strategy, and in-depth bill analysis and reports. House majority freshman legislative training.

**Florida House of Representatives - Pensacola, Florida**

**Sr. Legislative Assistant - Jerry L. Maygarden, District 2 - July 1995 to July 2001**

- Responsible for all Legislative activities for District office and all activities relative to the Florida Legislative Session to include: constituency services, governmental and media relations, bill development and tracking, represent Legislator at functions, liaison between departments and agencies, confidentiality, and conflict resolution.

**Lakeview Center Incorporated - Pensacola, Florida**

**Marketing Coordinator - January 1995**

- Responsible for marketing efforts for the largest community Mental Health Center which included coordination of Special Events, Seminars, workshops and Survey Research

**Florida House of Representatives - Pensacola, Florida**

**Legislative Assistant - Lois Benson, District 2 - December 1992**

- Responsible for all Legislative activities for the Legislator in the district and Tallahassee.

**Pensacola Cultural Center - Pensacola, Florida**

**General Manager - October 1991**

- Manager of multi-use arts facility. Responsible for fund raising, grant writing, and marketing for \$2.5 million capital campaign; governmental and media relations; all fiscal, endowment, and facility management; tenant negotiations and leases. Served the 10 Member Board of Trustees.

**Florida Manufactured Housing Association - Tallahassee, Florida**

**Director of Membership Development - September 1990**

- Directed annual million dollar membership recruitment in state of Florida, monthly newsletter generation and communications, advertising and marketing statewide, and coordination of seminars.

**American Cancer Society - Pensacola, Florida**

**Income Development Representative, August 1989**

- Managed all fund-raising efforts for Escambia and Santa Rosa counties, volunteer recruitment, managed 12 special events, and exceeded \$300,000 annual income goal.

**Pensacola Area Chamber of Commerce - Pensacola, Florida**

**Membership Development & Services Coordinator, January to August 1989**

- Responsible for membership campaigns, press releases and articles, special events coordination, marketing, and sponsorships.

**PROFESSIONAL AFFILIATIONS - VOLUNTEER WORK - COMMUNITY SERVICE**

**1990 to Present**

African American Heritage Society Committee Member  
American Cancer Society  
American Legislative Exchange Council  
American Marketing Association  
Archery Shooters of America Member, Multiple State 3D Archery Champion  
Arts Council of Northwest Florida Executive Committee  
Bush-Brogan County Co-Chair 1998 and 2002; Inauguration Committee member 2003  
Bush-Cheney County Co-Chair 2000; County Chair 2004  
Buckmasters Member  
Children's Home Society Volunteer  
Downtown Pensacola Improvement Board  
Escambia County Civic Center Advisory Committee Member  
Escambia County Schools Core Values Committee Member  
Escambia County Republican Executive Committee - Committee of Excellence Chair  
Escambia Federated Republican Woman's Club Board Member and numerous Chairs  
40 under 40-Selected as Future Leader for Escambia and Santa Rosa County Spring 2004  
4-H - Spring Chautauqua Volunteer  
4-H Foundation Board Member  
Florida Association of Counties Vice – Chair, Public Safety committee 2003-2004  
Florida Association of Counties, Member  
Florida Public Relations Association  
Florida Presidency III Voting Member  
Foundation for Excellence in Education Volunteer  
Friends of the NRA Committee Member  
International Bowhunters of America Member  
ICMA - International City/County Management Association, Member  
Impact 100 Pensacola  
Institute for Women in Politics  
Jet Set - National Naval Aviation Museum - Founding Member  
Lakeview Center Family Expo Volunteer  
Lamar Alexander for President, Escambia County Chair 1996  
Leukemia Society Committee Member  
Lumina Foundation – Statewide Advisory Member  
National Association of Counties  
National Association of State Budget Officers, Member  
National Field Archery Association member and NFAA National Champion, 3-D  
National Society of Fund Raising Executives  
Pensacola Opera – Board Member  
Pensacola Little Theatre, Inc., Board Member and Committee Chair  
Republican National Convention, At-Large Florida delegate New York 2004; Volunteer 1988, Coordinator 2012  
Trinitas Christian School – volunteer  
UWF Presidential Inauguration committee  
Vision 2015 Strategic Planning Committee Member

**PERSONAL INTERESTS:**

Travel      Family Activities      Lifelong Learning      Farming      Hunting      Baking

Gilley continued

References if needed:

Dr. Judy Bense  
President Emeritus and Professor, University of West Florida  
[JABnna181@gmail.com](mailto:JABnna181@gmail.com)  
850.293.4240

Larry Cretul  
Former Speaker of the House and Marion County Commissioner  
[Larrycretul@gmail.com](mailto:Larrycretul@gmail.com)  
850.597.0016

Mark Kaplan  
Vice President, UF Government and Community Relations - Former Chief of Staff, Gov. Bush  
[MarkEKaplan@gmail.com](mailto:MarkEKaplan@gmail.com)  
850.322.6237

Suzanne Lewis  
UWF Board of Trustees and Former Superintendent Yellowstone and Glacier NPS  
[Slewis1111@cox.net](mailto:Slewis1111@cox.net)  
850.377.2342

Jerry Maygarden  
Former Majority Leader and Mayor of Pensacola  
[jerrymaygarden@gmail.com](mailto:jerrymaygarden@gmail.com)  
850.572.8419

Dr. Pam Northrup  
Vice President of Research and Innovation, University of West Florida  
[pnorthru@uwf.edu](mailto:pnorthru@uwf.edu)  
850.450.3941

Jimmy Patronis  
Chief Financial Officer, State of Florida  
[Jimmy.Patronis@myfloridacfo.com](mailto:Jimmy.Patronis@myfloridacfo.com)  
850.413.3100

Marie K. Young  
Former Escambia County Commissioner  
850.433.2914

# The University of Florida

has conferred on

Janice Elizabeth Perkins

the degree

Master of Arts

and all the rights and privileges thereto appertaining.

In Witness Whereof, this diploma, duly signed, has been issued and the seal of the University affixed.

Issued by the Board of Regents upon recommendation of the Faculty of

The Graduate School

at Gainesville, this seventeenth day of December, A.D. 1988.

*Bob M. Taylor*  
Governor

*Joan Ruffner*  
Chairman, Board of Regents



*Mark W. Cain*  
President

*Madelyn Lockhart*  
Dean

# The University of Florida Department of Political Science

Jarice Elizabeth Perkins

having successfully completed the prescribed course of  
graduate study is hereby granted

The Certificate in Public Administration



Date December 17, 1988

Gainesville, Florida

W. A. C. Keen  
Director, Program in  
Public Administration

Wayne F. Lewis  
Chair, Department of  
Political Science

Madelyn Lockhart  
Dean of the Graduate School

# The University of Southern Mississippi



On Recommendation of the Faculty of the  
College of Liberal Arts

and by authority of the Board of Trustees  
has conferred upon

*Joice Elizabeth Perkins*

the degree of

Bachelor of Arts

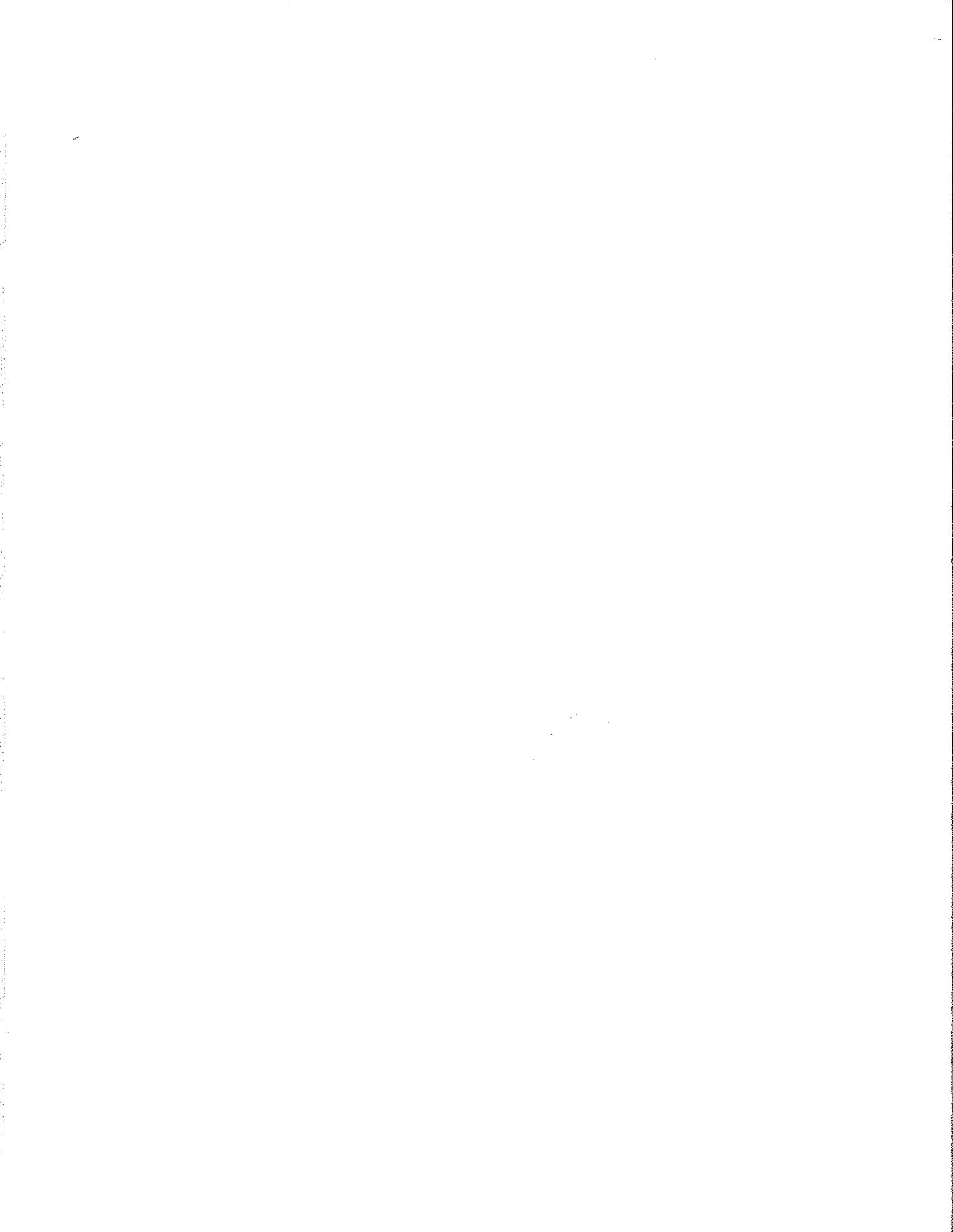
At Hattiesburg, Mississippi, December 19, 1986 with all the rights and privileges  
appertaining to that degree.

*Bryce Duffin*  
President of the Board of Trustees

*Danny W. Montgomery*  
Registrar

*Arthur K. Lucas*  
President of the University

*James Perkins*  
Vice President for Academic Affairs



EMPLOYMENT APPLICATION		
		<b>ESCAMBIA COUNTY</b> 221 Palafox Place HR Suite 200 Pensacola, Florida 32502-5835 (850) 595-3000 Out-of-Area: (866) 609-0603 <a href="http://www.myescambia.com/iobs">http://www.myescambia.com/iobs</a>
		<b>Received: 2/5/19 4:57 PM</b> <b>For Official Use Only:</b> QUAL: _____ DNQ: _____ <input type="checkbox"/> Experience <input type="checkbox"/> Training <input type="checkbox"/> Other: _____
<b>MARTIN, CHRISTOPHER</b> <b>02738 COUNTY ADMINISTRATOR</b>		
PERSONAL INFORMATION		
<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR		<b>EXAM ID#:</b> 02738
<b>NAME: (Last, First, Middle)</b> MARTIN, CHRISTOPHER		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS: (Street, City, State, Zip Code)</b> 1244 Tall Pine Trail Road, Gulf Breeze, Florida 32561		<b>EMAIL ADDRESS:</b> cbcmart@gmail.com
<b>HOME PHONE:</b> (703) 927-5754	<b>ALTERNATE PHONE:</b>	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> <b>State:</b> FL <b>Number:</b> m635-118-64-188-0	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PREFERENCES		
Nothing Entered For This Section		
EDUCATION		
<b>DATES:</b> From: 3/2007 To: 3/2008	<b>SCHOOL NAME:</b> Naval War College	
<b>LOCATION: (City, State)</b> Newport , Rhode Island	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Master's
<b>MAJOR:</b> National Security Affairs and Strategic Planning		<b>UNITS COMPLETED:</b>
<b>DATES:</b> From: 6/2002 To: 8/2002	<b>SCHOOL NAME:</b> Naval Safety School Graduate	
<b>LOCATION: (City, State)</b> Monterey , California	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Professional
<b>MAJOR:</b> Aviation Safety Officers School		<b>UNITS COMPLETED:</b>
<b>DATES:</b> From: 6/2002 To: 8/2002	<b>SCHOOL NAME:</b> Naval Post Graduate School	
<b>LOCATION: (City, State)</b> Monterey , California	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Professional
<b>MAJOR:</b> Aviation Safety Officers Course		<b>UNITS COMPLETED:</b>
<b>DATES:</b> From: 8/1988 To: 12/1992	<b>SCHOOL NAME:</b> Auburn University	
<b>LOCATION: (City, State)</b> Auburn , Alabama	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> Professional Flight Management		<b>UNITS COMPLETED:</b>
WORK EXPERIENCE		
<b>DATES:</b> From: 12/1992 To: 7/2019	<b>EMPLOYER:</b> Naval Aviator	<b>POSITION TITLE:</b> Landing Signals Officer, Operations Officer, Safety Officer, Flight Instructor
<b>ADDRESS: (Street, City, State, Zip Code)</b> Multiple, Armed Forces Americas		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> and U.S. Naval Aviator in leadership positions onboard aircraft carriers, staffs, and squadrons. Rank: Ensign to Commander		
<b>REASON FOR LEAVING:</b>		
<b>DATES:</b> From: 3/2016 To: 3/2019	<b>EMPLOYER:</b> United States Navy	<b>POSITION TITLE:</b> Commanding Officer, Naval Air Station
<b>ADDRESS: (Street, City, State, Zip Code)</b> 150 Hase Road Suite A, Pensacola, Florida, 32508		<b>COMPANY URL:</b>

