



**SPECIAL MEETING
BOARD OF COUNTY COMMISSIONERS
Room 100
County Governmental Complex
221 Palafox Place**

**September 17, 2010
9:00 a.m.**

- 1. Call to Order – Comr. Grover C. Robinson, IV
(PLEASE TURN YOUR CELL PHONE TO THE SILENCE OR OFF SETTING)**
- 2. Was the Meeting Properly Advertised?**
- 3. Accept for the Record the Commissioners’ finalists lists and the consensus finalists list.**
- 4. County Administrator Position Candidates Interviews:**
 - 9:00 a.m. to 9:15 a.m. Review Interview Process**
 - 9:15 a.m. to 9:45 a.m. Charles “Randy” Oliver**
 - 9:45 a.m. to 10:15 a.m. Kenneth Griffin**
 - 10:15 a.m. to 10:45 a.m. Melinda Carlton**
 - 10:45 p.m. to 11:15 p.m. Gregory Lewis**
 - 11:15 a.m. to 12:00 p.m. Lunch**
 - 12:00 p.m. to 12:30 p.m. Ben “Steve” Stevens**
 - 12:30 p.m. to 1:00 p.m. Maurice Inkel**
 - 1:00 p.m. Discussion and Selection**
- 5. Adjourn**

CANDIDATE RANKING FORM – County Administrator Applicants - 2010

Please place each candidate's name on this list in the order that you are most interested in having the candidate continue in the process.

1. **Steve Stevens** _____
2. **Gregory Lewis** _____
3. **Patrick Howard** _____
4. **Kenneth Griffin** _____
5. **Mark Lauzier** _____

Maurice Inkel, Jr.

Herbert Bulger

Rater Signature: _____



Print Name: **Wilson B. Robertson** _____

Date: **8/5/2010** _____

(Please submit completed form to Human Resources)



Board of County Commissioners

*221 S. Palafox Place, P.O. Box 1591, Pensacola, Florida
(850) 595-4940, Fax: (850) 595-4685*

To: Mr. Ron Sorrell, Director, Human Resources

From: Grover C. Robinson, IV, Commissioner, District 4

Subj: County Administrator Candidates

Date: September 1, 2010

Dear Ron,

My top five individuals in order of preference are as follows:

- 1 - Charles Randy Oliver*
- 2 - Kenneth Griffin*
- 3 - Joseph Threadcraft*
- 4 - Rebecca Peterson*
- 5 - Melinda Carlton*

If you have any questions, or if you need me to rank those individuals, please contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Grover C. Robinson, IV".

*Grover C. Robinson, IV
Escambia County Commissioner
District 4*

* CANDIDATE RANKING FORM - County Administrator Applicants - 2010

Please place each candidate's name on this list in the order that you are most interested in having the candidate continue in the process.

1. Stevens, Ben (Steve), Pensacola, FL.
2. Lewis, Gregory, Rockport, N.Y.
3. Oliver, Randy, Surprise, AZ
4. Carlton, Melinda, Glenwood, N.Y.
5. Penn, George, Carritos, CA

Rater Signature: _____

Print Name: _____

Date: _____

* The Human Resources Staff of Escambia County has recently undertaken a process that yielded 25 final candidates for County Administrator. They did so at our direction. They have stated to me that the nationwide search for a new Administrator could have been more broadly advertised, and might have yielded other candidates that otherwise did not apply.

Notwithstanding the foregoing, the current "Acting" County Administrator has exceeded expectations; bringing forward a balanced budget during an oil crisis, jump-starting delayed projects, improving commissioner communication as well as employee morale, and responding effectively to our state and federal legislative representatives, not to mention the citizens.

The \$140,000 Administrator's job has been done successfully by this Acting County Administrator for just \$120,000 per year and has continued his duties as head of Transportation and Traffic, an \$82,000 per year job. Therefore his ability to manage both jobs is a savings of about \$100,000 to the county.

Thus, I support extending the current term of the Acting County Administrator for 12 more months, allowing the commissioners sufficient time to select a truly above-average, highly qualified county administrator. In the event this effort is not successful, the names of my 5 ranked preferences are above.

(Please submit completed form to Human Resources)

CANDIDATE RANKING FORM – County Administrator Applicants - 2010

Please place each candidate's name on this list in the order that you are most interested in having the candidate continue in the process.

