

# COMMITTEE MEMORANDUM

September 6, 2011

## FOR DISCUSSION

**Members:** Maren DeWeese, P.C. Wu, Sam Hall, John Jerralds, Larry B. Johnson, Sherri Myers, Megan B. Pratt, Brian Spencer, Ronald P. Townsend

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**FROM:** Maren DeWeese, Council President *MD*

**SUBJECT:** Council Executive

### **SUMMARY:**

The last remaining step in the interview process for the Council Executive position brings the candidates to the Committee of the Whole for their final interview before all Council Members.

The Council Executive job description states, "This position is primarily initiative oriented. Since this position is highly visible from the standpoint of City Council, City employees, the public and the press, the incumbent must be able to work effectively in an atmosphere of close scrutiny, accountability and conflicting pressures." Our interview as the Committee of the Whole is an integral part of the decision making process.

Once the interview process is complete, Council will have the option of making the final selection (ballot vote) either at the September 6, 2011 Committee of the Whole meeting or at a Special Committee of the Whole at 5 p.m. on September 8, 2011.

### **ATTACHMENTS:**

Resumes of all finalists



# TINA LOUANN SNELLING

8227 Kingsbrook Road, No. 123, Houston, Texas 77024  
Day/Evening (713) 725-3600 • Email [tvsnelling@aol.com](mailto:tvsnelling@aol.com)

**ACCOMPLISHED LEGAL COUNSEL** with expertise in transactional practice and civil litigation, providing legal prowess across multiple legal categories, including labor and employment matters and state and federal administrative, regulatory and substantive law trials and appeals. Proven success in oral advocacy, brief writing, legal analysis, statutory construction, solving complex legal issues, and regulatory compliance. Outstanding planning, organizational, team building, leadership, and communication skills. Analytical with sharp problem-solving capabilities. Thrives in challenging, fast-paced organizations that require quick thought, innovation, creativity, and decisive strategic action. Licensed in Texas, D.C. and Maine.

## KEY QUALIFICATIONS

Client Relations  
Trial and Appellate  
Communications  
Multi-tasking

Oral Advocacy  
Professional Malpractice  
Government practice  
Briefing and Legal Research

Regulatory Compliance  
Risk Management  
Labor/Employment Relations

## CAREER HIGHLIGHTS

Brazos County, TX, Political subdivision of State of Texas, 200 So. Texas Ave, Bryan, TX (40 hours week) 2007 - 2011

### GENERAL COUNSEL

Brought on board as in house civil Legal Advisor to create value across the County organizations through the successful direction of professional staff executing all legal activities including labor and employment matters, premises and tort claims, legislation analysis, transactional law, Public Information Act requests, and civil litigation defense.

#### Key highlights

- Implemented the County's first in-house civil legal department, including staff recruitment, policy/procedure development, and document library creation, dramatically increasing the efficient and cost-effective handling of governmental and legal matters.
- Recruited to join the County as a result of exemplary service as outside counsel from 1999-2007

Sheiness, Scott, Grossman & Cohn, LLC, 1001 McKinney, Ste 1400, Houston, TX (40 hours week) 2001 - 2007

### PARTNER/OF COUNSEL (1999-2001)

Invited to join firm of former Hirsch, Glover, Robinson & Sheiness partners to combine breakthrough leadership skills and demonstrated expertise in appellate practice, constitutional law, ethics, coverage and litigation strategy, for a variety of businesses and industries. Lead counsel in numerous civil defense litigation cases. Key counsel to governmental entities, drawing upon in-depth knowledge and experience to advise stakeholders on a wide range of issues including employment law, civil rights issues, tort claims, insurance coverage, regulatory compliance, and legal actions. Established a mentoring program for junior associates.

#### Key highlights

- Established and expanded firm presence in labor, appellate, coverage and resolution dispute services through tenacious court/client education, referral, marketing efforts and high-quality, results based services delivery. Participated in high profile published court cases.

Hirsch, Sheiness & Garcia, LLP, Houston, Texas (40 hours week)

1992 - 1999

**JUNIOR PARTNER (1996-1999)**

**ASSOCIATE, (1992-1996)** Hirsch, Glover, Robinson & Sheiness, P.C., Houston, TX (40 hours week)

Promoted to department head in insurance defense firm; responsible for overseeing appellate and insurance coverage sections representing governmental, commercial and private clients. Assessed liability and damages, consulted with clients and opposing counsel, and conducted all facets of case handling to successfully resolve cases from claim stage through trial and appeal.

**Key highlights**

- Recognized for outstanding appellate skills through award and certification by the prestigious Texas Board of Legal Specialization
- Received certifications as Mediator and Arbitrator by A.A. White Dispute Resolution Center and National Arbitration Academy

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**APPOINTED SERVICE**

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City of Houston Civil Service Commission, 611 Walker, Houston, TX (8 to 20 hours week)

2000 - 2008

**HEARING EXAMINER**

Appointed by Commission to hear and determine labor disputes and disciplinary grievances. Presided over reported contested case hearings, write orders and proposals for decision, rule on discovery disputes, and perform administrative duties. Conducted prehearings and evidentiary hearings in contested cases and issued recommendations for resolution in disciplinary program for adoption or determination by Commission. Interpret and apply procedural and substantive law, rules, and policies pertinent to agency with rulings made from the bench or in writing.

Court-appointed Mediator, Houston, Harris County, TX for District and County Courts.

1999 - present

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**ADDITIONAL EXPERIENCE**

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**RESEARCH STAFF ATTORNEY**, Fisher, Gallagher & Lewis, Houston, TX (40 hours week/1991-1992)  
(Supervisor/Liaison Partner, David Holman (713) 400-4840)

**LAW CLERK**, Rudman & Wincell, Bangor, ME (40 hours week/1990-1991)  
(Supervisor/Liaison Partner, Paul Chaiken (207) 947-4501)

**BRIEFING ATTORNEY**, Texas Court of Appeals, Houston, TX (40 hours week/1988-1990)  
(Supervisor/Liaison, Paul Taparaskas (713) 684-4004)

**JUDICIAL INTERN CLERK**, U.S. Southern District of Texas, Houston Division, Houston, Texas (Spring 1987)  
(Supervisor, Judge Karen Brown (713) 250-5250)

**LAW CLERK**, Dean T. Gerald Treece, South Texas College of Law, Houston, TX (25 hours week/1984-1986)  
(Supervisor, Dean T. Gerald Treece (713) 659-8040)

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**EDUCATION & PROFESSIONAL DEVELOPMENT**

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**JURIS DOCTOR**, University of Houston Law Center, Houston, TX 1987

**BACHELOR OF ARTS, GOVERNMENT**, University of Texas at Austin, TX 1981

## List of References

Angela Davila-Caudell  
Staff Analyst  
City of Houston Department of Health and Human Services  
8000 N. Stadium Dr.  
Houston, Texas 77054  
Tel: (713) 794-9325

A. W. "Bill" Jeanes  
Director, Brazos County Risk Management  
200 So. Texas Ave., Suite 264  
Bryan, Texas 77803  
Tel: (979) 361-4246

John Belk  
Partner, Sheiness, Scott, Grossman & Cohn, LLP  
1001 McKinney Ave., Suite 1400  
Houston, Texas 77002  
Tel: (713) 374-7025