<b>PHONE NUMBER:</b> 850 452 2713	<b>SUPERVISOR:</b> RDML Bolivar - Commander, Navy Region Southeast	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$12,500.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1400
<b>DUTIES:</b> FL. Equivalent: Mayor or Chief Operating Officer Rank: Captain Responsibilities: Directly responsible for a yearly operating budget of more than \$45M and supervises over 1,400 personnel (civilian, military, and contractors) in 17 departments, including: Fire & Emergency Services, Police, Operations, Emergency Management, Public Works, Environmental, Safety, Administrative, Information Technology, Training, Legal, Public Affairs, Supply, Housing, Religious Ministries, Family Support, and Recreation. Effectively oversee an installation with a yearly economic impact to Northwest Florida of \$7.1B and a replacement value totaling over \$3.8B. Responsible for: The daily safety, security, and operations of NAS Pensacola - one of four installations in the US Navy with an active airfield and deep water port; composed of over 8,458 acres, 25,000 personnel, 126 organizations/companies, and 684 buildings. Completing 250 redevelopment projects, including buildings, airfields, roads, parking lots, and utilities (electrical, water, wastewater, and steam) worth over \$250M. Managing numerous contracting budgets worth over \$490M, including pay, utilities, and services. Operating quality of life programs for over 3,000,000 patrons, encompassing a yearly business operation of over \$20M, and includes: tourist and travel, 45-hole golf course, 96-slip marina, 16-lane bowling alley and snack bar, 973 bed hotel, 38 cottages, 217 RV sites, full service restaurants, catering and conference center, auto-hobby shop, recycling center. Operating a two child development centers and two youth activity centers with over 550 children, 10,036-bed barracks, three full service galleys, two churches, liberty centers, two cinemas, four pools, four gym/fitness centers, soccer fields, tennis courts, basketball courts, little league baseball fields, softball fields, and numerous parks throughout the installation. Provide security and support to the National Naval Aviation Museum, Barrancas National Fort and Light House with almost 1,000,000 visitors each year. Provide direct support to the Veterans Administration and Barrancas National Cemetery that holds funerals every 30 minutes of the day, 360 days a year. Overseeing 549 residential homes, 177 miles of roads/pavements, and 17 miles of shoreline. Delivering 804,000 MWH of electricity, 2.9B gallons of water, 268K MBTU of steam, 1.3M MBTU of natural gas, 954K MBTU of chilled water, and collection of 2.3B gallons of wastewater per year. Accomplishments: Successful completion of projects during the largest redevelopment period in the history of NASP: new runway, taxiways, and parking aprons; hangar alterations; retail store renovations; barracks renovation; road, roof, parking lot, and HVAC repairs; energy and lighting upgrades; and storm water improvements. Joint venture with local utility converted an unused airfield into a 385 acre, 660,000 solar panel, 65 MW photovoltaic solar electric plant. Flawless execution of the 2016-17 NAS Pensacola Air Show, breaking all previous attendance records with more than 400,000 spectators over the three-day event. Direct engagement ensured a very successful, safe, and historic event for the U.S. Navy and the greater Pensacola community. Environmental Awards / Achievements: 2016 CNO Award for Cultural Resources (Individual and Installation). The award cycle was for FY's 2015-2016 2016 Florida Department of Environmental Protection Clean Marina Awards (2 awards) Sherman Cove and Bayou Grande Marinas 2017 Florida Department of Environmental Protection (FDEP) Northwest District Environmental Stewardship Award 2016, 2017 Tree City USA Award from the National Arbor Day Foundation, the National Association of State Foresters, and the U.S. Forest Service. NAS Pensacola earned the SECNAV Gold Energy Award in 2016 and 2017 Best Installation out of 70 in the Navy - Recognized by Navy Times as the third best installation in the Navy, the number one installation in the continental US. Sustained high morale and positive command climate - Awarded 2017 Commander Navy Installations Command Retention Excellence Award Lectures & Engagements - Numerous Rotary Clubs, Civic Leagues, Associations, and Organizations		
<b>REASON FOR LEAVING:</b> Retiring after more than 30 years of Naval service		
<b>DATES:</b> From: 3/2015 To: 9/2016	<b>EMPLOYER:</b> Faculty, Air War College	<b>POSITION TITLE:</b> Faculty
<b>ADDRESS: (Street, City, State, Zip Code)</b> Maxwell AFB, Alabama		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Rank: Captain Responsibilities: Graduate level, Southern Association of Colleges and Schools accredited institution, serving top 15 percent of military and civilian professionals. Faculty and curriculum develop team member for Strategic Leadership and Warfighting courses serving over 240 graduate students from U.S. armed services, government agencies, and international officers from 41 countries. Accomplishments: Developed curriculum for Senior Leadership Environment and Leading Change & Transformation courses. As seminar director, produced 32 senior military and civilian graduates, each earning a Master's degree in Strategic Studies. Co-developed Public Speaking course, culminating in public speaking events at Huntingdon College and Auburn University Montgomery.		
<b>REASON FOR LEAVING:</b> Selected to command Naval Air Station Pensacola		
<b>DATES:</b> From: 3/2011 To: 5/2014	<b>EMPLOYER:</b> Latin America and the Caribbean	<b>POSITION TITLE:</b> Security Cooperation Strategist/Interagency Liaison
<b>ADDRESS: (Street, City, State, Zip Code)</b> Washington, District of Columbia		<b>COMPANY URL:</b>

<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> DC. Equivalent: Senior Vice President Rank: Commander Responsibilities: Strategic military advisor to the USAID Assistant Administrator for Latin America and the Caribbean. Represented 4-star Combatant Commander in top-priority effort to develop holistic strategy across various organizations, working with minimal guidance. Proven expert negotiator who identified opportunities and achieved agreement among disparate U.S. government and non-governmental agencies. Accomplishments: Developed and implemented strategy for engagement with security and development agencies responsible for U.S. activities in the Western Hemisphere. Represented Commander, United States Southern Command for controversial issues with Department of State, Department of Treasury, and USAID. USAID/Office of Foreign Disaster Assistance (OFDA) Disaster Assistance Response Team/Response Management Team qualified. Member USAID/DoS Haiti Task Team representing DoD and United States Southern Command. Routinely presented the organization's positions directly to the most senior levels of government leadership.		
<b>REASON FOR LEAVING:</b> Military transfer		
<b>DATES:</b> From: 8/2008 To: 3/2011	<b>EMPLOYER:</b> Forward Deployed Naval Forces	<b>POSITION TITLE:</b> Commanding Officer & Executive Officer, VAW
<b>ADDRESS:</b> (Street, City, State, Zip Code) Atsugi, Armed Forces Pacific		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> 115, Atsugi, Japan. Equivalent: Vice President Rank: Commander Responsibilities: Initially served as Executive Officer and "Fleeted" up to assume command of the squadron. Led a command of 180 military personnel in the high tempo, fast paced arena that make up the Forward Deployed Naval Forces. Responsible and accountable for the combat effectiveness, safety, efficiency, financial stewardship and morale of the entire command, including assets valued in excess \$500 million. Accomplishments: Completed three deployments on USS George Washington and numerous detachments throughout the Pacific with zero mishaps. Transitioned the squadron to the Hawkeye 2000 aircraft with no impact to operations. Awarded the Naval Air Forces Battle E for Efficiency as well as the Safety S. International ambassador routinely engaging with Japanese host as well as other international partners.		
<b>REASON FOR LEAVING:</b>		

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION****Honors & Awards**

Awarded the Naval Air Forces Battle E for Efficiency as well as the Safety S

**Honors & Awards**

Sustained high morale and positive command climate - Awarded 2017 Commander Navy Installations Command Retention Excellence Award

**Honors & Awards**

Best Installation out of 70 in the Navy - Recognized by Navy Times as the third best installation in the Navy, the number one installation in the continental US

**Honors & Awards**

NAS Pensacola earned the SECNAV Gold Energy Award in 2016 and 2017

**Honors & Awards**

2016, 2017 Tree City USA Award from the National Arbor Day Foundation, the National Association of State Foresters, and the U.S. Forest Service

**Honors & Awards**

2017 Florida Department of Environmental Protection (FDEP) Northwest District Environmental Stewardship Award

**Honors & Awards**

2016 Florida Department of Environmental Protection Clean Marina Awards (2 awards) Sherman Cove and Bayou Grande Marinas

**Honors & Awards**

2016 CNO Award for Cultural Resources (Individual and Installation). The award cycle was for FY's 2015-2016

**Honors & Awards**

Environmental Awards / Achievements

**Honors & Awards**

Commanding Officer of Naval Air Station Pensacola, the largest U.S. Naval installation in Navy Region Southeast; similar to the Mayor or

#6B (4) Martin

City Manager of a city with a population of over 25,000, aggressive redevelopment, robust infrastructure, fragile coastline and wetlands environment, and yearly economic impact of \$7.1B. Highly accomplished leader with proven outstanding performance across a diverse portfolio. Collaborates daily with command leadership, local communities, federal, state and local governmental agencies to achieve organizational objectives in a dynamic, fast-paced environment

**Professional Associations**

USAID/ Haiti Task Team representing DoD and United States Southern Command

**REFERENCES**

Nothing Entered For This Section

**Agency-Wide Questions**

1. **Were you previously employed by the Board of County Commissioners, Escambia County?**  
No
2. **If so, when and with what department(s)?**
3. **Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.**
4. **Are you 18 years old or older?**  
Yes
5. **Are you a citizen of the United States?**  
Yes
6. **Do you possess or have the ability to obtain a valid Florida Driver's License?**  
Yes
7. **Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?**  
No  
**If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.**  
n/a
9. **Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?**  
No  
**If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.**  
n/a
11. **Have you ever been suspended, dismissed or asked to resign from any job?**  
No
12. **If yes, explain in detail.**  
n/a
13. **If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.**
14. **Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)**  
No
15. **How did you learn about this job?**  
County Web Site
16. **I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?**  
Yes
17. **Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.**  
Yes

**Job Specific Supplemental Questions**

- 1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
- 2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
- 3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
No

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

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

This application was submitted by CHRISTOPHER MARTIN on 2/5/19 4:57 PM

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_



**Captain Christopher T. "CMART" Martin  
Commanding Officer,  
Naval Air Station Pensacola, Florida**



Captain Martin is a native of Goodlettsville, Tennessee, enlisting in the Navy in January 1984. He graduated from Auburn University, Alabama, with a Bachelor of Science degree in Aviation Management and was commissioned under the Naval Reserve Officers Training Corps in December 1992. Captain Martin earned a Masters degree from the Naval War College in National Security Affairs and Strategic Planning in 2008.

At sea, Captain Martin has served on ships in both the Atlantic and Pacific fleets. His first deployment was the maiden voyage aboard USS JOHN C. STENNIS (CVN 74) around the world with the "Bluetails" of VAW-121 from November 1996 to January 2000. In October of 2002, Martin reported to Carrier Air Wing Seventeen (CVW-17) and served as a Staff Landing Signal Officer making deployments aboard both the USS GEORGE WASHINGTON (CVN 73) and USS JOHN F. KENNEDY (CV 67) participating in combat operations in support of Operations Southern Watch. In January of 2005 he reported to the "Bear Aces" of VAW-124 where he served as Safety and Operations Department Head. During this tour he deployed aboard USS THEODORE ROOSEVELT (CVN 71) in support of Operation Iraqi Freedom in the Arabian Gulf. In September of 2008, he reported to the "Liberty Bells" of VAW-115 as the Executive Officer and subsequently as the Command Officer making multiple deployments onboard USS GEORGE WASHINGTON (CVN 73).

His assignments ashore included flight training and carrier qualification in the E-2C "Hawkeye" aircraft as a member of the "Greyhawks" of VAW-120 from 2000 to 2002. In January 2007, he reported to Professional Military Education Phase Two and earned a Master of Arts degree in National Security Affairs and Strategic Planning in March 2008. From January 2011 to March 2014, he served in a joint assignment as an interagency representative for U.S. Southern Command, representing USSOUTHCOM at the U.S. Agency for International Development (USAID) and the Department of State in Washington, D.C. In March 2014, he reported to the Air War College, Maxwell Air Force Base, to serve as a military faculty member in the Leadership and Warfighting department.

Captain Martin earned his "Wings of Gold" in July 1995. His decorations include a Defense Meritorious Service Medal (two awards), Meritorious Service Medal, Strike/Flight Air Medal, Navy and Marine Corps Commendation Medals (three awards), Navy and Marine Corps Achievement Medals (two awards) and various unit, campaign and service awards.