1. RANDY CHARLES OLIVER
2. REBECCA PETERSON
3. GEORGE CRAWFORD
4. MELINDA CARLTON
5. JOSEPH THREADCRAFT

Rater Signature: *K W White*

Print Name: KEVIN W WHITE

Date: 8/31/10

(Please submit completed form to Human Resources)

CANDIDATE RANKING FORM – County Administrator Applicants - 2010

Please place each candidate's name on this list in the order that you are most interested in having the candidate continue in the process.

1. Gregory Lewis
2. Charles Oliver
3. Melinda Carlton
4. William Welstead
5. _____

Rater Signature: Marie Young
Print Name: Commissioner Marie Young Date: 9-1-10

(Please submit completed form to Human Resources)

**County Administrator Candidates
Short List Rankings**

CANDIDATES	Robinson	Robertson	White	Valentino	Young	TOTAL
Oliver, Charles (Randy)	5		5	3	4	17
Lewis, Gregory		4		4	5	13
Stevens, Steve		5		5		10
Carlton, Melinda	1		2	2	3	8
Griffin, Kenneth	4	2				6
Peterson, Rebecca	2		4			6
Bulger, Herbert						Veteran
Inkel, Maurice						Veteran
Threadcraft, Joseph	3		1			4
Crawford, George			3			3
Howard, Patrick		3				3
Welstead, William					2	2
Lauzier, Mark		1				1
Penn, George				1		1
Commissioner's Rankings						
#1 Choice = 5 points						
#2 Choice = 4 points						
#3 Choice = 3 points						
#4 Choice = 2 points						
#5 Choice = 1 point						
*Results: Candidates with most points = top 6 for interviews + 2 Veterans						

Charles R. Oliver, PE CPA

16522 W. Monteverde Lane
Surprise, Arizona 85374
Telephone: (623) 262-8707
E-Mail Address: ChasROliver@aol.com

PROFESSIONAL DESIGNATIONS:

Certified Public Accountant (CPA)
Registered Professional Engineer (PE)

EDUCATION:

Master of Science, Massachusetts Institute of Technology
Master of Science in Management (MBA), Frostburg State College
Bachelor of Science, Clemson University

WORK EXPERIENCE:

2008 City Manager, Surprise, Arizona. Surprise has 118,000 citizens, 850
to employees and a budget of approximately \$300 million. Surprise is a full
March 2010 service city. Key accomplishments include:

- Streamlined and improved efficiencies reducing the number of employees by 10.6% and reducing general fund expenditures by 15%, while maintaining high quality service levels to citizens.
- Improving the City's bond rating from AA- to AA in a national climate of bond down grades.
- Completed new \$62 million City Hall and new \$86.7 million wastewater treatment plant. Both projects were completed on time and within budget.
- Created the AZTechCelerator an adaptive reuse of the Old City Hall. The complex has four buildings and 70,000 square feet in a HUD income eligible neighborhood. It provides inexpensive flexible space with affordable lease rates, a shared Executive board and conference rooms, administrative and clerical support for technology start ups. The TechCelerator was 50% leased and self-supporting in the first year of operation.
- Received a perfect score from Sunshine Review, a non-profit organization dedicated to government transparency. Sunshine Review noted the availability of city financial information, such as the innovative "It's Your Money" page, among the reasons for the perfect score. It's Your Money" is a searchable site that includes bids/proposals, contracts, a "Stimulus" tracker, and regularly updated city expenditure and revenue reports. The City's web site provided the City Council agenda's and the ability to watch

Charles R. Oliver, CPA PE

meetings live or on demand via Granicus as well as the 2009 Financial Audit.

- 27th safest city (cities over 75,000) in the United States reducing Part I crimes 6% and improving response times for priority 1, 2 and 3 calls through the use of citizen patrol officers with no increase in sworn staffing. This included installing GIS in patrol cars.
- One of three finalists for the Best Government TV Web site in 2009. The other two finalists were Seattle and San Francisco.
- Established **SurpriseCARES** hotline to address citizen's questions and concerns. This system is integrated with the City's work order management system to ensure tracking, integration with the City's financial systems and timely completion. Citizens are notified by phone and in writing when an issue is resolved and are asked to evaluate their satisfaction with the service.