Randy Sims  
County Judge  
Brazos County, Texas  
200 So. Texas Ave., Suite 332  
Bryan, Texas 77803  
Tel: (979) 361-4102



Randy Sims  
Brazos County Judge  
Tel: (979) 361-4102

200 South Texas Avenue  
Bryan, Texas 77802  
Fax: (979) 361-4508

June 30, 2010

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Tina Snelling. Tina has served as in house civil counsel for the County and the Commissioner's Court since July 2007. Prior to that, Tina served as our outside civil litigation counsel and it was on account of her talent and abilities that we asked her on as one of the county's first in house counsel. Tina's responsibilities include advising the Court and other county departments on relevant state and federal legislation, overseeing in house civil litigation and preparing and reviewing contracts, regulatory orders, and legal memoranda. This is no small feat, considering that she is required to know many areas of the law, such as employment, land law, construction and bidding, open records, economic development, civil litigation, insurance coverage, interlocal and vendor/construction contracts and the constitutional and statutory powers and limitations of county government.

Tina is respected by the people she works with, she is organized, thorough in her paperwork, and is always on time. More important, Tina is not afraid to give the necessary candid advice when the county's interests are at risk.

In short, Tina is a personable and outstanding attorney and I recommend her without reservation.

Yours truly,

A handwritten signature in black ink, appearing to read "Randy Sims". The signature is fluid and cursive, with a large loop at the end.

Randy Sims  
Brazos County Judge

# Sheiness, Scott, Grossman & Cohn, L.L.P.

ATTORNEYS AT LAW  
1001 MCKINNEY, SUITE 1400  
HOUSTON, TEXAS 77002-6323  
Tel: 713.374.7000 Fax: 713.374.7049

James R. Scott  
Direct Dial 713.374.7010  
E-Mail [jscott@hou-law.com](mailto:jscott@hou-law.com)

[insert date], 2010

Re: Ms. Tina V. Snelling

Dear Sir or Madam:

I am pleased to have the opportunity to recommend Ms. Tina V. Snelling for employment. I have known and worked alongside Ms. Snelling for many years and I am very familiar with her work and work ethic, both of which are outstanding.

My most recent professional experience with Ms. Snelling was when she was our law partner in this mid-sized civil litigation firm. As such, she was the go-to person for the rest of us partners when we needed someone to handle the more complex legal challenges that came our way from time to time. For example, she routinely analyzed and wrote opinions on difficult insurance coverage questions, wrote the briefs and covered the oral arguments in appellate work and excelled at summary judgment practice. In the trial court setting she has fought and won tough trials, including suits for injunctive relief. In short, when it comes to legal writing and courtroom presence both at the trial and appellate level, Ms. Snelling can be relied upon to be very thoroughly prepared, be innovative with her legal reasoning and be second to none with her verbal persuasive skills.

Ms. Snelling was a integral part of our team, working with all of us as she did and always glad to tackle a new problem. We were sorry to see her go when she decided to move to Bryan, Texas to work in the Brazos County Legal Department.

If I may be of any more assistance, please do not hesitate to contact me.

Sincerely,

*Jim Scott*

JRS/

## Sonja Gaines

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**From:** Mary Ann Stalcup  
**Sent:** Monday, May 09, 2011 7:24 AM  
**To:** Sonja Gaines  
**Subject:** FW: Written Exercise Questions  
**Attachments:** Answers Written\_Exercise\_Questions[1].doc

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**From:** [tvsnelling@aim.com](mailto:tvsnelling@aim.com) [<mailto:tvsnelling@aim.com>]  
**Sent:** Sunday, May 08, 2011 11:32 PM  
**To:** Mary Ann Stalcup  
**Subject:** Fwd: Written Exercise Questions

Dear Mary Ann,

Please find attached my answers to the written exercise questions.  
Thank you for your courtesies in forwarding this document to the appropriate person(s).  
Yours truly,  
Tina Snelling

-----Original Message-----  
**From:** Sonja Gaines <[SGaines@ci.pensacola.fl.us](mailto:SGaines@ci.pensacola.fl.us)>  
**Sent:** Thu, Apr 28, 2011 5:16 pm  
**Subject:** Written Exercise Questions

The City of Pensacola received over fifty resumes from highly qualified individuals interested in becoming the new Council Executive. The next step in the process is your participation in the attached questionnaire. Please return your questionnaire by e-mail to Mary Ann Stalcup at [mstalcup@ci.pensacola.fl.us](mailto:mstalcup@ci.pensacola.fl.us) by 5:00 p.m. on Monday, May 9, 2011.

### ***Council Executive Written Exercise***

Return to Mary Ann Stalcup at [mstalcup@ci.pensacola.fl.us](mailto:mstalcup@ci.pensacola.fl.us) by 5:00p.m., Monday, May 9, 2011

1. Are you currently employed? Yes.
2. Please tell us why you are interested in this position & why you are considering a move at this time? I am interested for two reasons. First, the position greatly parallels the responsibilities I held as counsel and Legal Advisor to the Brazos County Commissioners Court and I believe my training and experience are an asset to the position. Second, but just as important, my fiancé, who is originally from Pensacola, and I will be getting married and are seeking to return to Pensacola.
3. In your current or most recent position, please describe your scope of responsibilities. List the major services provided by your organization, its staffing and annual budget. In my most recent position, I drafted, reviewed and negotiated permits and contracts for all county departments, as well as interlocal agreements between the county and other political subdivisions, including the State of Texas, municipalities and State Universities. I also negotiated with land owners or their counsel in regulatory matters over proposed purchase transactions. Moreover, per authority given by Commissioners Court, I developed, negotiated and/or reviewed and revised contracts and agreements, including general commercial, regulatory, construction, UCC, intellectual property, and real estate matters (supplier/contractor agreements, service agreements, engineering/construction contracts, requisition orders and confidentiality agreements). I also collaborated with other departments on open records requests, permits, platting, civil litigation, employment, environmental, corporate and other regulatory issues. Finally, I served as counsel to the County governmental body in advising, counseling, and interpreting conflicts of interest, use of government resources, lobby law provisions, legislative advocacy and communications with federal, state, and local officials, campaign finance, legislative processes, statutory interpretation, agency authority and contracting ethics.

The services provided by my employer were that of a County government with staffing in excess of 500 employees and an annual budget of One Hundred Twenty Million Dollars.

4. How would others describe your communication style? My communication style is matched to the person or group with whom I am conversing. I am more formal when speaking with an administrative or legal tribunal, as opposed to a colleague with whom I have worked with or know on a more personal level. I have been described as person who is easy to talk, that listens, and responds thoughtfully and respectfully. As a result of my training as an appellate advocate, I am able to explain things clearly with the right level of detail and, from having served as a mediator, I am able to communicate effectively with the person(s) or party involved to help ensure good coordination between group or two.