EMPLOYMENT APPLICATION		
	<b>ESCAMBIA COUNTY</b> 221 Palafox Place HR Suite 200 Pensacola, Florida 32502-5835 (850) 595-3000 Out-of-Area: (866) 609-0603 <a href="http://www.myescambia.com/jobs">http://www.myescambia.com/jobs</a>	<b>Received: 1/10/19 11:40 AM</b> <b>For Official Use Only:</b> QUAL: _____ DNQ: _____ <input type="checkbox"/> Experience <input type="checkbox"/> Training <input type="checkbox"/> Other: _____
	<b>Mendez, Ricardo J</b> <b>02738 COUNTY ADMINISTRATOR</b>	
PERSONAL INFORMATION		
<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR		<b>EXAM ID#:</b> 02738
<b>NAME:</b> (Last, First, Middle) Mendez, Ricardo J		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS:</b> (Street, City, State, Zip Code) 905 Brickell Bay Drive , Suite 323, Miami, Florida 33131		<b>EMAIL ADDRESS:</b> ricardo00mendez@gmail.com
<b>HOME PHONE:</b> (305) 924-2534	<b>ALTERNATE PHONE:</b> 3059242534	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: FL Number: M532730614280	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PREFERENCES		
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Weekends		
EDUCATION		
<b>DATES:</b> From: 1/1995 To: 12/1996	<b>SCHOOL NAME:</b> University of Miami	
<b>LOCATION:</b> (City, State) Coral Gables , Florida	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Master's
<b>MAJOR:</b> MBA, Management/Finance	<b>UNITS COMPLETED:</b> 51 - Semester	
<b>DATES:</b> From: 5/1984 To: 12/1987	<b>SCHOOL NAME:</b> Florida International University	
<b>LOCATION:</b> (City, State) Miami , Florida	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> Civil Engineering	<b>UNITS COMPLETED:</b> 140 - Semester	
WORK EXPERIENCE		
<b>DATES:</b> From: 4/2014 To: Present	<b>EMPLOYER:</b> City of Sweetwater	<b>POSITION TITLE:</b> Finance Director
<b>ADDRESS:</b> (Street, City, State, Zip Code) 500 SW 109 AVE , Sweetwater, Florida, 33174		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 3052212411	<b>SUPERVISOR:</b> Orlando Lopez - Mayor	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 55	<b>SALARY:</b> \$10,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Planning, directing and controlling the financial and administrative functions for the City by following municipal policies and procedures. Provide timely and accurate financial management and policy support, analytical services, and financial information to the City Mayor, Commissioners, Department Directors, and others. Monitor spending and ensures the most efficient and effective use of city funds—financial resources. Provide management oversight of key financial services involving Budget Preparation, Accounts Receivables, Account Payables, Payroll, General Accounting, and ensure all grants expenses and revenues are balanced. Provide information and assists the auditors during the review of the City's financial records. The Finance Director additional functions and responsibilities include: Make journal entries, reviewing and balancing accounts and grants and analyzing revenue and expenditure reports. Supervise and participate in all accounting activities for the city including general accounting, payroll, accounts payable, accounts receivable, grants. Direct the maintenance of a central accounting system for the city and its departments in a manner consisting with established and accepted governmental accounting principles and practices. Analyze and present financial reports in an accurate and timely manner; clearly communicate monthly and annual financial statements. Coordinate and lead the annual audit process, liaise with external auditors. Oversee and lead annual budgeting and planning process; monitor progress and changes and keep the Mayor and City Commission abreast of the organization's financial status. Prepare Budget Revisions and conduct periodically Budget Analysis. Reconcile over 600 GL accounts monthly. Coordinate, analyze and report the financial performance to department heads, Mayor, and Commissioners by creating monthly financial reports. Oversee the budget and that everyone is sticking to it; to ensure that expenditures do not exceed appropriations. Manage organizational cash flow and forecasting.		

Implement a financial management reporting system; ensure that the contract billing and collection schedule is adhered to and that financial data and cash flow are steady and support operational requirements.

Update and implement all necessary business policies and accounting practices; improve the finance department's overall policy and procedure manual. Effectively communicate and present the critical financial matters to the Mayor.

Lead grant management activities and ensure all eligibility requirements are met with federal, state, and local agencies.

Select and oversee financial software installations and manage relationships with software vendors while exercising knowledge of accounting and reporting requirements.

Implement employee training of new financial system for City employees.

Monitor employee commitment to financial training programs that maximize individual and organizational goals across the City including best practices.

Lead communication and relationship building activities with other departments, city council, and mayor's office.

Prioritize, negotiate and work with a variety of internal and external stakeholders.

Responsible for some or all of the City's investment activities. These investments could be as simple as a money market account or simple interest-bearing account.

Request Loans for new vehicles and equipment.

Manage and Mentor new employees.

Direct the staff's activity and for assign workload.

Assist in the human resources department with finance-staffing issues.

Forecast city revenue for a year, quarter or month base on previous revenue for the same time period, industry trends and new services. Therefore, determine priorities, goals, and objectives to prepare the city budget for the same time period, as well as planned expenses and other financial decisions.

Meet regularly with staff to ensure the proper work is being done efficiently and correctly.

Oversee and manage all the City's financial operations and financial systems.

Maintain accurate and current bylaw records.

Oversee Audit and help with the audit process for General Fund.

Oversee the Audit compliance activities for CITT.

Prepare report for annual insurance audit.

Prepare report for annual workers comp audit.

Develop, implement and maintain accounting and administrative policies and procedures. Write manual.

Routinely monitor workplace for areas where growth is needed or possible and where existing resources can be further enhanced.

Manage ongoing banking relationships for maximum efficiency.

Address all financial public records request.

Develop cash flow forecasting and maintain a long-term cash forecast.

Oversee the annual insurance renewal process and ensure appropriate coverage is maintained at all times.

Ensure appropriate legal review of contracts and solicit legal advice as required.

Manage the financial system, ensuring maximum productivity and that it meets the current and future needs.

Oversee the cash management function, including banking relationships.

Keep up today with new financial products and trends i.e., banking, equipment, software and new purchases.

Ensure filings with outside organizations are completed in a timely manner. Like Office of Auditors General.

Create and submit FHWA-536 / Local Highway Finance Report. Complete and submit FDLE grants reports.

Attend vendor meetings.

Ensure departments follow the City financial and purchasing policy and procedures.

Create new accounts for all funds including Grants.

Monitor City departments spending and recommend corrective actions as necessary.

Manage investments and reserves.

Establish and maintain internal controls to ensure compliance with financial and human resources legislation, policies and procedures.

Evaluate the performance of and provide training and development opportunities for Finance department staff.

Prepare RFPs for banking institutions in order to negotiate loan rates and mitigate financial risk.

Ensure that sufficient funds are available to meet ongoing operational and capital investment requirements.

Worked with department heads and all city teams.

Respond and originate phone calls to internal and external customers.

Research and process Police department pay rates. Process retro payments.

Custodian of inventory in computer system.

Performs other duties as assigned by the Mayor.

Identifies and resolves problems in a timely manner, gather, and analyze financial information skillfully.

Provide customer service, manage difficult client/customer situations, respond promptly to customer needs, solicit customer feedback to improve service, respond to requests for service and assistance, and meet commitments.

Plan, direct, organize, prioritize, and monitor the City's finance financial activities.

Provide quality control, demonstrate accuracy and thoroughness, monitor own work to ensure quality and apply feedback to improve performance.

Ensure professional standards productivity standards and complete multiple financial projects for the Mayor and the City Commission.

Adapt to changes in the work environment, manage competing demands and deal with frequent change, delays or unexpected events.

Develop and implement safety and financial security procedures.

**REASON FOR LEAVING:**

accepted private sector offer

<b>DATES:</b> From: 4/2012 To: 5/2013	<b>EMPLOYER:</b> City of Harrisburg	<b>POSITION TITLE:</b> Chief Operating Officer
<b>ADDRESS:</b> (Street, City, State, Zip Code) 10 North Second Street, Suite 302, Harrisburg, Pennsylvania, 17101		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 7172315556	<b>SUPERVISOR:</b> Linda Thompson - William B. Lynch - Mayor - City Receiver	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 60	<b>SALARY:</b> \$10,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 500

**DUTIES:**

Chief Operating Officer

Population: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management & reporting compliance, budgeting & revenue, cost containment & reduction, tax administration, building & housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities & fleet management, public safety, sanitation, IT, and work force & collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's 3 labor union contracts, chaired labor-management committee meetings and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation and environmental compliance of the City's water & wastewater treatment plants providing utility services to 6 municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer:

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the US
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed 4 years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases and set milestones and deadlines to complete 130 initiatives across departments, past due audits and all City projects and programs eliminating chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits and development of strategic plans for every department and bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations helping reduce structural deficit and balance budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2012
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with 6 municipalities avoiding costly litigation
- Negotiated with 3 Unions, FOP, IAFF and AFSCME eliminating long standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime
- Worked closely with the business community, State Department of Community & Economic Development and Business Advisory Council in the implementation of an integrated long term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinance allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing quality of life, reducing the City's unemployment and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision and training
- Enhanced education, accessibility and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas

of concern improving quality of life

- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team and Capitol Police
- Able to leverage State Police personnel, equipment and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources and enabling additional police officers for street patrol duties
- Oversaw establishment of 4 police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure & facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations and condemnations by implementing a strategic plan enhancing site inspections and establishing project control measures
- Managed planning, design, construction, operations, maintenance and rehabilitations of City facilities improving interior structure, security, ADA compliance, overall maintenance and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with public and private sector to implement Right-the-Blight initiative and constructing a state of the art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plan including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of storm water quality and purchasing energy in bulk (electricity, natural gas and fuel) generating significant cost savings, helping balancing the budget and eliminating structural deficit over time
- Worked with community partners and identified highest and best use of City owned vacant lots to create green parcels that absorb storm run-offs and allow portable out door fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement and audit services generating 100 additional business licenses per year and significant increase in City revenue

**REASON FOR LEAVING:**

Voluntarily resigned after implementing 50% of Municipal Financial Recovery Plan. City emerged from Receivership and new administration took office

<b>DATES:</b> From: 1/2009 To: 10/2009	<b>EMPLOYER:</b> Seminole Tribe of Florida	<b>POSITION TITLE:</b> Chief Community Planning & Development Officer
<b>ADDRESS:</b> (Street, City, State, Zip Code) 6300 Stirling Road, Hollywood, Florida, 33024		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> (954) 966-6300	<b>SUPERVISOR:</b> Tribal Council-Sandy Melvin - HR Director	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$20,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 300

**DUTIES:**

Chief Administrative Officer

Population: 5 reservations Budget: \$100M Employees: 7,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development and growth management. Led multimillion dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.

**Achievements:**

- Built high performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utilities construction, operations and maintenance
- Pioneered integration of technology streamlining financial & budget development operations
- Developed Quality Management Program increasing productivity, morale and customer satisfaction

**REASON FOR LEAVING:**

Voluntary resignation to avoid conflict of interest

<b>DATES:</b> From: 8/2006 To: 8/2007	<b>EMPLOYER:</b> Palm Beach County School District	<b>POSITION TITLE:</b> Director, Program Management Department
<b>ADDRESS:</b> (Street, City, State, Zip Code) 3300 Forest Hills Blvd., West Palm Beach, Florida, 33406		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> (561) 434-8461	<b>SUPERVISOR:</b> Joseph Sanchez - Chief Of Facilities	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 55	<b>SALARY:</b> \$10,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 200

**DUTIES:**

Director, Program Management Department

Schools: 200 Budget: \$2B CIP Employees: 200

Brought on board to reorganize department, implement policies & procedures, improve management operations, and lead implementation of a \$2B Capital Improvement Program including planning, design, construction, rehabilitation and modernization of Countywide public infrastructure & facilities. I oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, storm drainage, parks and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management and coordination with local and state regulatory agencies.

**Achievements:**

- Delivered all projects on time and received praises from Oversight Committee and The Palm Beach Post
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Avoided liquidated damages by achieving sound financial resolutions during mediation and arbitration
- Developed records management system enhancing ability to defend against multi-million dollar claims
- Implemented professional training and developed policy & procedures safe guarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties
- Achieved consistent operational guidelines, established internal controls and accomplished a professional management operation enhancing trust and confidence in the Department

**REASON FOR LEAVING:**

Department Relocated to city of Riviera Beach

<b>DATES:</b> From: 7/1999 To: 9/2002	<b>EMPLOYER:</b> City of Miami Beach	<b>POSITION TITLE:</b> Acting Public Works Director
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1700 Convention Center Drive, Miami Beach, Florida, 33139		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> (305) 673-7000	<b>SUPERVISOR:</b> Larry Levy - City Manager	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$7,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 250

**DUTIES:**

Public Works Director

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department, improve management operations and oversee implementation of \$250M CIP and \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, preparation and administration of budgets, coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

**Achievements:**

- Saved millions of dollars implementing Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high performance teams
- Developed and implemented financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits addressing inequities and granting over 20 promotions for the first time in years

**REASON FOR LEAVING:**

Accepted partnership opportunity in private sector

<b>DATES:</b> From: 12/1993 To: 6/1999	<b>EMPLOYER:</b> Miami-Dade County	<b>POSITION TITLE:</b> Special Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 111 NW 1st Street, Miami, Florida, 33128		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> (305) 375-2116	<b>SUPERVISOR:</b> Pete Hernandez - Asst. County Manager	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$5,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

Special Administrator

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several committees. Played a lead role in review and approval of the largest residential, commercial and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services & facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

**Achievements:**

- Ensured developers financial contribution to public infrastructure at significant savings to the County
- Led senior team of professionals during fastest growth and development completing all projects on time
- Helped private sector accomplish development plans without shortchanging county infrastructure
- Eliminated four-year backlog in records management by implementing new IT system

- Accomplished important agreements with local, State and Federal agencies: School Board, FAA and DOT

**REASON FOR LEAVING:**

Selected as top candidate for Assistant Public Works Director with city of Miami Beach

**CERTIFICATES AND LICENSES**

**TYPE:**

ICMA-Credentialed Manager

**LICENSE NUMBER:**

**ISSUING AGENCY:**

International City/County Manager Association

**TYPE:**

Registered Professional Civil Engineer

**LICENSE NUMBER:**

6201052614

**ISSUING AGENCY:**

State of Florida

**TYPE:**

Certified Quality Control Manager

**LICENSE NUMBER:**

**ISSUING AGENCY:**

Department of Transportation

**TYPE:**

Certified Government Financial Manager

**LICENSE NUMBER:**

**ISSUING AGENCY:**

Government Finance Officer Association

**Skills**

**OFFICE SKILLS:**

Typing:

Data Entry:

**OTHER SKILLS:**

**LANGUAGE(S):**

Spanish -  Speak  Read  Write

**ADDITIONAL INFORMATION**

**Professional Associations**

International City/County Managers Association

Government Finance Officer Association

American Government Accountants

**REFERENCES**

Nothing Entered For This Section

Agency-Wide Questions

1. Were you previously employed by the Board of County Commissioners, Escambia County?  
No
2. If so, when and with what department(s)?  
na
3. Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.  
na
4. Are you 18 years old or older?  
Yes
5. Are you a citizen of the United States?  
Yes
6. Do you possess or have the ability to obtain a valid Florida Driver's License?  
Yes
7. Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?  
No
8. If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.  
na
9. Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?  
No
10. If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.  
na
11. Have you ever been suspended, dismissed or asked to resign from any job?  
No
12. If yes, explain in detail.  
na
13. If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.  
University of Miami, Coral gables, FL, MBA Management-Finance  
Florida International University, Bachelor of Science Civil Engineering  
Certified Government Financial Manager  
ICMA Credentialed Local Government Manager  
Certified Quality Control Manager  
Registered Professional Civil Engineer, FL
14. Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)  
No
15. How did you learn about this job?  
Other
16. I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?  
Yes
17. Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.  
Yes

**Job Specific Supplemental Questions**

1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
no

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

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

This application was submitted by Ricardo J Mendez on 1/10/19 11:40 AM

Signature \_\_\_\_\_

Date \_\_\_\_\_

**RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM**

905 Brickell Bay Dr. Suite 323 Miami, Florida 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

December 30, 2018

Escambia County, FL  
Human Resources

**Subject: County Administrator**

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. As Chief Operating Officer for the City of Harrisburg PA, I implemented the City's Financial Recovery Plan and accomplished over 50% of 130 management improvement and revenue generating initiatives across 16 Departments and Bureaus including Fire and Police. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and 3 audits within 13 months after taking over. After eliminating chronic delays, errors and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, projects and programs on time winning the GFOA Budget Award for excellence in financial reporting in 2012. Furthermore, earned praises for early completion of all assignments from the City Receiver, Major General (Ret.) William B. Lynch, including development and implementation of strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership in 2.5 years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serves as an example to help other financially distressed municipalities organize and rebuild management operations. During this tenure, I also earned an outstanding performance evaluation as the City Administrator by the court-appointed Receiver and Mayor.

