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### **WORK HISTORY**

*Aug 08 to Current*

*University of Central Florida, Orlando Florida*

**Instructor**, Department of Public Administration: instructor for public policy, public administration, strategic planning, fiscal administration, local government operations, survey research, and other courses at the undergraduate and graduate level. Serve as Undergraduate Coordinator for Department. Chair for 2010 Public Administration Research Conference. Serve as Vice President for Policy, Central Florida ASPA Chapter.

#### **Graduate Courses Taught:**

PAD 5807 Local Government Operations  
PAD 6035 Public Administration in Policy Process  
PAD 6053 PA in the Governance Process  
PAD 6335 Strategic Planning & Management

*June 99 to Aug 08*

*City of DeLand, DeLand Florida*

**City Manager:** Chief executive for full service city which includes a municipal airport. DeLand is the County Seat and the home of Stetson University. DeLand has an annual budget of approximately \$56 million, and employs 350 employees. The City has a jurisdictional population of 26,600, with service population of 60,000+. DeLand is an award winning Mainstreet USA City.

#### **Important Accomplishments:**

- Completed a \$2.5 million downtown streetscape project.
- Worked with County to establish Community Reinvestment Area (CRA) in economically disadvantaged area of City. Administer a second CRA for downtown historic district.
- Designed process for a city strategic plan that for the past seven years has been used by the City Commission to guide much of the legislative agenda, as well as to establish annual goals and budget priorities.
- Was a leader in establishing and writing operating guidelines for a county wide water authority. .
- Completed major capital projects to include construction of two fire stations, a 35,000 sq ft. police headquarters, construction of a new 44,000 sq. ft. \$10 million City Hall, a 10 year sidewalk construction program, a 20 year street maintenance plan, comprehensive physical improvements to sports facilities including new Little League complex, reconstruction of football complex, four MGD expansion of wastewater treatment plant, and, construction of a regional skateboard

- facility.
- Facilitated Agreement with County for integration of fire/EMS services into closest station response system. With Volusia County, consolidated public safety dispatch to improve service and gain cost efficiencies.
- Guided City Commission through two major public controversial development projects that established a Development of Regional Impact for a 4,000 residential home project, and the approval of a development plan and construction for a regional commercial development that included a Super Wal-Mart.
- City has enacted four new impact fees, updated and revised two existing impact fees, and is in process of developing a transportation impact fees.
- City has adopted performance based program budget. Budget has received the Distinguished Budget Award from the Government Finance Officers Association.
- Established innovative employee incentives e.g. language incentive, shared savings incentives, employee excellence program, and safety award program.
- Completed five organizational re-engineering efforts to analyze and determine best practices for the operations of functional programs.
- Changed the city's retirement plan for general employees' from a defined benefit to a defined contribution program.

*Jan 97 to June 99*

*Brevard County Sheriffs Office, Titusville Florida*

**Director of Administrative Services:** Administrative Director for Human Resources, Finance, Records, Property, Communications, Management Information Services, Planning & Research.

**Major Accomplishments:**

- Completed re-engineering process to increase expenditures for law enforcement resources from cost savings obtained through administrative efficiencies.
- Installed performance based salary plan, and redesigned budget system to reflect performance based program budgeting.
- Recruited a leadership team that instituted necessary financial controls to correct significant problems in agency financial accounting, and human resource management systems.
- Facilitated a strategic planning process which involved citizen and staff focus groups.
- Updated all administrative and human resource policies. Sheriff's Office has 820 employees and an annual budget of \$47 million.

*Jul 96 to Jan 97*

*Harbor City Volunteer Ambulance Squad, Melbourne, Florida*

**Executive Director:** Chief Executive Officer for an emergency medical transport company that was incurring \$1+ million in debt per year. At the end of my tenure the company financial position was forecasted to end the fiscal

year with a positive balance.

**Major Accomplishments:**

- Negotiated industry competitive salary and benefit package with union,
- Worked with Board of Directors to rewrite organizational mission to focus on core business.

*Apr 91 to Jul 96*

*City of Palm Bay, Florida*

**City Manager:** Chief executive officer for a rapidly growing full service city with population of 75,000, municipal budget of \$70+ million and 550 employees. From April 91 to March 92 served as the Assistant City Manager. Appointed City Manager in April 92. As the Assistant City Manager I served as the City's Human Resource Director.