5. Describe your management style. How do you get things done and make decisions? I would describe my style of management as situational. As a general rule, I operate from the premise that every staff member knows his or her responsibilities and allow such person or persons to perform to the best of his or her abilities. But situations will occur I manage according to the situation at hand, because not every situation is the same. Likewise, there are instances where some people will require more direction than others. I ascribe to yearly performance evaluations so that each employee receives feedback on their strengths and areas for improvement, which would allow the employee to perform to the best of his or her ability.
6. What decision-making model do you believe is most effective for governmental bodies and why? I believe that a consensus decision making is the best model for public accountability. However, having worked in the administrative area of a governmental entity, I am aware that operational day-to-day decisions and emergency situations that require expenditure must be delegated to a chief executive officer to ensure efficiency and, in the latter situation whether by statutory authority or by ratification by the governing tribunal, protection to the public health, safety and welfare.
7. Describe the feedback you have received from people with whom you work regarding your strengths? I have been told that I an honest, ethical, meticulous, hard working and courteous.
8. Describe the feedback you have received from people with whom you work regarding areas where you need improvement. I have been told that when I have worked shorthanded under deadlines, I have gotten preoccupied and am not as conversational as usual.
9. Describe your philosophy and approach to working with a county/city's governing body. My philosophy and approach is that I am employed as a professional to accomplish all tasks that I have been assigned or given as decided by the governing body. I approach my responsibilities to the entity and/or tribunal I serve and the public tax payers with honesty, respect, accountability and responsive professionalism, as I firmly believe that such actions and work are a reflection of my employer.
10. What role do you play within your organization? Have you dealt with elected officials? Citizens or citizen groups? My role was to meet with citizens and elected officials of the County and other governments, to provide legal counsel and advice and to ensure the County's interests are provided for in negotiations, agreements, procurements, labor relations, and other governmental concerns.

11. Please highlight one or two examples of organizational improvements that you have made. I assisted in the County's obtaining and a software agenda system and implementing the key staff or other officials (Budget, Audit, Purchasing) in the review process of matters requested to be set on the Commissioners Court agenda, thereby creating better due diligence and transparency of matters prior to agenda consideration.

Additionally, during the first six months of serving on the Commissioners Court, I observed one citizen who routinely appeared and made, with apparent impunity, personal attacks on various members of the Commissioners Court and the Court as a body during the session set aside for public comments. I researched other government jurisdictions for rules of decorum, prepared draft proposed rules of decorum (which included reference to the Commissioners Court's power to issue contempt fines for violation) and participated in a workshop and public session toward the adoption of the County's first rules of decorum.

12. Describe any business process reengineering efforts you have led in your organization. In 2007, and after serving for ten years as outside counsel to the County, I accepted the County's offer to organize and head Brazos County's first in house civil division, a position conceived by then County Judge Randy Sims and approved by the Commissioners Court, to serve as civil counsel to the Court and to review contracts. During the four year tenure, my efforts brought all county departments to use the civil division in the areas of risk, labor, contracts, civil litigation, regulatory and law enforcement matters and statutory and constitutional governance. Hence, with the assistance of the governing commissioners court, I successfully implemented such department, including staff recruitment, policy/procedure development, and document library creation, thereby dramatically increasing the efficient and cost-effective handling of governmental and legal matters.
13. What is/are the names of local newspapers in the communities in which you have served, and what will a file search describe regarding your service? What controversies might be disclosed? What positive comments will we find regarding your service? Houston Chronicle, the Bryan Eagle. No controversies would be disclosed. However, there was a controversy in or around 2005 that did not involve me which resulted from a hearing I conducted as a grievance examiner for the City of Houston Civil Service Commission. In that hearing, a captain in the City Police Department appealed a suspension by the Chief of Police for having spoken profanity. During the hearing, the Executive Assistant Chief stated on oath the Chief of Police had referred to the Executive Assistant as a "M--- F---" on more than one occasion. Although the Chief of Police was called as a witness and didn't recall making such a statement, from the evidence I found that profanity was not uncommon in the police department and that the captain's discipline was unequal in treatment under the circumstances. After that hearing, a Houston grand jury indicted the police chief for perjury, but ultimately there was no prosecution to a conclusion.

Joan A. Clayton  
6993 Forshalee St.  
Pensacola, FL 32503

April 27, 2011

Mary Ann Stalcup, Human Resources Director  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

RE: Council Executive

Dear Ms. Stalcup,

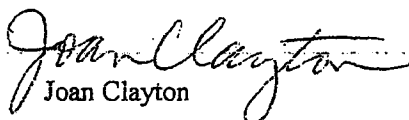
Please accept my résumé for the Council Executive vacancy. Also attached for your review is a list of professional references. Below is a short summary of my experience:

- Master's Degree in Public Administration,
- Twenty-seven years of progressively responsible administrative, professional, and supervisory experience with Escambia County government,
- Extensive experience providing a variety of information and guidance to employees, supervisors, managers, elected officials, and the general public, in person and over the telephone,
- Developed, organized, and coordinated various events such as periodic new employee orientation sessions and law enforcement and detention promotional exam processes,
- Completed research and prepared comprehensive reports and policies on projects such as a Substance Abuse Policy, consisting of pre-employment, reasonable suspicion, and random drug testing,
- Prepared correspondence, memos, reports, forms, and other documents, ensuring strict confidentiality,
- Prepared and submitted annual budget recommendations for approval and maintained responsibility for budget administration,
- Periodically referenced the public records law to determine if certain information is exempt from public records,
- Coordinated and worked with representatives of other governmental agencies on many occasions, and
- Ability to prioritize work, manage multiple projects, and meet critical deadlines.

As indicated on my résumé I am proficient in Microsoft Word and Excel, I have strong planning and organizational skills and excellent written and verbal communication skills. I also have strong customer service skills and have experience working with employees, applicants, and the general public with a variety of educational and skill levels.

I would appreciate the opportunity to speak with you about my qualifications for this position. I look forward to hearing from you.

Respectfully,

  
Joan Clayton

**JOAN A. CLAYTON**

6993 Forshalee  
Pensacola, Florida 32503  
(850) 572-6468  
jclayton1@aol.com

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**OBJECTIVE:**

To obtain a responsible position in a professional setting that will enable me to fully utilize my experience and education.

**SUMMARY OF QUALIFICATIONS:**

Master's Degree in Public Administration	26 years of Human Resources experience
Excellent verbal and written communication skills	Customer Service-Oriented
Strong planning and organizational skills	Proficient in Microsoft Word and Excel

**EXPERIENCE:**

**Human Resources Manager, Escambia County Sheriff's Office  
Pensacola, Florida, August 2001 to November 2010**

Manage, supervise, and evaluate employees performing recruitment and examining, records and transactions, and Kronos timekeeping functions for approximately 1100 employees, including law enforcement, corrections, direct support, and jail health services employees. Oversee FMLA compliance, FDLE reporting, and performance evaluation program. Organize and conduct new employee orientation, implement and maintain random drug testing program, prepare disciplinary actions, oversee and coordinate promotional process. Responsible for FLSA designations, unemployment reporting, employee email communications, Employee Assistance Program, NeoGov applicant tracking.

**Human Resources Analyst, Escambia County Civil Service Board  
Pensacola, Florida, October 1993 to August 2001**

Audit, analyze, and classify a variety of positions covered by a Civil Service System; compose class specifications, gather salary data, perform statistical analysis, and recommend changes in compensation levels.