I have over twenty-five years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans and saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in local government serving in the capacity of Section Head, Division Manager, Assistant Director, Department Director, Chief Operating Officer, and Chief Administrative Officer. Therefore, I developed expertise in community planning, real estate, building, financial management, operational analysis, budget development, labor-management relations, collective bargaining, construction/project management, procurement, intergovernmental relations, IT, economic development, risk & bond management, water & sewer systems, public works and public safety.

During my career as a professional manager and administrator, I ensured adopted policies, directives, resolutions and ordinances were implemented and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development and performance of Department Directors, Bureau chiefs, 500 municipal employees. In addition, served as City chief negotiator with five different Unions including the FOP, IAFF, AFSCME, PBA, and IUPAT. I also led administration and implementation of government programs, preparation and administration of multimillion-dollar budgets, development of capital improvement plans and served as Chief Financial Officer in charge of assessing financial conditions, policy alternatives and implementation of cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Jose Mendez

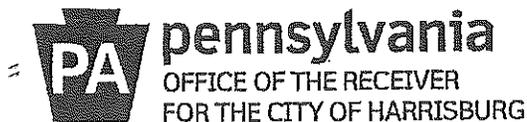
#6B (5) Mendez

## **RICARDO JOSE MENDEZ, MBA, ICMA-CM**

905 Brickell Bay Dr # 323 Miami Florida 33131 | (305) 924-2534 | [rjmcivilpe@gmail.com](mailto:rjmcivilpe@gmail.com)

### **Professional References**

1. Major General (Ret.) William B. Lynch, City Receiver, City of Harrisburg PA
2. Fred A. Reddig, Head of Pennsylvania Governor's Office for Local Government Affairs
3. Alex Penelas, Mayor, Miami-Dade County
4. Arthur C. Johnson, Ph.D., Superintendent, Palm Beach County School District
5. John J. Ritsema, P.E., Division Chief, Miami-Dade County
6. Aristides Rivera, P.E., Assistant County Manager, Miami-Dade County
7. Matthew D. Schwartz, Assistant City Manager, City of Miami Beach



May 7, 2013

Recommendation: Ricardo Mendez-Saldivia

To whom it may concern:

Mr. Ricardo Mendez-Saldivia asked that I provide a letter of recommendation for him. I am most pleased to do so.

Mr. Mendez-Saldivia has served as the Chief Operating Officer and Chief of Staff for the City of Harrisburg, Pennsylvania for the last year. As the Receiver for the City of Harrisburg, I worked closely with him. Harrisburg is a city of 50,000 and is designated as a financially distressed municipality under Pennsylvania Act 47.

Mr. Mendez-Saldivia arrived during a time of great turmoil and uncertainty. A new City Administration was in the throes of working out a Recovery Plan. A Receiver had been appointed, and many city employees left, creating a dearth of knowledge. Mr. Mendez-Saldivia arrived and made a difference. He brought professionalism, knowledge and courtesy. He also brought organizational ability and detailed oriented planning that assigned responsibility and set milestones and deadlines.

He was particularly effective on the financial management side; a critical area of the City's operation. In large part because of his drive, the City completed overdue audits for 2009, 2010 and 2011. More importantly, in-house capacity was developed and processes instituted to assure an on time 2012 audit completion as well.

While, improvement in financial management was perhaps the most dramatic result of his engagement, he was also particularly effective with the City's unions. He instituted regular meetings and engagements, driving grievance numbers down to historic lows. Part of the Recovery Plan involves a complicated matrix of tasks and initiatives to be undertaken by City government. He set up a program management system to track progress on each initiative. Thanks largely to his systematic approach; we have completed nearly 50% of those initiatives.

Mr. Mendez-Saldivia arrived at a time when the City of Harrisburg needed him. His time here has been marked by success and beneficial change. He quickly realized that we needed more than a technocrat. We needed someone who could contribute to the change in culture that would be required if we were to really change persistent patterns of thought and old habits. He brought a professional manager's competence tempered with a human touch.

Best Regards,

William B. Lynch  
Receiver for the City of Harrisburg



**pennsylvania**  
DEPARTMENT OF COMMUNITY  
& ECONOMIC DEVELOPMENT

May 23, 2013

To whom it may concern:

I would like to provide this letter of recommendation for Ricardo Mendez-Saldivia. I have had the opportunity to work with Mr. Mendez-Saldivia during his tenure as Chief Operating Officer for the City of Harrisburg from May 2012 to May 2013.

Ricardo's performance in this position was excellent. He was an asset to the City during a very critical time in it's history. Under the direction of the Mayor he was responsible for implementing a Court confirmed recovery plan for the City and managing its various departments to insure the continuation of critical City services. One of his key accomplishments was addressing a backlog of City audits. Under his direction over the last year, the 2009, 2010 and 2011 audits were completed and work was started on preparation for the 2012 audit.

In his position, Mr. Mendez-Saldivia exhibited excellent communication skills, was extremely organized, and able to effectively multi-task to ensure that all projects under his purview were completed in a timely manner.

Ricardo was always willing to offer assistance and had an excellent rapport with the many individuals he worked with. I have been consistently impressed with his positive attitude and productivity during the time he worked for Harrisburg. I am confident that he will devote himself in a similar manner to other similar positions in the future.

He would be an asset to any employer in a senior level management position in local government. I would recommend him for any endeavor he chooses to pursue in that field.

Sincerely,

Fred A. Reddig  
Special Assistant for Act 47 and  
Local Government Affairs

DCED

400 North St., 4<sup>th</sup> Floor | Commonwealth Keystone Bldg. | Harrisburg, PA 17120-0225 | 717.787.3003 | F 717.787.6866 | newPA.com

#6B (5) Mendez



OFFICE OF THE MAYOR  
MIAMI-DADE COUNTY, FLORIDA

ALEX PENELAS  
MAYOR

July 23, 2002

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation on behalf of Mr. Ricardo Mendez, who has applied for a position with your city.

I have known Ricardo for several years; he is intelligent, and is someone of great overall character and integrity. During his tenure at Miami-Dade County, Ricardo performed his obligations well and was a committed public servant. He proved to be efficient and effective within several departments he worked with, and gained experience in budgetary preparations and forecasts. I am certain he will bring these same principles and professionalism to your jurisdiction.

I have also known Ricardo to be a compassionate individual who takes a great interest in his community and the overall welfare of the people surrounding him. He works diligently at ensuring a positive working environment and people that have worked with him, speak very highly of him. I am confident that Ricardo will benefit the city, and carry out his responsibilities with the utmost care and distinction.

If you have any questions or need and further information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Penelas", written over a horizontal line.

Alex Penelas  
Mayor



THE SCHOOL DISTRICT OF  
PALM BEACH COUNTY, FLORIDA

SUPERINTENDENT'S OFFICE  
3340 FOREST HILL BOULEVARD, C-316  
WEST PALM BEACH, FL 33406-5869

PH: 561-434-8200 FX: 561-434-8571

ARTHUR C. JOHNSON, Ph.D.  
SUPERINTENDENT

ANN KILLETS  
CHIEF ACADEMIC OFFICER

JOSEPH M. MOORE  
CHIEF OPERATING OFFICER

WILLIAM S. GRAHAM  
CHAIR

MONROE BENAÏM, M.D.  
VICE-CHAIR

PAULETTE BURDICK  
MARK HANSEN  
ROBERT J. KANJIAN  
DR. SANDRA S. RICHMOND  
DEBRA I. ROBINSON, M.D.

April 25, 2007

Ricardo Mendez  
905 Brickell Bay Dr, Apt 32  
Miami, FL 33131

Dear Ricardo:

On our inaugural **District-wide Employee Appreciation Week**, we want to express our appreciation for your contributions as: **Director Program Management**  
**Program Management**

In addition, we thank you for being a valued employee with the School District of Palm Beach County.

As an important member of the District staff, you contribute to our overall success in making a difference in the lives of over 170,580 children that we serve. Your talents, time and commitment to excellence helps us to attain the District's goals!

Sincerely,

Arthur C. Johnson, Ph.D.  
Superintendent

Ann Killets  
Chief Academic Officer.

Joseph Moore  
Chief Operating Officer.

#6B (5) Mendez



PUBLIC WORKS DEPARTMENT  
SUITE 1610  
111 N.W. 1st STREET  
MIAMI, FLORIDA 33128-1970  
(305) 375-2960

July 10, 2002

To Whom It May Concern:

Mr. Ricardo Mendez has demonstrated excellent ability to perform and engage in responsible level engineering and management work during his tenure in Miami-Dade County. I worked with Mr. Mendez during a five-year period ending in 1999. He is a well-qualified professional and has shown excellent management and leadership skills. Mr. Mendez has conducted himself with professionalism, effectiveness, and respect for his subordinates, peers, and supervisors. In addition, Mr. Mendez has an excellent educational background and interpersonal skills. He has always acted within the department's guidelines and procedures. He has an exceptional ability to see the big picture in complex situations and to proceed accordingly.

I am confident that he will succeed in future tasks which he undertakes with any organization within the public or private sector.

Very truly yours,

A handwritten signature in cursive script, appearing to read "John J. Ritsema".

John J. Ritsema, P.E.  
Chief, Construction Division

JJR:nc



March 29, 1999

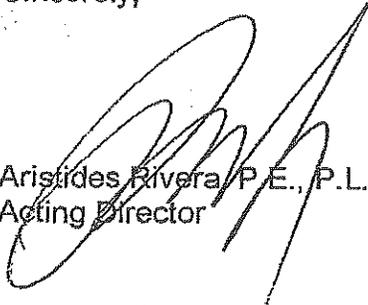
Mr. Ricardo J. Mendez  
Construction Division

Dear Mr. Mendez,

It is a pleasure to present you with a 5 year Service Award in recognition of your continuous service with Miami-Dade County Government. It is the unselfish and conscientious effort of each employee that makes possible the successful operation of this department.

We hope you will remain with Dade County many more years and that they will be increasingly rewarding ones for you.

Sincerely,



Aristides Rivera, P.E., P.L.S.  
Acting Director

AR/gc

# CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH FLORIDA 33139



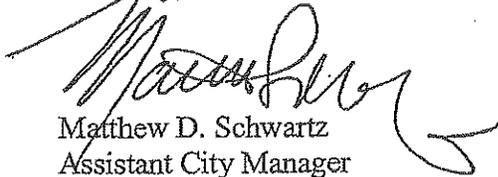
OFFICE OF THE CITY MANAGER

TELEPHONE: (305) 673-7010  
FAX: (305) 673-7782

TO WHOM IT MAY CONCERN:

During his tenure with the City of Miami Beach, Ricardo Mendez has demonstrated excellent technical, management, and interpersonal skills. Mr. Mendez hard work, dedication, knowledge, and experience added great value to the city's operations. He always complied with city rules, regulations, and handled himself with honesty and integrity. In addition, Mr. Mendez has shown progressive leadership. Definitely a team player, Ricardo is an excellent professional whose ability and skills will be a great asset for any organization within the public and private sectors.

Sincerely,



Matthew D. Schwartz  
Assistant City Manager

#6B (5) Mendez

# RICARDO JOSE MENDEZ, MBA, PE, ICMA-CM, CGFM

905 Brickell Bay Drive # 323 Miami, FL 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

## SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services including public safety, utilities and infrastructure projects. Possess skills at analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenues generating and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than 3 years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

### **CITY OF HARRISBURG, PA, 2012-2013**

*Chief Operating Officer*

Population: 50,000 Budget: \$55M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management & reporting compliance, budgeting & revenue, cost containment & reduction, tax administration, building & housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities & fleet management, public safety, sanitation, IT, and work force & collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's 3 labor union contracts, chaired labor-management committee meetings and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation and environmental compliance of the City's water & wastewater treatment plants providing utility services to 6 municipalities within a region of 550,000.

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA**

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the US
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed 4 years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases and set milestones and deadlines to complete 130 initiatives across departments, past due audits and all City projects and programs eliminating chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits and development of strategic plans for every department and bureau
- Worked cooperatively and collaborately with City and State officials towards achieving recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations reduce structural deficit and balance budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2012
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with 6 municipalities avoiding costly litigation
- Negotiated with 3 Unions, FOP, IAFF and AFSCME eliminating long standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Continued**

- Worked closely with the business community, State Department of Community & Economic Development and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinance allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing quality of life, reducing the City's unemployment and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision and training
- Enhanced education, accessibility and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team and Capitol Police
- Able to leverage State Police personnel, equipment and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources and enabling additional police officers for street patrol duties
- Oversaw establishment of 4 police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure & facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance and rehabilitations of City facilities improving interior structure, security, ADA compliance, overall maintenance and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with public and private sector to implement Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plan including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Continued**

- Pioneered enhancement of storm water quality and purchasing energy in bulk (electricity, natural gas and fuel) generating significant cost savings, helping to balance the budget and eliminating structural deficit over time
- Worked with community partners and identified highest and best use of City owned vacant lots to create green parcels that absorb storm run-offs and allow portable out door fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement and audit services generating 100 additional business licenses per year and significant increase in City revenue

**SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009***Chief Administrative Officer*

Population: 5 reservations Budget: \$100M Employees: 7,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.