**Major Accomplishments:**

- Negotiated four union contracts.
- City's retirement plan converted from a defined benefit to a defined contribution plan.
- Led the acquisition and financing for a \$30 million private water and sewer system. Upon acquisition the utility was organized as a non-profit organization with a Board of Directors.
- Completed a comprehensive organizational analysis resulting in reducing general fund administrative costs by 15%, streamlined managerial span of control, reduced employees in support roles, and, with the resultant savings, increased employees in direct service positions.
- Took an organization that was managerially and organizationally fragmented and instituted team building processes that resulted in public safety and public service units focusing individual programs to meet the common organizational mission.
- Facilitated a two year long strategic planning process that involved over 100 citizens and seven standing citizen committees. An outcome of the plan saw the City voters passing three major tax referendums. Because of the plan, the City acquired revenues to rebuild 250 miles of deteriorated roads.
- Worked with business leaders to install incentives and build infrastructure to create a technology based industrial park.
- Instituted city wide customer service training oriented towards values established by the organization.
- Implemented numerous employee motivational systems e.g. gainsharing.
- Sponsored and successfully completed a multiyear plan for upgrading the city's management information system.

- May 89 to Nov 90*      *City of Longwood, Florida*  
**City Administrator:** Chief Executive Officer for a full service city serving 14,000 residents. City had 150 employees, and \$12 million budget.  
**Major Accomplishments:**
- Designed organizational development process and instituted team building mechanisms that significantly improved employee motivation, work productivity, interdepartmental communication and coordination.
  - Guided the City Commission through a strategic planning process with an outcome that a downtown restoration program was advanced, and a utility reorganization expansion plan was developed.
  - Negotiated two union contracts.
- Mar 84 to May 89*      *City of Defiance, Ohio*  
**City Administrator:** Leadership responsibility for police, fire, public works, water/wastewater treatment, parks and recreation, code enforcement, community development. City population was 18,000 with 145 employees.  
**Major Accomplishments:**
- Facilitated strategic planning process for City Council.
  - Negotiated three union contracts. Worked with unions to implement employee involvement process which included city wide quality circles. Restructured health care policies through a matrix team consisting of employees from all bargaining and non-bargaining units..
  - Authored two funded Urban Development Action Grants for industrial and commercial development.
  - Instituted tax increment financing to establish a city industrial park, build related infrastructure and locate two new industrial concerns in the park. This process involved creating and guiding a unified business-government team to establish the industrial park and establish a system of mutually acceptable tax incentives.
  - Managed a \$9 million upgrade to wastewater plant and collection system.
  - Designed and installed performance based salary plan.
- Jun 80 to Feb 84*      Northwestern Ohio Community Action Commission  
**Executive Director**
- Jul 76 to Jun 80*      Athens, Hocking, Vinton Counties Community Mental Health Bd.  
**Associate Director**
- Aug 75 to Jun 76*      US Army Material Command  
**Personnel Management Specialist**
- Jul 72 to Jun 75*      Managed three social service projects in Ohio and West Virginia
- Jul 70 to Feb 72*      US Army  
**Infantry/Special Forces/Civil Affairs Officer**

*1985*                    **EDUCATION**  
**Doctorate of Public Administration**, Nova Southeastern University, Ft. Lauderdale, Fl.  
Dissertation titled “Leadership Style: Effect On Motivation During Organizational Retrenchment”.

*1976*                    **Masters of Political Science** (Certificate in Public Administration), Ohio University, Athens, Ohio.

**ACADEMIC EXPERIENCE**

Served for eighteen years as an adjunct faculty member at the University of Central Florida teaching undergraduate and graduate courses in public budgeting, local government operations, organizational theory, public policy, leadership, reinventing government, and introduction to public administration. Adjunct Faculty at Bethune-Cookman University designed and taught graduate course in transformative leadership. Served as an Adjunct Instructor in Public Administration for Webster University.

**PUBLICATIONS**

Published articles in Public Management, Journal of Leadership Studies, Cities & Villages, Grantsmanship Center News, & Public Administration Times. Have also presented and written supporting papers for national conference of the American Society for Public Administration. Contributor to Alliance for Innovation Quarterly Newsletter "IDEAS"

**AWARDS AND COMMUNITY INVOLVEMENT**

- ICMA-Credentialed Manager
- Past presenter for the Performance Institute, Arlington, Va.
- LTC (Ret.) US Army Reserve, graduate of Command & General Staff College.
- Past President, Central Florida Chapter-American Society for Public Administration.
- Past President, Brevard City-County Managers Association.
- Member of International City Managers Association;
- Past President Palm Bay Sunrise Rotary Club-Member Deland Rotary.
- Past Gubernatorial Appointment to Statewide Workers Compensation Judicial Nominating Committee.
- Nominated by City Commission to the Florida League of Cities for 2006 City Manager of the Year Award.