**Personnel Officer, Escambia County Board of Commissioners  
Pensacola, Florida, December 1988 to September 1993**

Provide technical assistance, guidance, and information to Department Directors, supervisors, and approximately twelve hundred employees in a variety of occupations. Compose and implement a comprehensive drug testing policy and procedures; obtain an Employee Assistance Program for employees via bid process; compose an Employee Handbook, including Employee Rules and Regulations; assign Fair Labor Standards Act designations to all positions; prepare and present annual office budget recommendation; develop and implement a job-based performance evaluation system; develop and present employee training and orientation programs.

**Administrative Assistant, Escambia County Board of Commissioners  
Pensacola, Florida, March 1984 to December 1988**

Provide responsible administrative staff work as the principal assistant to the Personnel Officer; perform special assignments and research toward the development of an organized personnel function.

**EDUCATION:**

Master's Degree in Public Administration, Troy State University  
Bachelor of Science, University of West Florida, Personnel Management  
Associate of Arts, Pensacola Junior College, Computer Science

**JOAN A. CLAYTON**  
**Professional References**

**Dr. John Bingham**  
**Cordova Counseling Center**  
**(850) 474-9881**  
**Years known: 20+**

**Cheryl Lively**  
**Program Coordinator**  
**Escambia County Board of Commissioners**  
**(850) 595-4947**  
**Years known: 20+**

**Sue Smith**  
**Assistant Manager for Development Services**  
**Santa Rosa Island Authority**  
**(850) 932-2257**  
**Years known: 20+**

**Commander Barbara Wertz**  
**Director of the Escambia County Jail**  
**Escambia County Sheriff's Office**  
**(850) 554-1428**  
**Years known: 9**

**Lieutenant Tracy Yuhasz**  
**Officer in Charge, Forfeiture Unit**  
**Escambia County Sheriff's Office**  
**(850) 554-1413**  
**Years known: 9**

**Joan Clayton**

***Council Executive Written Exercise***

Return to Mary Ann Stalcup at [mstalcup@ci.pensacola.fl.us](mailto:mstalcup@ci.pensacola.fl.us) by 5:00p.m., Monday, May 9, 2011

1. Are you currently employed?

My employment history for the last 27 years has been with Escambia County government. I am not currently employed with Escambia County; however, I am a small business owner and I am assisting my General Manager with day-to-day operations.

2. Please tell us why you are interested in this position & why you are considering a move at this time?

I am interested in continuing my career in local government service. I have nine years of experience working with very diverse occupations under the Board of County Commissioners, such as planning and engineering, public works, public safety, communications, sanitation, solid waste, a hospital, a nursing home, a jail, community services, and facilities maintenance. I am also familiar with the budget process, Board and Committee meetings and agendas, and communication between elected officials and staff through their respective Aide's. My knowledge and experience in County government would be an asset in this position.

3. In your current or most recent position, please describe your scope of responsibilities.

List the major services provided by your organization, its staffing and annual budget. In my most recent position, I was the Human Resources Manager for the Escambia County Sheriff's Office. My responsibilities included: management, supervision, and evaluation of employees performing recruitment and examining, records and transactions, and Kronos timekeeping functions for approximately 1100 employees, including law enforcement, corrections, direct support, and jail health services employees. Other responsibilities included: FMLA compliance, FDLE reporting, performance evaluation program, new employee orientation, random drug testing, disciplinary action preparation, promotional process, FLSA designations, unemployment reporting, employee email communications, Employee Assistance Program, and NeoGov applicant tracking.

The Sheriff's Office provides law enforcement services to the citizens of Escambia County and employs more than 1000 employees. The annual budget for the Sheriff's Office is approximately \$75 million.

4. How would others describe your communication style?

My communication style is the assertive style, direct and to the point without games and manipulation. I strive for mutually satisfying solutions.

5. Describe your management style. How do you get things done and make decisions?  
I prefer to involve knowledgeable persons in the decision-making process. I believe that the best decisions are made when information is shared and discussed between parties who are the most informed regarding the issues at hand.
6. What decision-making model do you believe is most effective for governmental bodies and why?  
I believe a rational decision-making model with citizen participation is the most effect for governmental bodies. A rational decision-making model is one in which a problem or issue is identified, information is gathered and analyzed, options are developed and evaluated, and the best alternative is acted upon. I also believe that citizen participation is essential. Citizens elect their representatives and ideally, will make their needs and priorities known to the elected officials. The elected officials in turn must formulate strategies and prioritize expenditure choices, with advice from staff, and make key decisions.
7. Describe the feedback you have received from people with whom you work regarding your strengths?  
My co-workers have indicated that I am motivated, energetic, computer savvy, and have good organizational skills.
8. Describe the feedback you have received from people with whom you work regarding areas where you need improvement.  
My co-workers have indicated that I tend to be too "hands-on" for many projects that can be handled by staff.
9. Describe your philosophy and approach to working with a county/city's governing body.  
Elected officials must be accessible to the public and must be able to provide intelligent answers to citizen questions and concerns. Staff, with appropriate expertise, must be available to elected officials in order to provide information and/or research as requested.
10. What role do you play within your organization? Have you dealt with elected officials? Citizens or citizen groups?  
As Human Resources Manager for the Sheriff's Office and Personnel Officer for the Board of County Commissioners it was my responsibility to develop, implement, and oversee employee programs, policies, rules, and regulations. I often communicated with the Sheriff, County Commissioners, and County Administrator regarding employment-related issues. My contact with citizens was primarily dealing with them as applicants seeking employment.

11. Please highlight one or two examples of organizational improvements that you have made.

One improvement of which I am most proud is obtaining an Employee Assistance Program (EAP) for all County employees. An EAP provides free, confidential, short-term counseling services for employees and their families. Employees with personal issues, which may affect job performance, may seek free, confidential assistance from licensed mental health counselors. Upon approval from the County Administrator, I spoke with all elected County officials, including the Superintendent of Schools, and received their concurrence in joining the group in the bid process for an EAP. This large group, approximately 3000 employees at the time, enabled bids at a lower per employee cost. Ultimately, all County employees were provided with an EAP through Cordova Counseling Center. This service is still available to all County employees over 20 years later at the same low cost.

12. Describe any business process reengineering efforts you have led in your organization.

As a manager and supervisor, I routinely analyzed processes and procedures in an effort to streamline duties and make my office and employees more effective and efficient. One example of reengineering is in the hiring process. The hiring process had several stages and was quite lengthy. The process also involved expenses, such as drug screening. The procedure was modified periodically by changing the order in which the applicant completed the various stages of the process. The changes were intended to save money and/or time depending upon the current need of the agency or wishes of the command staff.

13. What is/are the names of local newspapers in the communities in which you have served, and what will a file search describe regarding your service? What controversies might be disclosed? What positive comments will we find regarding your service?

My career has been in Pensacola, Escambia County. The local newspaper is the Pensacola News Journal. The positions I have held in County government were in Human Resources. Those positions were not at the executive, division, or department level. My service would not be profiled in the local newspaper.