**Achievements:**

- Built high performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utilities construction, operations and maintenance
- Pioneered integration of technology streamlining financial & budget development operations
- Developed Quality Management Program increasing productivity, morale and customer satisfaction

**PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007***Director, Program Management Department*

Schools: 200 Budget: \$2B CIP Employees: 200

Brought on board to reorganize department, implement policies & procedures, improve operations, and lead implementation of a \$2B Capital Improvement Program including planning, design, construction, rehabilitation and modernization of Countywide public infrastructure & facilities. I oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, storm drainage, parks and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management and coordination with local and state regulatory agencies.

**Achievements:**

- Delivered all projects on time and received praises from Oversight Committee and *The Palm Beach Post*
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Avoided liquidated damages by achieving sound financial resolutions during mediation and arbitration
- Developed records management system enhancing ability to defend against multi-million-dollar claims

- Implemented professional training and developed policy & procedures safe guarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties
- Achieved consistent operational guidelines, established internal controls and accomplished a professional management operation enhancing trust and confidence in the Department

#### **CITY OF MIAMI BEACH, FL, 1999-2001**

*Public Works Director*

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department operations, oversee implementation of \$250M CIP and \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, preparation and administration of budgets, coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

#### **Achievements:**

- Saved millions of dollars implementing Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to issuance of a \$92M GO Bond to address public needs
- Restructured department and developed high performance teams
- Developed and implemented financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits addressing inequities and granting over 20 promotions for the first time in years

#### **MIAMI-DADE COUNTY, FL, 1993-1999**

*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several County committees. Played a lead role in review and approval of the largest residential, commercial and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services & facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

#### **Achievements:**

- Accomplished significant savings in County's financial resources while negotiating important agreements with federal, estate, and local officials including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to successfully coordinate with local, state and federal agencies
- Ensured developers fair share contributions to public infrastructure saving substantial County financial resources
- Completed county projects on time while leading senior team of professionals during fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in data processing

**City of Sweetwater, Finance Director, Sweetwater, FL, Florida, 2014-2016**

- Selected by City elected, local, state, and federal law enforcement officials to organize and reopen finance department
- Served in the capacity of City administrator while helping the Mayor oversee departments and City daily operations
- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan achieving reopening of all City accounts which had been closed
- Prepared and delivered the City budget to the Commission on time after only a few weeks since appointment
- Successfully addressed collective bargaining agreements with unions avoiding significant damages to the City
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed and implemented a successful financial recovery plan avoiding financial collapse and state receivership
- Earned praises and approval from Governor's financial team after conducting financial recovery plan oral presentation
- Successfully led planning/implementation of City financial and capital projects including past due City audits
- Pioneered implementation of new IT and payroll systems enhancing productivity while enabling checks and balance
- Accomplished multimillion-dollar savings while negotiating a settlement agreement with the Internal Revenue Service
- Saved the City significant financial resources while negotiating grants agreement compliance with County officials
- Led section heads, division managers, department directors, and elected officials in budget development and control
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets on time
- Developed and implemented City financial goals and objectives based on priorities including policies and procedures. Thus, accomplished continuity of vital and necessary services during the worst cash-financial challenge in City's history

**OTHER PROFESSIONAL EXPERIENCE****Vice-President/President, RA Consulting Engineers/Civil Infrastructure Corporation, Miami, Florida, 2008-Present**

- Served as chief operations officer and work directly with city and county elected officials
- Oversaw implementation of Capital Improvements, General Obligation and Storm Water Bond Programs
- Negotiated, executed and managed multimillion-dollar contracts and prepared/administered budgets
- Organized operations and developed time frames for county capital improvement program implementation

**Project Executive, Roger Development / Keyes Company, Coral Gables, Florida, 2002-2005**

- Served as chief operations officer
- Oversaw construction, land development and project management operations
- Successfully accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants and bankers

**EDUCATION****Master of Business Administration, Finance & Management, 1996**

University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering, 1987**

Florida International University, Miami, FL

**LICENSURE / REGISTRATION / CERTIFICATES**

- ICMA-Credentialed Manager
- Registered Professional Civil Engineer, States of Florida and Michigan
- Certified Quality Control Manager, Department of Transportation
- Certified Government Financial Manager Candidate, Association of Government Accountants
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

**PROFESSIONAL AFFILIATION**

- International City/County Manager Association, ICMA
- Government Finance Officer Association, GFOA
- Association of Government Accountants, AGA

# RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

905 Brickell Bay Dr. Suite 323 Miami, Florida 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

January 2, 2019

Escambia County, Florida  
Human Resources

## Subject: County Administrator

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. I have over 25 years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA-CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning and implementation of capital programs up to \$2-Billion including facilities and public infrastructure, e.g., transportation, water/sewer systems-treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue enhancing initiatives across 20 Departments and Bureaus including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and three audits within 13 months after taking over. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013. Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership within three years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver after my first year of service.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances were implemented and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, 500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. Also led administration and implementation of numerous government programs and preparation of multiple budgets for several Departments and Cities. Moreover, served as Chief Financial Officer in charge of assessing financial conditions, recommending policy alternatives, and implementation of cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Jose Mendez, MBA, PE, CGFM, ICMA-CM

#6B (5) Mendez

# RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

905 Brickell Bay Drive # 323 Miami, FL 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

## SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than 3 years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

### **CITY OF HARRISBURG, PA, 2012-2013**

*Chief Operating Officer and Chief Financial Officer*

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA**

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations reducing structural deficit and balancing the budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation
- Negotiated CBA with three Unions, FOP, IAFF, and AFSCME and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.**

- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.**

- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel) generating significant cost savings, helping to balance the budget and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

**City of Sweetwater, Director, Finance Department, Sweetwater, Florida, 2014-2016**

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was select by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies including State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City in distress avoid financial default; State Oversight Board; stiff penalties from creditors and agencies including IRS; renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws, and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical needs and priorities. **Achievements include:**

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed and implemented a successful financial recovery plan tailored to City needs avoiding default and State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting while enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's' financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in City's history
- Developed in-house capacity to complete future audits on time earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely enabling prompt/key decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow effectively avoiding financial default and disruption of vital and necessary services
- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures

- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step including all finance-staffing issues
- Forecasted City revenue accurately helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare City the budget in accordance with the most critical priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up-to-date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bringing the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allows maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely including Office of the Auditor General
- Eliminated chronic delays submitting reports timely e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations in accordance with ICMA, GFOA, and AGA guidance
- Led the RFP process, negotiated with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources by correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

#### **SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009**

*Chief Administrative Officer*

Population: 5 reservations    Budget: \$100M    Employees: 6,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources, and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.

#### **Achievements:**

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance

- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

#### **PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007**

*Director, Program Management Department*

Population: 1.4M Budget: \$2.5B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

#### **Achievements:**

- Delivered all projects on time and received praises from Oversight Committee and *The Palm Beach Post*
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

#### **CITY OF MIAMI BEACH, FL, 1999-2001**

*Director, Public Works Department*

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department operations, oversee implementation of a \$250M Capital Improvement Program (CIP), and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation and administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

#### **Achievements:**

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government

- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

### **MIAMI-DADE COUNTY, FL, 1993-1999**

*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several County Committees. Played a lead role in review and approval of the largest residential, commercial, and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services and facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

#### **Achievements:**

- Accomplished significant savings in County's financial resources while negotiating important agreements with federal, estate, and local officials including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to successfully coordinate with local, state and federal agencies
- Ensured developers fair share contributions to public infrastructure saving substantial County financial resources
- Completed county projects timely while leading a senior team of professionals during fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in data processing

### **OTHER PROFESSIONAL EXPERIENCE**

**Vice-President/President/Forensic, RA Consulting Engineers/Civil Infrastructure Corporation/Donan, Miami, Florida, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county and municipal projects and programs

**Project Executive, Roger Development / Keyes Company, Coral Gables, Florida, 2002-2005**

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Successfully accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants and bankers

#### **EDUCATION**

**Master of Business Administration – Magna cum laude – Finance & Management, 1996**

University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering, 1987**

Florida International University, Miami, FL

#### **LICENSURE / REGISTRATION / CERTIFICATES**

- ICMA—Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

#### **PROFESSIONAL AFFILIATION**

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

# RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

905 Brickell Bay Dr. Suite 323 Miami, Florida 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

January 10, 2019

Escambia County, FL  
Human Resources

**Subject: County Administrator**

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. I have over 25 years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA-CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning and implementation of capital programs up to \$2-Billion including facilities and public infrastructure, e.g., transportation, water/sewer systems-treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue enhancing initiatives across 20 Departments and Bureaus including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and three audits within 13 months after taking over. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013. Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership within three years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver after my first year of service.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances were implemented and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, 500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. Also led administration and implementation of numerous government programs and preparation of multiple budgets for several Departments and Cities. Moreover, served as Chief Financial Officer in charge of assessing financial conditions, recommending policy alternatives, and implementation of cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Jose Mendez, MBA, PE, CGFM, ICMA-CM

#6B (5) Mendez

EMPLOYMENT APPLICATION		
		<b>ESCAMBIA COUNTY</b> 221 Palafox Place HR Suite 200 Pensacola, Florida 32502-5835 (850) 595-3000 Out-of-Area: (866) 609-0603 <a href="http://www.myescambia.com/jobs">http://www.myescambia.com/jobs</a>  <b>Strahl, David</b> <b>02738 COUNTY ADMINISTRATOR</b>
		<b>Received: 12/27/18 2:57 PM</b> <b>For Official Use Only:</b> QUAL: _____ DNQ: _____ <input type="checkbox"/> Experience <input type="checkbox"/> Training <input type="checkbox"/> Other: _____
PERSONAL INFORMATION		
<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR		<b>EXAM ID#:</b> 02738
<b>NAME:</b> (Last, First, Middle) Strahl, David		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS:</b> (Street, City, State, Zip Code) 171 Timber Creek Dr, O'Fallon, Missouri 63368		<b>EMAIL ADDRESS:</b> davestrahl731@gmail.com
<b>HOME PHONE:</b> 224-238-0725	<b>ALTERNATE PHONE:</b> 224-238-0725	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: MO Number: 171733470055	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PREFERENCES		
<b>SHIFTS YOU WILL ACCEPT:</b> Day		
EDUCATION		
<b>DATES:</b> From: 9/1985 To: 12/1986	<b>SCHOOL NAME:</b> Northern Illinois University	<b>DEGREE RECEIVED:</b> Master's
<b>LOCATION:(City, State)</b> DeKalb, Illinois	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b> 48 - Semester
<b>MAJOR:</b> Urban Management		
<b>DATES:</b> From: 9/1980 To: 5/1984	<b>SCHOOL NAME:</b> Manchester College	<b>DEGREE RECEIVED:</b> Bachelor's
<b>LOCATION:(City, State)</b> N. Manchester, Indiana	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b> 128 - Semester
<b>MAJOR:</b> Political Science		
WORK EXPERIENCE		
<b>DATES:</b> From: 10/2017 To: 10/2018	<b>EMPLOYER:</b> City of O'Fallon	<b>POSITION TITLE:</b> City Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 100 N. Main St, O'Fallon, Missouri, 63366		<b>COMPANY URL:</b> ofallon.mo.us
<b>PHONE NUMBER:</b> 636-240-2000	<b>SUPERVISOR:</b> Bill Hennessy - Mayor	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$11,833.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 444
<b>DUTIES:</b> Provided general leadership in managing municipal operations functioning as chief executive officer. Worked with elected officials and management team personnel to ensure policies were implemented. General Government Activities: <input type="checkbox"/> Provided general oversight into all municipal operations relating to police, parks, water, waste water, courts, auditor, finance, administrative services, and public works. <input type="checkbox"/> Coordinated and directed budget development and process improvement to improve transparency. <input type="checkbox"/> Directed economic development activities including incentives to improve marketability of community. <input type="checkbox"/> Directed space study for city hall renovations within budget recommendations. <input type="checkbox"/> Directed major wastewater, water, and street capital improvement projects. <input type="checkbox"/> Directed technological capital improvement project schedule and process. <input type="checkbox"/> Worked closely with city council to improve agenda process. <input type="checkbox"/> Directed a strategic planning process establishing goals/objectives for the city council and city. <input type="checkbox"/> Set the process to create internal lease payments for vehicles and technology purchases. <input type="checkbox"/> Directed the evaluation process to begin the Enterprise Resource Planning (ERP) computer systems. <input type="checkbox"/> Undertook management reviews of all operations to formulate improvements. <input type="checkbox"/> Represented the city as a member of the municipal advisory group for the Missouri Municipal League. <input type="checkbox"/> Worked with many of the over 45 Homeowners Associations to address local issues.		
<b>REASON FOR LEAVING:</b> Difference of Priorities.		
<b>DATES:</b> From: 8/1993 To: 4/2016	<b>EMPLOYER:</b> Village of Mount Prospect	<b>POSITION TITLE:</b> Assistant Village Manager