2003
to
2008

City Manager, City of Peoria, Illinois. Peoria has 120,000 citizens, 850 employees and an operating budget of \$250 million. Eighty-five (85%) of employees are represented by bargaining units. Key accomplishments include:

- Turned around the City's budget from an operating loss to a surplus eliminating a structural deficit. This resulted in an 8% reduction in staff with no change in service levels including funding the City's annual GASB 45 requirement.
- Increased the City's General Fund Balance by 30% and the City's financial rating with Standard & Poor's on Revenue Bonds from AA to AA+.
- Negotiated major changes in health plan structure and rates with the Joint Labor Management Health Care Committee and all Unions. This included significant changes in plan design, a change in employee contribution rates, incentives for a healthy life style, and implementation of a Disease State Management System. This reduced the City's annual health insurance costs 14% when most plan costs are increasing in excess of 10% annually.
- Implemented and funded annual GASB 45 liability to fund Other Post Employment Benefits (OPEB). This included reducing the OPEB liability by changing benefits, the amount paid by retirees and adding incentives to encourage retirees to participate in non-City sponsored plans.
- Partnered with Caterpillar, a Fortune 50 Company based in Peoria, to implement 6 Sigma. The objective of Six Sigma is the implementation of a measurement-based strategy that focuses on process improvement and variation reduction. Successful projects include: impoundment of vehicles

Charles R. Oliver, CPA PE

for playing loud music in the public right-of-way (reduced offenses 80%), posting of "slum lord" signs and administrative adjudication of housing cases, parking tickets and implementation of the "One Stop Shop" for permitting. Residential building permits are usually issued in 4 hours with a 72 hour guarantee and commercial permits in two weeks.

- Negotiated the largest expansion in the history of the University of Illinois Medical School at Peoria (110,000 square feet).
- Negotiated and structured a deal with Caterpillar, Lakeview Museum and the City for the creation of Peoria's Museum Square. This project will be the home to the Caterpillar Visitor's Center, Peoria Riverfront Museum and commercial/retail development. This design takes advantage of the beautiful river setting and creates green space in the heart of the inner City.
- Transitioning Peoria from a manufacturing to knowledge based economy. Caterpillar invests over \$3 million per day in research and development. Several years ago there was no sharing of this knowledge for other efforts. Today, Caterpillar shares and markets that technology through spin off companies.
- Created an Innovations Center on Main Street through a collaborative effort with the City, Caterpillar, Bradley University and the Heartland Partnership. The Center houses high tech entrepreneurial firms in wet and dry lab space.
- Implemented a Form Based Code to regulate development and achieve a specific urban form. This Code ensures consistency between building facades, form and mass in relation to one another and the public space.
- Annexed an additional 700 acres into the City. The City provided tax exempt financing, repaid by the Developer. The project involved widening two major arterials from 2 to 4 lanes with the Developer being responsible for the design and construction.
- Established PeoriaCARES hotline to address citizen's questions and concerns. This system is integrated with the City's work order management system to ensure tracking, integration with the City's financial systems and timely completion. Citizens are notified by phone and in writing when an issue is resolved and are asked to evaluate their satisfaction with the service.

1999
to
2003

City Manager, City of Greenville, SC. Greenville has a full-time population of 60,000, a day time population of 200,000, 800 employees and a budget of \$200 million. The City provides a wide array of high quality of life service including a full range of parks and recreation services, special events and management of the Conference and Convention Center. Key accomplishments include:

Charles R. Oliver, CPA PE

- Rescued the bankrupt Palmetto Expo Center (38th largest convention center in the US) from foreclosure and privatized the management, increasing the bookings and reducing the operating expenses.
- Increased the City's General Obligation (GO) Bond rating from AA to AA+ for S&P and Fitch and increased the rating from Aa3 to Aa2 for Moody's. This included increasing unrestricted reserves 29% with no increase in property taxes.
- Negotiated the largest annexation in the City's history including the installation of infrastructure to support development (roads, water, and sewer) using tax exempt bonds paid for by the developers. This included the International Center for Automotive Research (ICAR) which was a collaborative effort between Clemson University, BMW, Microsoft, the Developer and the City.
- Negotiated and commenced construction of the Poinsett Corners development which is a multi-use project of commercial, office and residential space located downtown. The residential and commercial space wraps around the parking garage which was constructed by the Developer and financed by the City.
- Installed 50 plus public safety cameras in the Downtown Business/Entertainment District to enhance security.
- Negotiated and received NPDES permit from EPA and fully funded a 5 year capital improvement plan with a storm water utility to complete the capital projects required under the permit.
- Developed, planned and monitored constructed a ribbon strand dual pole stainless steel pedestrian bridge over the Reedy River Falls Park.
- Designed and constructed a 1,100 space Spring Street parking garage that included commercial, residential and office space. The development includes a courtyard and water feature at the entrance to the garage and commercial space.