Lisa White  
244 Windwood Lake Drive  
Cape Girardeau, MO 63701  
(573) 837-3216  
deanwhite1@charter.net

April 8, 2011

Ms. Mary Ann Stalcup,  
Human Resources Director  
P.O. Box 12910  
Pensacola, FL 32521

RE: Council Executive

Dear Ms. Stalcup:

The position of Council Executive is appealing to an individual with a background similar to mine. My education and professional experience have allowed me to develop policy making, legislation, communication and organizational skills essential for a successful Council Executive. I enjoy new challenges while building upon my proven skills.

My career began as a litigation paralegal after completing an undergraduate degree in Paralegal Studies. The first years of my career were spent at the firm of Farris Mathews. Farris Mathews is regarded as one of the most successful litigation and administrative law firms in the state of Tennessee. After finishing graduate school, I transitioned into the field of legislation and public policy.

I served U.S. Representative Harold Ford, Jr. and the Memphis City Council. I continued to build upon my litigation skills and acquired new skills such as communication and policy development. While working for Congressman Ford, I provided his Legislative Director with support for the district. During my tenure at the Memphis City Council as Senior Legislative Analyst, I assisted the City Council Chairman and Council members in policy determinations which impacted all facets of city government. I have over six years of experience serving in a municipal administration which includes committee assignments on planning and zoning, budget, and public safety council committees.

I continued on this career path until 2004. At this time, my husband and I made the difficult decision to relocate to Missouri. The decision was due to the health of his aging parents and our family business. For several years, my husband had been practicing law in Memphis, managing our family business in Missouri and overseeing his parents' healthcare.

Since relocating to Cape Girardeau, Missouri, I have been working with our family business, Skylight Land, serving as Comptroller. This is a land management firm with interests in energy, real estate and agriculture. My husband serves as CEO and Corporate Counsel for the business. I assist him with our corporate records, vendor

● Page 2

April 8, 2011

contracts, and tax documents. I also provide financial support services for the business which includes bookkeeping on QuickBooks and Quicken.

I have continued to use my legislative and public policy skills during my relocation in Missouri. For example, the Memphis City Council hired me for contract work during the 2007 legislative session to serve as Special Budget Analyst.

My family's relocation to Missouri was a short term plan. We needed to address the healthcare needs of my husband's parents. Also, we needed to organize our family business and solidify operations. We have recently purchased residential properties in Pensacola for a new business venture and plan to relocate in May.

The position of Council Executive could be the next challenge that successfully blends my education, experience, and skills in a stimulating environment. Public policy, legislation, and constituent service is highly rewarding to me both personally and professionally. When reviewing qualified applicants for the position of Council Executive, I hope that you will consider my education, skills, and professional experience.

Sincerely,



Lisa White

**LISA PARKINS WHITE**  
244 Windwood Lake Drive  
Cape Girardeau, Missouri 63701  
(573) 334-3813 – Residence  
(573) 837 - 3216 – Voice Mail

**EMPLOYMENT EXPERIENCE:**

**DELOURI FARMS, INC. / SKYLIGHT LAND, LP**  
407 N. Kingshighway, Suite 300, Cape Girardeau, MO 63701

**Position:** Comptroller

**Job Responsibilities:**

- Provide financial and management analysis on a monthly, quarterly, and annual basis to the Board of Directors
- Monitor internal control of receipts and disbursements, cash flow, income and expense trends, and variances to budget
- Establish, maintain, and reconcile general ledger
- Assist in preparation of budget

**Supervisor:** Dean White, President (573) 837-3215

**Date of Employment:** 2004 - Present

**MEMPHIS CITY COUNCIL**  
125 N. Main Street, Memphis, TN 38103

**Position:** Senior Legislative Analyst

**Job Responsibilities:**

- Provide City Council Attorney legal research and litigation support
- Provide legislative and research assistance to Council Members
- Prepare speeches, press releases and correspondence
- Analyze data from research and community sources to facilitate decision and policy making
- Coordinate community meetings
- Serve in liaison capacity with constituents and divisions of City government to facilitate research projects and resolve citizen complaints

**Supervisor:** Lisa Geater, Staff Administrator (901) 576-6786

**Date of Employment:** 1997-2001; and 2003-2004; Special Budget Analyst for Legislative Session 2007

**UNIVERSITY OF MEMPHIS**  
**Office of Governmental Affairs and Public Policy**

**Position:** Policy Research Associate

**Job Responsibilities:**

- Provide research assistance for internal policy development
- Assist in development of federal legislative agenda
- Serve in liaison capacity with Board of Visitors, University District Representatives, and Elected Representatives
- Assist in communication and strategic planning development

**Supervisor:** David Cox, Ph.D., Assistant to President and Provost  
(901) 678-5561

**Date of Employment:** 2002 – 2003

**THE HONORABLE HAROLD E. FORD, JR.**

**United States House of Representatives,**  
**9<sup>th</sup> Congressional District Tennessee**  
167 N. Main Street, Memphis, TN 38103

**Position:** Special Legislative Assistant / District Field Representative

**Job Responsibilities:**

- Support Legislative Director in communicating Federal Legislation to District
- Serve in liaison capacity with constituents and divisions of City and County government to assess and address needs of the community
- Coordinate community meetings and workshops and draft supporting materials
- Analyze data from research and community sources to facilitate decision and policy making
- Prepare speeches, press releases, and correspondence

**Supervisor:** Scott Keefer, Legislative Director (202) 225-3265

**Date of Employment:** 2001

**FARRIS MATHEWS, et al**  
2000 One Commerce Square  
Memphis, TN 38103

**Position:** Litigation Paralegal

**Job Responsibilities:**

- Interview Clients and Witnesses for Discovery

- Provide Deposition Support including Deposition Summaries
- Draft Preliminary Discovery Documents
- Assist in Trial Preparation including Research, Document Database, Exhibit Preparation and Participate in Courtroom Proceedings

**Supervisor:** John Farris, Senior Managing Partner (901) 259-7100  
**Date of Employment:** 1994-1997

**EDUCATION:**

**Graduate Studies:**

University of Memphis  
Master of Arts (2002)  
Concentration in Public Administration and Communication  
G.P.A. 4.0  
Member of Phi Kappa Phi Honor Society  
Awards: University of Memphis Distinguished Special Project Award for  
"Youth Policy Development in Urban Administrations"

University of Memphis  
Ph.D. Program in Communications  
Accepted as Doctoral Candidate (2004)

**Undergraduate Studies:**

University of Memphis  
Bachelor of Paralegal Studies (1994)  
Completed undergraduate thesis on the subject of Tort Reform

**Community Involvement:**

- Court Appointed Special Advocate (CASA) - Board Member, 2006 – Present
- Habitat for Humanity – Volunteer

Additional References Provided Upon Request

**Council Executive Written Exercise  
Submitted by Lisa Parkins White**

1. Are you currently employed?

After ten years of an immensely rewarding career in legislation and public policy, I made the difficult decision to professionally join my family's business. In 2004, my family moved from Memphis, Tennessee to Cape Girardeau, Missouri to manage our investments and provide care to a terminally ill parent.

I currently serve as Comptroller for our businesses, Delouri Farms, Inc. and Skylight Land, L.P. The businesses have interests in agriculture, energy, and real estate.