<b>ADDRESS:</b> (Street, City, State, Zip Code) 50 S. Emerson, Mount Prospect, Illinois, 60056		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 8473926000	<b>SUPERVISOR:</b> Michael Janonis - Village Manager	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$12,604.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 11
<b>DUTIES:</b>		
VILLAGE OF MOUNT PROSPECT – MOUNT PROSPECT, IL Local government with \$115 million budget, 307 FTE union/non-union employees, 56,500 residents Acting Village Manager, 2014 to October 2015 Provided overall leadership in managing all municipal operations. Directed implementation of policies of elected officials through supervision of management team personnel. Communicated directly with elected officials regarding policy implementation status and all other relevant municipal operations details. Key Results: General Government Activities: o Required department directors to submit quarterly goals and objectives with progress reports. o Directed media relations. o Represented the Village in Regional meetings regarding water delivery and emergency dispatch services. o Provided an annual schedule of Committee of the Whole meetings to Village Board and staff for planning purposes. o Continued to perform all other duties associated with Assistant Village Manager position. Strategic Plan Activities: o Directed revision to performance measures for all departments through implementation of strategic planning goals as part of annual budget. o Directed the creation and maintenance of a legal services performance tracking system. o Improved communication processes with Village Board members. o Coordinated the decision process regarding staffing changes with elected officials. o Coordinated agenda topics according to strategic goals and directed staff activities to implement elected officials' decisions. o Directed management personnel defining annual measureable performance goals. Economic Development Activities: o Directed improved and regular communication of economic activities within the community. o Worked with community development to improve marketing message. o Started a revamp of the economic development web site offerings through a web site upgrade. Fiscal Management Activities: o Directed the fiscal year budget process and implementation. o Revised the presentation format of quarterly financial reports before the Village Board and Finance Commission. o Revised the budget preparation material and schedule to prepare for potential state revenue impact. Assistant Village Manager, 1993 to Present Provided general leadership in managing municipal operations functioning as equivalent to chief operating officer. Worked with elected officials and management team personnel to ensure policies were implemented. Provided regular follow up to policy makers through various communication methods. Key Results: General Government Activities: o Extensive working knowledge of all municipal operations police, fire, community development, human services, human resources, public works (water, sewer, flood control), and finance. o Worked with a variety of citizen groups to gather input and function as a conduit between the citizens and their local government. Worked as an ombudsman on behalf of the residents for all utility providers. Participated in developing new emergency protocol for private utility provider during prolonged power outages. o Worked closely with corporate counsel in coordinating any lawsuits and strategies. Directed all workers' compensation activities up to and including settlement. o Served as chief management negotiator with four labor unions and administered all contract elements including grievance administration, arbitration, cost analysis and strategy determination. Maintained excellent labor relations atmosphere throughout the negotiation process and beyond. o Provided leadership to management team as needed to maintain mission. Directed the implementation of an Enterprise Resource Program (ERP) agency-wide and provided direction for HRIS elements that related to the ERP implementation. o Represented the Village at various regional and state level meetings including topics on airport noise, union legislation, insurance, utilities, public safety, and revenue development. o Served as leader of emergency management team during local disaster events and trained in National Incident Management System (NIMS) operations. o Directed municipal electric aggregation implementation process from marketing the referendum to citizen communication saving residents and businesses over 42% in annual electric costs. o Managed a \$17 million construction project for a new village hall and parking deck in the downtown. o Supervised Human Resources staff, IT staff, public information officer, administrative analyst, administrative adjudication hearing officer. Strategic Planning Activities: o Directed the strategic planning process among staff and worked as the liaison between staff and elected officials to implement plan elements, including creating benchmarking measures to monitor progress as necessary. o Directed development and implementation of the IT master technology plan to ensure all technology was fully leveraged. o Directed work process improvement reviews to increase efficiencies of all employee activities. o Directed the employee continuous process improvement program to improve workflow and efficiency which resulted in elimination of unnecessary tasks and processing delays. Led scheduled review effort through departmental management staff. Economic Development Activities: o Participated in developing the creation of economic development marketing materials. Participated as a member of the staff development review committee to coordinate business retention visits and marketing to businesses about the potential benefits of relocating into the community. o Participated in weekly development meetings to monitor development and building projects and direct staff as needed to address any issues impeding project completion. o Worked closely with building code staff to monitor and address all housing issues including supervising the Administrative Adjudication judicial process. o Worked with various departments to streamlining permit and plan processes to shorten turnaround time for all development projects. Fiscal Management Activities: o Led management team members to develop and administer a short and long term budgeting process through multi-year projections and planning. Led management team to prioritize capital improvement budget requests for long term planning/prioritization. o Directed the review of all employee related expenses as part of the annual budget review process. o Participated in the annual budget review process for presentation to the Village Board. o Managed the administrative budget for the agency. CITY OF ST. CHARLES - CITY OF ST. CHARLES, IL Local government with \$70 million budget, 200 union, non-union employees, 33,000 residents Administrative Coordinator, 1986-1993		

Responsible for special projects related to financial, human resources, budgetary, and administrative policies. Directed the HR functions for all employee groups.

**Key Results:**

- Directed the creation and management of the human resources department.
- Provided oversight for all human resources operations, including creation of performance indicators and goal assessments.
- Served as chief management negotiator for all labor contracts, including contract administration.
- Supervised the HR staff and records management personnel.

VILLAGE OF OSWEGO – OSWEGO, IL

VILLAGE OF MONTGOMERY – MONTGOMERY, IL

Local governments with approximately \$20 million budgets each, 200 employees total  
Consultant, 1987-1992

Assisted Village Administrators and Trustees in developing personnel policies, personnel manuals, salary programs, and merit evaluation systems.

**REASON FOR LEAVING:**

Change of Village Manager.

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

Nothing Entered For This Section

**Agency-Wide Questions**

1. **Were you previously employed by the Board of County Commissioners, Escambia County?**  
No
2. **If so, when and with what department(s)?**
3. **Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.**
4. **Are you 18 years old or older?**  
Yes
5. **Are you a citizen of the United States?**  
Yes
6. **Do you possess or have the ability to obtain a valid Florida Driver's License?**  
Yes
7. **Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?**  
No  
**If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.**  
n/a
9. **Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?**  
No  
**If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.**  
n/a
11. **Have you ever been suspended, dismissed or asked to resign from any job?**  
Yes
12. **If yes, explain in detail.**  
Chose to resign from previous position.
13. **If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.**  
Manchester College - 128 hours  
Northern Illinois University - 48 hours
14. **Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)**  
No
15. **How did you learn about this job?**  
Other Web Site
16. **I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?**  
Yes
17. **Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.**  
Yes

**Job Specific Supplemental Questions**

- 1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
- 2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
- 3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
No

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

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

This application was submitted by David Strahl on 12/27/18 2:57 PM

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

# DAVID STRAHL

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171 Timber Creek Dr 燦 O'Fallon, MO 63368 燦 (224) 238-0725 燦 [davestrah1731@gmail.com](mailto:davestrah1731@gmail.com)

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December 27, 2018

Human Resources  
County of Escambia

Re: County Administrator Position

Dear Human Resources:

I have devoted over 30 years to a career in municipal government. My continued enthusiasm for public service has driven me to additional responsibilities most recently as City Administrator. Between the time away from the profession and the work as City Administrator I was able to focus more than ever to serve and improve local conditions in any environment. I had the opportunity to apply my management knowledge to improve the organization of O'Fallon. I was also able to perform some volunteer work which broadened my understanding of the needs of others. These activities have also helped me realize there is so much more that can be accomplished through groups of motivated people working together.

My duties as City Administrator in O'Fallon included completing a strategic planning process with the city council implementing the necessary steps to determine prioritization among the council for directions to the staff. I assisted a local developer to maximize the best use of the last large parcel of property in O'Fallon based on the council's desires. I directed process improvements to establish the necessary parameters to set the stage for Enterprise Resource Planning (ERP) implementation. I also directed budget improvements to reduce staff time investment and improve budget transparency as a communication tool. I further improved the internal auditing process to shorten the time between recommendations and follow-up to ensure the recommendations are achieving desired results.

My duties in Mount Prospect included extensive leadership responsibilities in all areas of management including finance, budgeting, capital budgeting, economic development, strategic planning, and human resources. In addition, I have directed labor contract negotiations and managed personnel at all levels of the organization. I have experience in working with different groups of municipal and public representatives on a wide variety of issues that can impact operations. I have supervised and directed the management of general operations in my role as Assistant Village Manager which expanded over time to include being appointed to Acting Village Manager for a year until the transition to a new Village Manager was completed.

It is with confidence that I can say my experience in comprehensive management has prepared me to serve the county of Escambia well into the future and am looking forward to fully integrating into community life. I am readily available to discuss my qualifications on how I could benefit the community in the role of County Administrator.

Sincerely,

David Strahl

#6B (6) Strahl

# DAVID STRAHL

171 Timber Creek Dr 爠 O'Fallon, MO 63368 爠 (224) 238-0725 爠 [davestrah1731@gmail.com](mailto:davestrah1731@gmail.com)

**Policy Administration**, knowledge in developing, presenting policy recommendations, and implementing policies as directed by elected officials.

**Extensive background in all municipal related activities**, including budgeting/fiscal management, capital program budgeting, economic development, labor relations, technology leveraging, general supervision, management direction, customer service improvement, and performance measurement.

**Demonstrated success in negotiating win-win compromises**, developing teambuilding programs among staff and with citizen groups, and working with state and regional stakeholders including lobbying of state elected officials.

**Demonstrated leadership skills**, including managing multi-million dollar projects that required several years of coordination among many different groups of stakeholders.

## GENERAL MANAGEMENT KNOWLEDGE BASE

*Budgeting/Fund Accounting  
Fiscal Analysis  
Customer Service  
Employment Law  
Mediation & Advocacy  
Grievance/Arbitration  
Employee Evaluation*

*Economic Development  
Strategic Planning  
Capital Improvement Budgeting  
Media Relations  
Building/Housing Code Knowledge  
Alternative Dispute Resolution  
Project/Regulatory Management*

*Performance Management  
Organizational Development  
TIF Management  
Planning/Zoning Knowledge  
Staff Supervision  
Labor Contract Negotiation  
Intergovernmental Relations*

## PROFESSIONAL EXPERIENCE

### CITY OF O'FALLON – O'FALLON, MO

*Local government with \$121 million budget, 444 FTE union/non-union employees, 87,250 residents*

#### City Administrator, October 2017 to October 2018

Provided general leadership in managing municipal operations functioning as chief executive officer. Worked with elected officials and management team personnel to ensure policies were implemented.

#### General Government Activities:

1. Provided general oversight into all municipal operations relating to police, parks, water, waste water, courts, auditor, finance, administrative services, and public works.
2. Coordinated and directed budget development and process improvement to improve transparency.
3. Directed economic development activities including incentives to improve marketability of community.
4. Directed space study for city hall renovations within budget recommendations.
5. Directed major wastewater, water, and street capital improvement projects.
6. Directed technological capital improvement project schedule and process.
7. Worked closely with city council to improve agenda process.
8. Directed a strategic planning process establishing goals/objectives for the city council.
9. Initiated the process to create internal lease payments for vehicles and technology purchases.
10. Directed the evaluation process to begin the Enterprise Resource Planning (ERP) computer systems.
11. Undertook management reviews of all operations to formulate improvements.
12. Represented the city as a member of the municipal advisory group for the Missouri Municipal League.
13. Worked with many of the over 45 Homeowners Associations to address local issues.

### VILLAGE OF MOUNT PROSPECT – MOUNT PROSPECT, IL

*Local government with \$115 million budget, 307 FTE union/non-union employees, 56,500 residents*

#### Assistant Village Manager, August 1993 to April 2016

Provided general leadership in managing municipal operations functioning as equivalent to chief operating officer. Worked with elected officials and management team personnel to ensure policies were implemented. Provided regular follow up to policy makers through various communication methods.

#### General Government Activities:

14. Extensive working knowledge of all municipal operations police, fire, community development, human services, human resources, public works (water, sewer, flood control), and finance.
15. Worked with a variety of citizen groups to gather input and function as a conduit between the citizens and their local government. Worked as an ombudsman on behalf of the residents/businesses for all utility providers. Participated in developing new emergency protocol for private utility provider during prolonged power outages.
16. Directed corporation counsel in coordinating any lawsuits, settlements, and strategies. Directed all workers' compensation activities up to and including settlement to minimize open medical expenses.
17. Served as chief management negotiator with four labor unions and administered all contract elements including grievance administration, arbitration, cost analysis and strategy determination. Maintained excellent labor relations atmosphere throughout the negotiation process.
18. Provided leadership to management team as needed to maintain mission. Directed the implementation of an Enterprise Resource Program (ERP) agency-wide and provided direction for HRIS elements that related to the ERP implementation.
19. Represented the Village at various regional and state level meetings including topics on airport noise, pension legislation, insurance, utilities, public safety, and revenue development.
20. Served as leader of emergency management team during local disaster events and trained in National Incident Management System (NIMS) operations.
21. Directed municipal electric aggregation implementation process including public information marketing the referendum through citizen communication which resulted in saving residents and businesses over 42% in annual electric costs.
22. Managed a \$17 million construction project for a new village hall and parking deck in the downtown. Projected completed on time and on budget.
23. Supervised Human Resources staff, Information Technology staff, public information officer, TV Services Staff, administrative analyst, and administrative adjudication hearing officer.

Strategic Planning Activities:

24. Directed the strategic planning process among staff and policy makers. Worked as the liaison between staff and elected officials to implement plan elements, including creating benchmarking measures to monitor progress as necessary.
25. Directed development and implementation of the IT master technology plan to ensure all technology was fully leveraged.
26. Directed work process improvement reviews to increase efficiencies of all employee work activities.
27. Directed the employee continuous process improvement program to improve workflow and efficiency which resulted in elimination of unnecessary tasks and processing delays. Led regularly scheduled review efforts through departmental management staff.

## Economic Development Activities:

28. Directed staff in developing the creation of economic development marketing materials. Participated as a member of the staff development review committee to coordinate business retention visits and marketing to businesses about the potential benefits of relocating into the community.
29. Participated in weekly development meetings to monitor development and building projects and direct staff as needed to address any issues impeding project completion.
30. Worked closely with building code staff to monitor and address all housing code issues including supervising the Administrative Adjudication judicial process.
31. Worked with various departments to streamlining permit and plan processes to shorten turnaround time for all development projects.

## Fiscal Management Activities:

32. Led management team members to develop and administer a short and long term budgeting process through multi-year projections and planning. Led management team to prioritize capital improvement budget requests for long term planning/prioritization.
33. Directed the review of all employee related expenses as part of the annual budget review process.
34. Participated in the annual budget review process for presentation to the Village Board.
35. Managed the administrative budget for the agency.

Acting Village Manager, 2014 to October 2015

Provided overall leadership in managing all municipal operations. Directed implementation of policies of elected officials through supervision of management team personnel. Communicated directly with elected officials regarding policy implementation status and all other relevant municipal operations details.

## General Government Activities:

36. Required department directors to submit quarterly goals and objectives with progress reports.
37. Directed media relations.
38. Represented the Village in Regional meetings regarding water delivery and emergency dispatch services.
39. Provided an annual schedule of topics for Committee of the Whole meetings to Village Board and staff for planning purposes.
40. Continued to perform all other duties associated with Assistant Village Manager position.

## Strategic Plan Activities:

41. Directed revision to performance measures for all departments through implementation of strategic planning goals as part of annual budget.
42. Directed the creation and maintenance of a legal services performance tracking system.
43. Improved communication processes with Village Board members through regularly scheduled updates.
44. Coordinated the decision process regarding staffing changes with elected officials.
45. Coordinated agenda topics according to strategic goals and directed staff activities to implement elected officials' decisions.
46. Directed management personnel defining annual measureable performance goals.

## Economic Development Activities:

47. Directed improvement of communication of economic activities within the community to both elected officials and general public.
48. Worked with community development to improve marketing message and strategy.
49. Directed a revamp of the economic development web site offerings through a web site upgrade.

Fiscal Management Activities:

50. Directed the annual budget process and implementation.
51. Revised the presentation format of quarterly financial reports before the Village Board and Finance Commission.
52. Revised the budget preparation material and schedule to prepare for potential state revenue impact.

**CITY OF ST. CHARLES - CITY OF ST. CHARLES, IL**

*Local government with \$70 million budget, 200 union, non-union employees, 33,000 residents*

**Administrative Coordinator, 1986-1993**

Responsible for special projects related to financial, human resources, budgetary, and administrative policies. Directed the HR functions for all employee groups.

Directed the creation and management of the human resources department.

Provided oversight for all human resources operations, including creation of performance indicators and goal assessments.

Served as chief management negotiator for all labor contracts, including contract administration.

Provided assistance to the electric utility operating staff for management direction.

**VILLAGE OF OSWEGO – OSWEGO, IL**

**VILLAGE OF MONTGOMERY – MONTGOMERY, IL**

*Local governments with approximately \$10 million budgets each, 200 employees total*

**Consultant, 1987-1992**

Assisted Village Administrators and Trustees in developing personnel policies, personnel manuals, salary programs, and merit evaluation systems.

**CITY OF DE KALB – DE KALB, IL**

*Local government with \$20 million budget, 150 employees, 44,000 residents*

**Administrative Intern, 1985-1986**

Assisted Village Administrators in performing general special research projects.

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**EDUCATION & CERTIFICATIONS**

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**MASTER OF PUBLIC ADMINISTRATION, URBAN MANAGEMENT, 1986**

**NORTHERN ILLINOIS UNIVERSITY — De Kalb, IL**

**BACHELOR OF SCIENCE IN POLITICAL SCIENCE, 1984**

**MANCHESTER COLLEGE — North Manchester, IN**

**Management Designations:**

Graduate of Civic Leadership Institute

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**OF NOTE**

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**Professional Development:**

Member of the Municipal Advisory Group for the Missouri Municipal League  
Former Member of International City/County Management Association (ICMA) Awards Evaluation Panel  
Former Member of ICMA Committee on Assistant Managers  
Member since 1986 and former board member (2005-2009) of the Illinois Public Employee Labor Relations Association (IPELRA)  
Vice Chairman of Intergovernmental Personnel Benefit Cooperative (Health Insurance Collaborative)  
Former Chairman of the Finance and Operations Committee for the Intergovernmental Personnel Benefit Cooperative (IPBC) 2010-2015  
Member of the Executive Committee of IPBC  
Presenter at ICMA, Illinois City/County Management Association (ILCMA), Illinois Municipal League (IML) conferences  
Member of Legislative Committee for Northwest Municipal Conference (NWMC)  
Former Chairman of the Performance Measure and Benchmarking Task Force for NWMC  
Former Member of Advanced Metering Infrastructure (AMI) Implementation Regional Task Force creating a test environment for Smart Meters in the Northeastern Illinois area

**Affiliations:**

International City/County Management Association  
National Public Employee Labor Relations Association  
St. Louis Area City Management Association  
Missouri City Management Association  
Illinois City/County Management Association  
Illinois Public Employee Labor Relations Association  
Illinois Metro Managers Association

**Interests:**

- ◆ Bicycling
- ◆ Snow Skiing

## David Strahl

171 Timber Creek Dr 燦 O'Fallon, MO 63368 燦 (224)238-0725 燦 [davestrah1731@gmail.com](mailto:davestrah1731@gmail.com)

### References:

Roy Joachimstaler  
Police Chief  
City of O'Fallon  
15 Montauk Ct  
O'Fallon, MO 63366  
(314) 550-4094  
[rjoachimstaler@gmail.com](mailto:rjoachimstaler@gmail.com)

John Griesenauer  
Director of Administrative Services  
City of O'Fallon  
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O'Fallon, MO 63366  
(636) 312-0362  
[jgriesenauer1957@gmail.com](mailto:jgriesenauer1957@gmail.com)

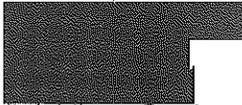
Michael E. Janonis  
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Village of Mount Prospect  
1314 Burning Bush  
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(847) 456-3482  
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Everette Hill, Jr.  
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Village of Mount Prospect  
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Gerald L. Farley  
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Village of Mount Prospect  
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Retired Fire Chief – Mount Prospect  
Assistant Fire Chief  
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John Dahlberg  
Retired Police Chief – Mount Prospect  
  
[jkdahlberg@aol.com](mailto:jkdahlberg@aol.com)

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50 S. Emerson  
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Robert Smith  
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Village of Mount Prospect  
112 E. Northwest Hwy  
Mount Prospect, IL 60056  
(847) 921-3390  
[smithfamilyfive@sbcglobal.net](mailto:smithfamilyfive@sbcglobal.net)

Mark Fowler  
Executive Director  
Northwest Municipal Conference  
Des Plaines, IL 60016  
(847) 296-9200  
[mfowler@nwmc-cog.org](mailto:mfowler@nwmc-cog.org)

Michaele Skowron  
Former Trustee  
Village of Mount Prospect  
Mount Prospect, IL 60056  
(847) 392-5572  
[mskowron1@comcast.net](mailto:mskowron1@comcast.net)

EMPLOYMENT APPLICATION		
	<b>ESCAMBIA COUNTY</b> 221 Palafox Place HR Suite 200 Pensacola, Florida 32502-5835 (850) 595-3000 Out-of-Area: (866) 609-0603 <a href="http://www.myescambia.com/jobs">http://www.myescambia.com/jobs</a>	Received: 3/20/19 10:59 AM <b>For Official Use Only:</b> QUAL: _____ DNQ: _____ <input type="checkbox"/> Experience <input type="checkbox"/> Training <input type="checkbox"/> Other: _____
	<b>THOMPSON, PATRICK J.</b> <b>02738 COUNTY ADMINISTRATOR</b>	
PERSONAL INFORMATION		
<b>POSITION TITLE:</b> COUNTY ADMINISTRATOR	<b>EXAM ID#:</b> 02738	<b>NAME:</b> (Last, First, Middle) THOMPSON, PATRICK J.
<b>ADDRESS:</b> (Street, City, State, Zip Code) 2269 Vermillion Curve, Woodbury, Minnesota 55129	<b>SOCIAL SECURITY NUMBER:</b> N/A	<b>EMAIL ADDRESS:</b> thompsonpatrick81@yahoo.com
<b>HOME PHONE:</b> 513-560-6604	<b>ALTERNATE PHONE:</b>	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: MN Number: P116-132-360-608	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PREFERENCES		
Nothing Entered For This Section		
EDUCATION		
<b>DATES:</b> From: 9/1981 To: 12/1982	<b>SCHOOL NAME:</b> University of Wisconsin - Madison	<b>DEGREE RECEIVED:</b> Master's
<b>LOCATION:(City, State)</b> Madison , Wisconsin	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Local Government Management		
<b>DATES:</b> From: 9/1977 To: 5/1981	<b>SCHOOL NAME:</b> University of Wisconsin - Eau Claire	<b>DEGREE RECEIVED:</b> Bachelor's
<b>LOCATION:(City, State)</b> Eau Claire , Wisconsin	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Political Science, Economics, Spanish		
WORK EXPERIENCE		
<b>DATES:</b> From: 6/2011 To: Present	<b>EMPLOYER:</b> St. Croix County	<b>POSITION TITLE:</b> County Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1101 Carmichael Road, Hudson, Wisconsin, 55129	<b>COMPANY URL:</b> <a href="http://www.sccwi.gov">www.sccwi.gov</a>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>PHONE NUMBER:</b> 715-381-4303	<b>SUPERVISOR:</b> Roger Larson - Board Chairperson	<b># OF EMPLOYEES SUPERVISED:</b> 650
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	
<b>DUTIES:</b> Currently service as Chief Administrative Office for the fastest growing County in Wisconsin (population 90,000). Responsible for development and administration of operating and capital budgets totaling \$160 million. Lead a workforce of 600+ employees. Answer to a 19 member County Board of Supervisors. Responsible for leading a 21 member leadership team consisting of 15 appointed department heads and 6 independently elected county officials.		
<b>REASON FOR LEAVING:</b>		
<b>DATES:</b> From: 1/2006 To: 1/2011	<b>EMPLOYER:</b> Hamilton County	<b>POSITION TITLE:</b> County Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 138 East Court Street, Cincinnati, Ohio, 45202	<b>COMPANY URL:</b> <a href="http://www.hamiltoncountyohio.gov">www.hamiltoncountyohio.gov</a>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>PHONE NUMBER:</b> 513-946-4400	<b>SUPERVISOR:</b> Todd Portune - Commission President	<b># OF EMPLOYEES SUPERVISED:</b> 6000
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	
<b>DUTIES:</b> Chief Administrative Officer for the third most populous County in the State of Ohio (population 842,000). Responsible for the development, presentation and implementation of the County all fund (\$ 1.4 billion) and general fund (\$ 280 million) budgets. Provided leadership, supervision, and direction of a total workforce of 6,000 employees (2,000 under Board of County Commissioners departments), twenty-five department heads and two Assistant County Administrators. Responsible for the execution and enforcement of Board policies, and annual management work plan and executive dashboard. Served as principle advisor to the three-member Board of County Commissioners, and liaison to eight independently elected constitutional officers. Responsible for management and oversight of all County economic development efforts including "The Banks" Riverfront Development (120 acre, \$2.5 billion urban redevelopment project).		

<b>REASON FOR LEAVING:</b> New Commissioner elected who had political differences with previous Board of Commissioners shifting the political climate of the Board.		
<b>DATES:</b> From: 1/2003 To: 1/2006	<b>EMPLOYER:</b> Jefferson County	<b>POSITION TITLE:</b> County Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 100 Jefferson County Parkway, Golden, Colorado, 80419		<b>COMPANY URL:</b> Www.jeffco.us
<b>PHONE NUMBER:</b> 303-271-8186	<b>SUPERVISOR:</b> Kevin McKaskey - Commission President	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 2500
<b>DUTIES:</b> Chief Administrative and Fiscal Officer for the second largest County in the State of Colorado (population 530,000). Responsible for direct supervision of five department heads, thirty division directors and a total workforce of 2,500+ employees. As chief fiscal officer, responsible for development and oversight of a total operation and capital budget of \$400+ million. Serve as principle advisor to the three member Board of County Commissioners. Provide liaison from the Commissioner and administration to the County's eight elected officers and their staffs.		
<b>REASON FOR LEAVING:</b> Recruited and hired by Hamilton County, Ohio.		
<b>DATES:</b> From: 10/2000 To: 1/2003	<b>EMPLOYER:</b> La Crosse County	<b>POSITION TITLE:</b> County Administrative Coordinator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 2500 212 6th Street, La Crosse, Wisconsin, 54601		<b>COMPANY URL:</b> Www.la-crosse.wi.us
<b>PHONE NUMBER:</b> 608-785-9640	<b>SUPERVISOR:</b> Jim Ersham - Board Chair	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1200
<b>DUTIES:</b> Served as the Chief Administrative Officer and principle advisor to 35 elected La Crosse County Board of Supervisors (population 112,000). Responsible for directing all administrative and management operations of the County under the general direction of the La Crosse County Board. Direct supervision exercised over 30 department heads with a total workforce of 1,200+ employees. Responsible for development and control of \$130+ million operating and capital improvement budget.		
<b>REASON FOR LEAVING:</b> Hired by Jefferson County, Colorado.		
<b>DATES:</b> From: 8/1990 To: 10/2000	<b>EMPLOYER:</b> Dunn County	<b>POSITION TITLE:</b> County Administrative Coordinator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 800 Wilson Avenue, Menomonie, Wisconsin, 54751		<b>COMPANY URL:</b> Www.dunn.wi.us
<b>PHONE NUMBER:</b> 715-232-2429	<b>SUPERVISOR:</b> Raymond Score - Board Chairperson	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 500
<b>DUTIES:</b> Served as the Chief Executive Officer and advisor to 27 elected Dunn County Board of Supervisors (population 41,000). Responsible for directing all management operations of the County including Human Resources, Finance and Planning functions pursuant to policies determined by the County Board. Direct supervision was exercised over 22 department heads with a total workforce of 500+ employees. Responsible for development and control of \$48+ million operation and capital improvement budget.		
<b>REASON FOR LEAVING:</b> Took a job in La Crosse County, Wisconsin.		
<b>DATES:</b> From: 6/1983 To: 8/1990	<b>EMPLOYER:</b> City of Madison	<b>POSITION TITLE:</b> Operations/Budget Manager
<b>ADDRESS:</b> (Street, City, State, Zip Code) Madison, Wisconsin		<b>COMPANY URL:</b> Www.cityofmadison.com
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Department of Transportation Responsible for development and control of Department of Transportation operating and capital improvement budgets (\$22+ million), including Traffic Engineering, Parking and Transit Division budgets. Provided financial and administrative support for the Director of Transportation and City Traffic Engineer; authorized all purchases and expenditures for Traffic Engineering, Parking and Transit Divisions; management of all department billing schedules and procedures; provided operational support for Department of Transportation field operations, and acted as liaison between Department of Transportation management, engineering staff and field personnel.		
<b>REASON FOR LEAVING:</b> Became Administrative Coordinator for Dunn County, Wisconsin.		
<b>DATES:</b> From: 10/1982 To: 6/1983	<b>EMPLOYER:</b> City of Madison	<b>POSITION TITLE:</b> Assistant to the Mayor
<b>ADDRESS:</b> (Street, City, State, Zip Code) Madison, Wisconsin		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Office of the Mayor Responsible for policy research, development and analysis; fiscal analysis and composition of fiscal impact statement; legislative liaison between the Mayor's Office, County Executive, State and Federal Governments. OTHER Management Intern RELEVANT Office of the Mayor		
<b>REASON FOR LEAVING:</b>		

<b>CERTIFICATES AND LICENSES</b>
Nothing Entered For This Section

<b>Skills</b>
<b>OFFICE SKILLS:</b> Typing: Data Entry:
<b>OTHER SKILLS:</b>
<b>LANGUAGE(S):</b> Spanish - <input type="checkbox"/> Speak <input type="checkbox"/> Read <input type="checkbox"/> Write