2. Please tell us why you are interested in this position and why you are considering a move at this time?

My interest in this position is my passion for public service and municipal government. My tenure at the Memphis City Council was highly rewarding. I greatly enjoyed listening to concerns of citizens and finding ways to improve their lives, communities, and the City. Traveling to the National League of Cities conferences furthered my passion for service and fueled ideas for positive change. I greatly desire to return to the arena of legislation and public policy. I believe the position of Council Executive can provide this opportunity and create a mutually beneficial relationship between me and the City Council of Pensacola.

My family has purchased residential properties in Pensacola as an expansion to our family business model. Moving provides us the long awaited opportunity to live near our family members on the Coast. My family business model now provides me the flexibility to pursue my personal career goals.

3. In your current or most recent position, please describe your scope of Responsibilities. List the major services provided by your organization, its staffing and annual budget.

As Comptroller for Delouri Farms, Inc. and Skylight, Land, L.P., I provide financial and management analysis on a monthly, quarterly, and annual basis to the Board of Directors. Daily, I maintain the general ledger which includes establishing new accounts and reconciliation. Other duties include assisting the President in preparation of the annual budget, monitoring variances to cash flow, and examining income and expense trends.

Delouri Farms, Inc. and Skylight, Land, L.P. are family-owned entities with five regular employees, 10 contract employees, and 10 shareholders. Additionally, I organize and provide reports for quarterly and annual shareholders meetings. Following those meetings, I provide the meeting minutes.

Because Delouri Farms, Inc. and Skylight, Land, L.P. are privately-owned companies, I am not at liberty to disclose the annual budgets. I can offer that the companies operate in multiple states with diverse holdings in agriculture, energy, and real estate.

I can disclose the annual budget amounts that I worked with at the Memphis City Council as Senior Legislative Analyst. As Senior Legislative Analyst, I served as the analyst for the Capital Improvements Budget Committee and the Operating and Maintenance Budget Committee. During the annual budget hearings, it would be my responsibility as the budget analyst to track all changes made by the Council to the CIP and O&M Budgets. As Memphis City Division Directors would present their budgets to the Council, the Council would make formal changes to the departmental budgets. I would make those changes and advise the 13 Council members of potential conflicts within Council districts regarding proposed changes. I would also be involved in budget discussions with the City's Chief Financial Officer.

In 2007, I was asked to return to the City of Memphis to serve as Special Budget Analyst due to serious financial issues facing the City. The FY 2008 Operating Budget was approximately \$540,084,302. The FY 2008 CIP Budget was approximately \$254,708,000.

4. How would others describe your communication style?

Others would describe my communication style as direct, linear and, concrete. I prefer to speak directly to issues as opposed to around issues. Time is one of our most valuable assets; therefore, it is important to communicate in explicit statements with details forming cohesive and linear patterns. Providing examples and stories is an effective way to communicate issues to clients, employees, and constituent groups. In a legislative environment, it is critical to communicate in an intellectual vs. relational context to achieve maximum results.

5. Describe your management style. How do you get things done and make decisions.

My management style can best be described as democratic and transactional. Each team member must feel valued in order for the whole team to be successful. A dynamic leader will ask for the opinions of his team members; provide opportunity for each member's autonomy and growth; and reward individual and team success.

Achieving goals initially requires identification of goals and team organization. If the goal requires team effort, the team needs to be involved with each step in the planning process. This planning requires organization which includes weekly meetings to discuss action items. Goals can be achieved when they are clearly defined in a reasonable action plan.

When making decisions regarding the development of a goal-oriented plan, one must consider several factors. These factors include the viability of the organization, strength of team players, and the timeline for meeting defined objectives.

6. What decision-making model do you believe is most effective for governmental bodies and why?

The process of decision-making is a difficult task especially when that includes responsibility to protect the welfare of a city and its citizenry. Through my observations in local and federal government, I feel that a combined decision-making model is best. An approach that utilizes a rational and holistic approach can be most effective for a governmental body.

The rational model may produce measurable results through the use of studies, data and reports; however, it fails to include the relational context of issues. The holistic approach embraces relationship models, but fails to include important data that could yield substantially different and adverse outcomes. However, these models working together can yield highly effective results. I believe this comprehensive approach to decision-making is in the best interest of the citizenry.

7. Describe the feedback you have received from people with whom you work regarding your strengths?

My supervisors and co-workers have described me as articulate, dedicated, and organized. I have enjoyed good relations with my co-workers and believe positive relationships in the workplace create outstanding results. I have benefited from mentors that have led through example and demonstrated humility, perseverance, and loyalty.

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

Delegation is a management task which I need to improve. In numerous situations, I find myself completing too much of a project. I understand the need to delegate, but find it difficult sometimes to do so. I am working on this issue currently with a new employee at Delouri Farms, Inc.

9. Describe your philosophy and approach to working with a county/city's governing body.

The City of Memphis and Shelby County have separate governing bodies. The structure is similar to the City of Pensacola and Escambia County. After serving the City of Memphis for over six years, I have definitive ideas about dual forms of governments.



First, the City and County must maintain open lines of communication to effectively serve the citizenry. This requires direct and linear forms of communication. Talking around issues does not address or solve problems. The "rubber meets the road" ideology must exist in order for these forms of government to coexist.

Dual forms of government must understand the scope of services within each government. If these forms of government are going to continue, a candid discussion regarding duplication of services is necessary. These discussions can also help identify gaps in service.

As important it is for dual forms of government to work together, each must also recognize their autonomy when necessary. For example, the City may need to stand firm on issues such as school funding and annexation even if it is in opposition to the County.

10. What role do you play within your organization? Have you dealt with elected officials? Citizens or citizen groups?

I communicate with elected officials in my current job. I am involved with a regional levee board that meets in Washington, D.C. each year to discuss our agenda with members of the U.S. House of Representatives. Also, I have prepared talking points and presentation materials for the regional levee board for community meetings similar to townhall meetings.

I have previously served a member of the U.S. House of Representatives, Congressman Harold Ford, Jr. I have also served the Memphis City Council which is comprised of 13 members. Service to the Council and the Congressman required frequent contact with constituent groups. I organized and spoke at townhall meetings, roundtable discussions, and local television shows.

Frequent contact with constituents groups allowed me improve my communication skills and become a better public administrator.

11. Please highlight one or two examples of organization improvements that you have made.

My efforts toward the development of the Bloch Cancer Survivors Park in Memphis is a career highlight. The Bloch Cancer Foundation provided the City of Memphis with a \$1 million grant to build a park for cancer survivors to nourish and heal their bodies. The park is comprised of a labyrinth, beautiful landscaping, and life-size sculptures that represent hope. I worked on obtaining the grant, sending out request for proposals to artists, architects, and landscapers, and attended numerous budget meetings for the project. My role was just a small part in the project; however, I feel my passion for the City to have the Cancer Survivors Park helped to make it realty.

12. Describe any business process reengineering efforts you have led in your organization.

I am responsible for the daily financial management of Delouri Farms, Inc. and Skylight Land, L.P. Upon assuming this role, I moved the general journals into QuickBooks. This was a difficult task, but a necessary one. We currently use QuickBooks 2010 which allows me to track vendors, inventory, and provide critical financial reports to the President and Board of Directors. Generating profit and loss data and budget projections on a monthly basis or as needed has greatly enhanced the efficiency of both entities.

At the Memphis City Council, I began keeping weekly logs of the activity accomplished by my council members and myself. These logs provided excellent sources of accountability. When a councilmember I served became chairman, the weekly logs provided information for press releases which were sent frequently during his tenure.

13. What is/are the names of local newspapers in the communities in which you have served, and what will a file search describe regarding your service? What controversies might be disclosed? What positive comments will we find regarding your service?

My name might appear in Memphis' *Commercial Appeal* in reference to my service to the Memphis City Council. For example, I developed a proposal for a Memphis Youth Council. After visiting Boston through the National League of Cities, I was favorably impressed with Boston's Youth Council. I was passionate about Memphis adopting a similar Council. Unfortunately, the Youth Council was not successfully implemented.

Additionally, my name may appear in the *Southeast Missourian* in reference to my work with CASA, Court Appointed Special Advocates. I serve on the board and feel strongly about supporting the organization which advocates for abused and neglected children in foster care.

Scotty Davis  
701 Chaucer Drive  
Florence, SC 29505  
(843) 629-8738 (H)  
(843) 495-0206 (C)  
[sd300es@msn.com](mailto:sd300es@msn.com)

- OBJECTIVE:** To obtain a senior management position with a municipality that is progressive and committed to providing excellent customer service.
- EDUCATION:** BA - Political Science, Minor - Criminal Justice, UNC-Charlotte 1993
- Graduate Studies**  
Campbell University School of Law 1994-1995 (Completed 30 hours towards a Juris Doctorate degree)  
UNC-Charlotte 1995-1997 (Completed 18 hours towards an MPA)
- EXPERIENCE:** **Director of Community Services, 2000-Present**  
City of Florence, SC
- Work directly with the City Manager to develop and administer City policies and procedures. Serve as Acting City Manager in his absence; Create and amend City ordinances.
  - Analyze and interpret existing and proposed legislation to determine their impact. Conduct comprehensive business studies and develop position papers, briefing memos, and complex written and oral reports for presentation.
  - Consult and participate with department heads in solving administrative problems and in developing changes in departmental procedures, and policies; conduct special studies and investigations, and prepare correspondence, reports and recommendations for the city manager; confer with the public and with officials of other cities, agencies, and civic groups in the development and coordination of city affairs;
  - Study the organization, operations, and services, as assigned, and make recommendations for improvements in economy, efficiency, and quality of the organization, operations and services; coordinate interdepartmental activities by delineating responsibilities, organizing cooperative ventures, and monitoring the performance of the departments and other agencies involved;
  - Research and advise City Manager and City Council on municipal issues; Assist in multi-million dollar downtown redevelopment; Coordinate Brownfield's redevelopment; Directly responsible for over \$2.4 million in affordable housing purchases each year;
  - Direct staff in planning activities, including organizing, monitoring, evaluating, and controlling annexations, zonings, rezonings, and residential and commercial developments; Maintain effective working relationships with developers;
  - Oversee the administration and contract compliance management of federal, state, and local grant funds provided for community

development, including Community Development Block Grant (CDBG); Neighborhood Stabilization Program (NSP); and HOME, Transitional Housing, and other programs;

- Develop, prepare, and present material to City Council, City/County Planning Commission, media outlets, and civic organizations;
- Develop, plan, administer, and coordinate economic development activities that include subdivision construction, utility line extension and replacement, road resurfacing, home rehabilitation, park improvements, and community center construction;
- Serves as City liaison to community groups; Resolve neighborhood disputes, grievances, and other related social problems; identify social conditions responsible for generating neighborhood disputes and take appropriate action; coordinate interdepartmental activities by delineating responsibilities, organizing cooperative ventures, and monitoring the collective performance of the department and non-city agencies involved;
- Manage Code Enforcement and Animal Control Departments. Prepare and monitor departmental operations budget. Interview, hire and evaluate staff;
- Named one of the 30 most influential persons in the Pee Dee by the *Community Times* newspaper four years in a row;
- Increased the City boundaries by 25% from 2002-2005; Developed the City's first City-sponsored affordable housing subdivision; 2001 HOME Award Winner; Proactively created the City's first housing outreach program for the Hispanic population.

**Infrastructure Department Manager, 1997-2000**  
City of Florence, SC

- Established and developed the City's first Geographical Information Systems (GIS) division;
- Successfully created the City's first Storm Water Utility that generates \$1.2 million annually;
- Reduced the accidents in Public Works by 30% while chairman of the safety committee;
- Manage the City's Engineering Division. Direct staff in coordinating, monitoring, and evaluating water and sewer line extensions; Manage operational budget;
- Develop and maintain relationships with developers. Assist in the planning and coordination of commercial and residential development; Monitor and administer the City's Project Impact grant. Establish, develop, and maintain Project Impact business partners;
- Serve as City liaison to neighborhood organizations;
- Prepare and monitor departmental budget. Interview, hire and evaluate staff;
- Direct staff in planning, organizing, monitoring, and evaluating annexations;
- Monitor and administer yearly HOME grant. Develop, plan, and coordinate economic development activities that include subdivision

construction, utility line extension and replacement, road resurfacing, home rehabilitation, park improvements, and community center construction;

- Map and update the City's road conditions. Maintain asset inventory.

**ORGANIZATIONS:**

Board of Directors, United Way of Florence  
Board of Directors, Greater Florence Chamber of Commerce  
Chairman, Minority and Small Business Division, Chamber of Commerce  
Board of Directors, Affordable Housing Coalition of SC  
Board of Directors, Pee Dee Visions Foundation  
Board of Directors, Florence-Darlington Technical College  
Educational Foundation  
Board of Directors, Palmetto Housing Corporation  
Agent, Florence Affordable Housing Corporation  
2005 Omega Psi Phi MAN OF THE YEAR

**REFERENCES:**

Honorable Terry Alexander  
Member, SC House of Rep.  
1646 Harris Court  
Florence, SC 29501  
(843) 679-0694 (Home)  
(843) 229-7413 (Cell)

Rev. Norman Gamble, Pastor  
New Ebenezer Baptist Church  
307 S. Ravenel Street  
Florence, SC 29501  
(843) 992-0258 (Cell)  
(843) 664-8700 (Home)

Leander Crawford, Realtor  
The Crawford Group  
828 Wedgefield Road  
Florence, SC 29501  
(843) 992-3342 (Home)  
(843) 317-9499 (Work)

Reverend Mack T. Hines  
310 East Pocket Road  
Florence, SC 29501  
(843) 662-5435 (Home)  
(843) 319-8831 (Cell)

## Sonja Gaines

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**From:** Mary Ann Stalcup  
**Sent:** Monday, May 09, 2011 9:43 AM  
**To:** Sonja Gaines  
**Subject:** Fw: Written Exercise Questions  
**Attachments:** Written Exercise Questions from Pensacola.doc; Written Exercise Questions from Pensacola.doc

-----Original Message-----

**From:** Scotty Davis <[sd300es@msn.com](mailto:sd300es@msn.com)>  
**To:** Mary Ann Stalcup  
**Sent:** Mon May 09 09:36:52 2011  
**Subject:** Written Exercise Questions

As requested.