<b>ADDITIONAL INFORMATION</b>
<p><b>Professional Associations</b> INVOLVEMENT Hudson/New Richmond Chamber of Commerce</p> <p><b>Professional Associations</b> Community Justice Coordinating Council</p> <p><b>Additional Information</b> Currently service as Chief Administrative Office for the fastest growing County in Wisconsin (population 90,000). Responsible for development and administration of operating and capital budgets totaling \$160 million. Lead a workforce of 600+ employees. Answer to a 19 member County Board of Supervisors. Responsible for leading a 21 member leadership team consisting of 15 appointed department heads and 6 independently elected county officials</p> <p><b>Additional Information</b> Chief Administrative Officer for the third most populous County in the State of Ohio (population 842,000). Responsible for the development, presentation and implementation of the County all fund (\$ 1.4 billion) and general fund (\$ 280 million) budgets. Provided leadership, supervision, and direction of a total workforce of 6,000 employees (2,000 under Board of County Commissioners departments), twenty-five department heads and two Assistant County Administrators. Responsible for the execution and enforcement of Board policies, and annual management work plan and executive dashboard. Served as principle advisor to the three-member Board of County Commissioners, and liaison to eight independently elected constitutional officers. Responsible for management and oversight of all County economic development efforts including "The Banks" Riverfront Development (120 acre, \$2.5 billion urban redevelopment project)</p> <p><b>Additional Information</b> Chief Administrative and Fiscal Officer for the second largest County in the State of Colorado (population 530,000). Responsible for direct supervision of five department heads, thirty division directors and a total workforce of 2,500+ employees. As chief fiscal officer, responsible for development and oversight of a total operation and capital budget of \$400+ million. Serve as principle advisor to the three member Board of County Commissioners. Provide liaison from the Commissioner and administration to the County's eight elected officers and their staffs</p> <p><b>Additional Information</b> Served as the Chief Administrative Officer and principle advisor to 35 elected La Crosse County Board of Supervisors (population 112,000). Responsible for directing all administrative and management operations of the County under the general direction of the La Crosse County Board. Direct supervision exercised over 30 department heads with a total workforce of 1,200+ employees. Responsible for development and control of \$130+ million operating and capital improvement budget</p> <p><b>Additional Information</b> Served as the Chief Executive Officer and advisor to 27 elected Dunn County Board of Supervisors (population 41,000). Responsible for directing all management operations of the County including Human Resources, Finance and Planning functions pursuant to policies determined by the County Board. Direct supervision was exercised over 22 department heads with a total workforce of 500+ employees. Responsible for development and control of \$48+ million operation and capital improvement budget</p>

<b>REFERENCES</b>
Nothing Entered For This Section

Agency-Wide Questions

1. **Were you previously employed by the Board of County Commissioners, Escambia County?**  
No
2. **If so, when and with what department(s)?**  
N/A
3. **Give name, relationship and department of any relatives who are employed with the Board of County Commissioners, Escambia County.**  
None
4. **Are you 18 years old or older?**  
Yes
5. **Are you a citizen of the United States?**  
Yes
6. **Do you possess or have the ability to obtain a valid Florida Driver's License?**  
Yes
7. **Have you in the last three (3) years ever been convicted of or plead guilty or no contest to a misdemeanor?**  
No
8. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for six months. If none, enter n/a.**  
N/A
9. **Have you (since the age of 18) ever been convicted of or plead guilty or no contest to a felony?**  
No
10. **If yes, please describe the circumstances and the date. An arrest or conviction will not necessarily disqualify an applicant but an omission (failure to disclose) revealed during the background check will prevent employment and bar an applicant for one year. If none, enter n/a.**  
N/A
11. **Have you ever been suspended, dismissed or asked to resign from any job?**  
Yes
12. **If yes, explain in detail.**  
New Commissioner elected who had political differences with the previous Board of Commissioners, shifting the political climate of the Board.
13. **If you have education beyond high school please list the name of the school(s), city, state, semester/quarter hours completed, major and degree earned.**  
Yes. Listed under "Education."
14. **Do you claim Veterans' Preference? (If claiming, a copy (not original) of DD214 form must be submitted, in order to be considered for preference, by scanned attachment, fax:850-595-3020, or mail/deliver to: 221 Palafox Place, Suite 200, Pensacola, FL 32502, at the time of your application or by the closing date.)**  
No
15. **How did you learn about this job?**  
Other Web Site
16. **I understand that resumes are welcomed but do not substitute for the work experience section of this application and failure to complete the work experience section will result in an incomplete application, which will not be considered for eligibility. Did you fully complete the work experience section of this application?**  
Yes
17. **Supplemental questions are to be answered with enough detail to be sufficiently evaluated. Referring to your resume is not an acceptable answer. I understand I am to answer the questions with detailed information and not refer the evaluator to my resume.**  
Yes

**Job Specific Supplemental Questions**

- 1. **I understand that I am not to list a sitting Escambia County Commissioner as a reference and will not contact any Commissioner about this job posting. Should I list such reference, I understand my application will be rejected.**  
Yes
- 2. **Please submit a cover letter, resume, copies of diplomas or transcripts, and if applicable, certifications as attachments to the application or fax to (850) 595-3020, or email to recruiter@myescambia.com or deliver to 221 Palafox Place, Suite 200, Pensacola, FL 32502**
- 3. **Are you a current internal Escambia County BCC employee? (For recruitment purposes temps, volunteers and contract employees are considered external applicants.)**  
No

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

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

This application was submitted by PATRICK J. THOMPSON on 3/20/19 10:59 AM

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Patrick J. Thompson**  
Thompsonpatrick81@yahoo.com  
513-560-6604

March 1, 2019

Board of County Commissioners  
Escambia County  
221 Palafox Place, Suite 200  
Pensacola, Florida 32502

Dear Commissioners:

I am pleased to submit my application for the position of County Administrator for Escambia County, Florida. As an applicant for the County Administrator position I offer 37 years of local government professional management experience, 29 years of which have been at the chief executive level.

Currently, I serve as the first County Administrator for St. Croix County, Wisconsin (population 90,000). St. Croix County is one of the fastest growing counties in the State of Wisconsin and is part of the 16 county Minneapolis/St. Paul SMSA. I serve as the chief operating officer responsible for the management of all county operations and report to a 19 member Board of Supervisors. Our total operating budget is approximately \$94 million. The County CIP is approximately \$62 million. St. Croix County employs 650+ employees with 15 department heads who report directly to the County Administrator. Current salary is \$ 165,000.

Prior to my relocation back to Wisconsin I served as County Administrator for the third largest county in Ohio, Hamilton County (population 845,000). In this position I served five years as the senior ranking administrative officer responsible for overseeing all county operations, including the development and administration of the county's operating, capital improvement, and all-funds budgets totaling \$1.4 billion. Hamilton County employed 25 department and division directors and two Assistant County Administrators that reported directly to the County Administrator, and had a total workforce of 6,000+ employees. The County Administrator reports directly to the County Board of Commissioners and serves at the pleasure of the Board. Ending salary was \$220,500.

Prior to my employment with Hamilton County, I served as County Administrator of Jefferson County, Colorado. Jefferson County is the second largest county in Colorado with just over 530,000 citizens. As County Administrator I was responsible for the oversight and direction of 30 divisions with approximately 2,500 employees. I was charged with the development, presentation and implementation of a total operating and capital budget of \$400 million+. Ending salary was \$170,000.

#6B (7) Thompson

I began my career in county government executive administration in Dunn County and La Crosse County, Wisconsin as their County Administrative Coordinator. In both Counties I was responsible for the planning and execution of all administrative operations including all budgeting, personnel, and economic development functions.

My candidacy for the Escambia County Administrator position is enhanced by having city management experience. I worked nine years for the City of Madison, Wisconsin. My first two years following graduate school were spent working in the Mayor's Office. There I was responsible for policy research and the development of the position papers dealing with a variety of local issues. I was assigned specific projects by the Mayor, one of which was to serve as the liaison between the Madison City Council and Dane County Board of Supervisors. It was there that I learned first hand the necessity of intergovernmental cooperation.

My formal education includes a Master's degree in public administration from the University of Wisconsin-Madison with an emphasis in local government management, and a Bachelor's degree in political science from the University of Wisconsin-Eau Claire. As part of my foreign language degree requirements from UW-Eau Claire I studied in Monterrey, Mexico. While attending both institutions I supplemented my education with internships in municipal government in an effort to provide a practical approach to the more formal classroom environment.

I am confident that my 37 years combined city/county executive level management experience and formal education uniquely qualify me for further consideration of the Escambia County Administrator position. I welcome the opportunity to visit Escambia County to meet with you and other County officials to discuss my qualifications and your expectations for the County Administrator position. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Patrick J. Thompson". The signature is written in dark ink and is positioned above the printed name.

Patrick J. Thompson

**PATRICK J. THOMPSON**  
Cell: 513-560-6604  
Email: thompsonpatrick81@yahoo.com

**EDUCATION**      **Master of Public Administration**      December      1982  
University of Wisconsin – Madison  
Madison, Wisconsin  
Concentration: Local Government Management

**Bachelor of Arts**      May      1981  
University of Wisconsin – Eau Claire  
Eau Claire, Wisconsin  
Concentration: Political Science, Economics, Spanish

**EMPLOYMENT**      **County Administrator**      June 2011 – Present  
St. Croix County  
Hudson, Wisconsin

Currently service as Chief Administrative Office for the fastest growing County in Wisconsin (population 90,000). Responsible for development and administration of operating and capital budgets totaling \$160 million. Lead a workforce of 600+ employees. Answer to a 19 member County Board of Supervisors. Responsible for leading a 21 member leadership team consisting of 15 appointed department heads and 6 independently elected county officials.

**County Administrator**      January 2006 – January 2011  
Hamilton County  
Cincinnati, Ohio

Chief Administrative Officer for the third most populous County in the State of Ohio (population 842,000). Responsible for the development, presentation and implementation of the County all fund (\$ 1.4 billion) and general fund (\$ 280 million) budgets. Provided leadership, supervision, and direction of a total workforce of 6,000 employees (2,000 under Board of County Commissioners departments), twenty-five department heads and two Assistant County Administrators. Responsible for the execution and enforcement of Board policies, and annual management work plan and executive dashboard. Served as principle advisor to the three-member Board of County Commissioners, and liaison to eight independently elected constitutional officers. Responsible for management and oversight of all County economic development efforts including "The Banks" Riverfront Development (120 acre, \$2.5 billion urban redevelopment project).

County Administrator  
Jefferson County  
Golden, Colorado

January 2003 – January 2006

Chief Administrative and Fiscal Officer for the second largest County in the State of Colorado (population 530,000). Responsible for direct supervision of five department heads, thirty division directors and a total workforce of 2,500+ employees. As chief fiscal officer, responsible for development and oversight of a total operation and capital budget of \$400+ million. Served as principle advisor to the three member Board of County Commissioners. Provided liaison from the Commissioners and Administration to the County's eight elected officers and their staffs.

County Administrative Coordinator  
La Crosse County  
La Crosse, Wisconsin

October 2000 – January 2003

Served as the Chief Administrative Officer and principle advisor to 35 elected La Crosse County Board of Supervisors (population 112,000). Responsible for directing all administrative and management operations of the County under the general direction of the La Crosse County Board. Direct supervision exercised over 30 department heads with a total workforce of 1,200+ employees. Responsible for development and control of \$130+ million operating and capital improvement budget.

County Administrative Coordinator  
Dunn County  
Menomonie, Wisconsin

August 1990 – October 2000

Served as the Chief Executive Officer and advisor to 27 elected Dunn County Board of Supervisors (population 41,000). Responsible for directing all management operations of the County including Human Resources, Finance and Planning functions pursuant to policies determined by the County Board. Direct supervision was exercised over 22 department heads with a total workforce of 500+ employees. Responsible for development and control of \$48+ million operation and capital improvement budget.

Operations/Budget Manager  
City of Madison, Wisconsin  
Department of Transportation

June 1983 – August 1990

Responsible for development and control of Department of Transportation operating and capital improvement budgets (\$22+ million), including Traffic Engineering, Parking and Transit Division budgets.

Provided financial and administrative support for the Director of Transportation and City Traffic Engineer; authorized all purchases and expenditures for Traffic Engineering, Parking and Transit Divisions; management of all department billing schedules and procedures; provided operational support for Department of Transportation field operations, and acted as liaison between Department of Transportation management, engineering staff and field personnel.

Assistant to the Mayor  
City of Madison, Wisconsin  
Office of the Mayor

October 1982 – June 1983

Responsible for policy research, development and analysis; fiscal analysis and composition of fiscal impact statement; legislative liaison between the Mayor's Office, County Executive, State and Federal Governments.

**OTHER  
RELEVANT  
EXPERIENCE**

**Management Intern**  
Office of the Mayor  
Madison, Wisconsin

**City Manager's Office**  
Eau Claire, Wisconsin

**Student Body President**  
University of Wisconsin – Eau Claire

**PROFESSIONAL**

**ICMA**      35 year Associate Member  
**NACO**     28 year Affiliate Member  
**NACA**     Past Midwest Regional Vice President  
                 Communications Committee Member

**Wisconsin Counties Association**  
**Wisconsin County Executives and Administrators Assoc.**

**COMMUNITY  
INVOLVEMENT**

**St. Croix County Economic Development Corporation**  
**Hudson/New Richmond Chamber of Commerce**  
**Community Justice Coordinating Council**

**UNIVERSITY OF WISCONSIN-MADISON**

The Board of Regents of The University of Wisconsin System,  
on the nomination of the faculty, has conferred upon

**PATRICK JOHN THOMPSON**

The Degree of

**MASTER OF ARTS  
PUBLIC POLICY AND ADMINISTRATION**

Together with all honors, rights, and privileges belonging to that degree.  
In witness whereof, this diploma is granted. Given at Madison in The State  
of Wisconsin, this nineteenth day of December in the year nineteen hundred  
eighty-two, and of The University the one hundred thirty-second.

*D. W. Beath*  
President of the Board  
*Henry H. Oehl*  
President, University of Wisconsin System



*Livingston*  
Chancellor, University of Wisconsin-Madison