Scotty Davis

*Council Executive Written Exercise*

Return to Mary Ann Stalcup at [mstalcup@ci.pensacola.fl.us](mailto:mstalcup@ci.pensacola.fl.us) by 5:00p.m., Monday, May 9, 2011

**1. Are you currently employed?**

Yes, I am currently the Director of Community Services with the City of Florence, SC.

**2. Please tell us why you are interested in this position & why you are considering a move at this time?** I have worked for the City of Florence for 14 years. During this time, I have grown as a professional and I've made a lasting impact on my coworkers the City of Florence, and the community at large. I am now ready for new professional challenges and opportunities. I want to continue to grow as a professional and to utilize my knowledge, skills, and abilities to the fullest. I am fortunate to be in a position that allows to me choose the job that's a great fit for me.

**3. In your current or most recent position, please describe your scope of responsibilities. List the major services provided by your organization, its staffing and annual budget.**

The City of Florence is a full service city that employees approximate 500 people and has an annual budget of \$70 million.

As one of seven (7) directors in the City of Florence, my job entails the following:

- Work directly with the City Manager to develop and administer City policies and procedures. Serve as Acting City Manager in his absence; Create and amend City ordinances.
- Analyze and interpret existing and proposed legislation to determine their impact. Conduct comprehensive business studies and develop position papers, briefing memos, and complex written and oral reports for presentation.
- Consult and participate with department heads in solving administrative problems and in developing changes in departmental procedures, and policies; conduct special studies and investigations, and prepare correspondence, reports and recommendations for the city manager; confer with the public and with officials of other cities, agencies, and civic groups in the development and coordination of city affairs;
- Study the organization, operations, and services, as assigned, and make recommendations for improvements in economy, efficiency, and quality of the organization, operations and services; coordinate interdepartmental activities by delineating responsibilities, organizing cooperative ventures, and monitoring the performance of the departments and other agencies involved;
- Research and advise City Manager and City Council on municipal issues; Assist in multi-million dollar downtown redevelopment; Coordinate Brownfield's redevelopment; Directly responsible for over \$2.4 million in affordable housing purchases each year;

- Direct staff in planning activities, including organizing, monitoring, evaluating, and controlling annexations, zonings, rezonings, and residential and commercial developments; Maintain effective working relationships with developers;
- Oversee the administration and contract compliance management of federal, state, and local grant funds provided for community development, including Community Development Block Grant (CDBG); Neighborhood Stabilization Program (NSP); and HOME, Transitional Housing, and other programs;
- Develop, prepare, and present material to City Council, City/County Planning Commission, media outlets, and civic organizations;
- Develop, plan, administer, and coordinate economic development activities that include subdivision construction, utility line extension and replacement, road resurfacing, home rehabilitation, park improvements, and community center construction;
- Serves as City liaison to community groups; Resolve neighborhood disputes, grievances, and other related social problems; identify social conditions responsible for generating neighborhood disputes and take appropriate action; coordinate interdepartmental activities by delineating responsibilities, organizing cooperative ventures, and monitoring the collective performance of the department and non-city agencies involved;
- Manage Code Enforcement and Animal Control Departments. Prepare and monitor departmental operations budget. Interview, hire and evaluate staff;
- Proactively created the City's first housing outreach program for the Hispanic population.

**4. How would others describe your communication style?**

Others would describe my communication style as assertive. I work hard to create mutually satisfying solutions. I communicate my needs clearly and forthrightly. I try to find win/win situations for everybody, if possible. I stand up for my rights while maintaining respect for the rights of others.

**5. Describe your management style. How do you get things done and make decisions?**

I normally use the teamwork approach as my main management style. I motivate people and get them to pool their knowledge, skills, and abilities in hopes that the results will exceed my expectations. The give-and-take process usually helps to produce an excellent end product.



**6. What decision-making model do you believe is most effective for governmental bodies and why?**

The most effective decision-making model for governmental bodies is the Group Decision Making model. Groups can accumulate more knowledge and facts, have a broader perspective, and generally consider more alternative solutions.

Governmental bodies are composed of a diverse group of people with different backgrounds, experiences, and expectations. Each person's viewpoint is important and should be valued. The group decision-making model calls for input from everyone and is designed to identify those issues that most members will agree. Individuals who participate in decisions are more satisfied with the decision and are more likely to support it.

**7. Describe the feedback you have received from people with whom you work regarding your strengths?**

My greatest strength is my analytical problem solving skills. I have an uncanny ability to recognize a problem, analyze it, and move forward with a resolution.

**8. Describe the feedback you have received from people with whom you work regarding areas where you need improvement.**

I recognize that I can sometimes focus more on the big picture than the details. To combat this, I surround myself with good people who are detail oriented. By doing this, they help me see the details. It also allows me the freedom to pursue the projects and efforts that me and the City Manager feel will lead to improving Florence.

**9. Describe your philosophy and approach to working with a county/city's governing body.**

My philosophy and approach to working with a governing body is to make sure that I provide each member with the same, accurate information. I am apolitical and understand and appreciate the nuances in dealing with the governing body. My job is to make sure that I give them the information that they need – not what they want to hear – so that they can make an informed decision.

**10. What role do you play within your organization? Have you dealt with elected officials? Citizens or citizen groups?**

I am one of (7) Directors with the City of Florence. The Director position in the City of Florence is the highest executive level position in the organization behind the City Manager. I am the Director of Community Services with the City of Florence. My duties and responsibilities with the City of Florence have been extensive. I have been exposed to a wide range of urban activities, and I have been required to be creative and innovative in responding to the requests of the City Manager, City Council, and the public. I am

responsible for presenting material to and fielding questions from the Florence City Council at all Council meetings. I also presented all zoning, rezoning, and annexation requests to the Planning Commission for over four years. Furthermore, I serve as the City's liaison to civic groups, neighborhood organizations, and the media. I am skilled in public relations and consensus building

**11. Please highlight one or two examples of organizational improvements that you have made.**

I successfully introduced the City's "Zero-Tolerance" policy on drugs and alcohol in the workplace. I also developed system that allows realtors to have an assigned staff person that works with them on their water cut on/off. This change has led to positive comments from both the realtors and staff alike.

**12. Describe any business process reengineering efforts you have led in your organization.**

I established and developed the City's first Geographical Information Systems (GIS) division and created the City's first Storm Water Utility that generates \$1.2 million annually.

**13. What is/are the names of local newspapers in the communities in which you have served, and what will a file search describe regarding your service? What controversies might be disclosed? What positive comments will we find regarding your service?**

The local newspapers in the City of Florence are the *Florence Morning News* ([www.scnow.com](http://www.scnow.com)), the *News Journal*, ([www.florencenewsjournal.com](http://www.florencenewsjournal.com)) and the *Community Times* ([www.scvillagevoices.com](http://www.scvillagevoices.com)). A file search on me through these papers will reveal that I am very active in my community. The search will include items such as removing dilapidated houses, painting, repairing and improving houses, cleaning up neighborhoods, building subdivisions, as well as growing and improving businesses. The file search will also reveal a number of public notices and public hearings informing the public about grants received and the Mayor's Neighborhood Council Meetings. The file search would not reveal any negative or controversial information about me.