1996 Chief Executive Officer hired to consolidate the City of Augusta and Richmond
To County into the Augusta-Richmond County Consolidated Government. The 2nd
1999 largest city in Georgia, Augusta has 205,000 citizens, 23 Operating Departments,
2,637 full-time employees, a total budget of \$318 Million (in 1996 dollars), this
Includes a Water and Sewer Utility and an Airport. Key accomplishments include:

- Consolidated all operations of the former City of Augusta and Richmond County. Restructured the organization to eliminate duplication of services, equalized employee compensation and benefits and established special service/tax districts to adjust for differing levels of service.

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- Restructured Departments to increase financial accountability enhanced automation and implemented performance standards. This resulted in a 5% decrease in staffing, while providing a higher level of service.
- Developed a 15 year master plan to address needed water and sewer infrastructure improvements including a financial rate model. The plan provided for one-quarter of a billion dollars in improvements over a five year period. Bonds were sold and construction completed on the first \$90 million in improvements.
- Constructed a 558 bed jail to eliminate a 21-year-old jail overcrowding lawsuit.
- Resolved legal and environmental non-compliance issues with the waste water treatment plant. This included negotiating a consent order with EPA to bring the plant into compliance by privatizing operations and making \$72 million of improvements on time and within budget.
- Privatized the collection of sanitation services.

1991 Assistant County Manager/Assistant for Special Projects, Polk County, Florida
to Polk County is located between Tampa and Orlando with a population of
1996 480,000 people, 17 incorporated cities and a budget of \$1.2 Billion. Key
accomplishments include:

- Remediation of the Polk County Courthouse including the coordination of litigation and recovery of \$43 million. The building was diagnosed with Sick Building Syndrome causing building related illness. The Courthouse is a 10 story structure containing 500,000 square feet.
- Prepared an alternatives and citing analysis for operation (public versus private) of the expansion of the County's detention facility and negotiated a contract for the construction and operation of a private facility.
- Negotiated a contract for the privatization of the County's recycling facility (clean MURF) which turned a facility that was losing money into a profitable venture.

1988 Assistant to the County Administrator, Lee County, FL. Responsible for special
to projects. Lee County has 1775 employees, a year round population of 335,000
1991 and seasonal population of almost 1 million. The annual operating budget is \$1
billion, including 140 separate funds, 20 operating departments and 200
individual programs. Responsible for \$800 million in capital improvements
including structuring the transaction, tax exempt financing, obtained permits and
construction of the Spring Training facility for the Minnesota Twins). Financed
and constructed a 1200 ton per day Resource Recovery Facility with a total
project cost of \$200 million. Responsible for the conceptual plan and initial

Charles R. Oliver, CPA PE

 funding for the Mid Point Bridge which connects the cities of Fort Myers and Cape Coral. The overall project cost was in excess of \$200 million.

- 1984 Director of Program Support (finance, payroll, personnel, purchasing, budget and to data processing) for the City of Richmond's Redevelopment and Housing
1988 Authority (RRHA). Major accomplishments included financing and construction of the Richmond Marriott, Sixth Street Festival Marketplace and the Richmond Convention Center. Selecting, designing and implementing a data processing system to handle all aspects of financial and management reporting. This reduced the size of the administrative staff by 33%.
- 1980 Manager/Senior Consultant in the State and Local Government practice Group to for Coopers and Lybrand, now PricewaterhouseCoopers, in Washington, DC.
- 1984 Consulted throughout the nation on governmental issues including: productivity Improvement, privatization, preemptive auditing of construction projects, Management Information systems and utility rate studies.

RELATED EXPERIENCE:

Served as adjunct faculty for the Hagerstown Junior College/University of Maryland, guest lecturer at Augusta State University and Bradley University.

Teaching Assistant in the School of Civil Engineering for the Massachusetts Institute of Technology

AFFILIATIONS/AWARDS:

American Institute of Public Accountants (AICPA)
American Society of Civil Engineers (ASCE)
American Arbitration Association (Arbitrated construction dispute for the hospital at Penn State University)
Testified as an expert witness and served as court master on numerous construction projects.
2003 ICMA Award for Excellence in Management
2007 Governor's Work Force Innovative Solutions Award
2007 One of 50 presenters at the National League of Cities (NLC) Conference for innovative solutions for cities.
2008 Savvy Award
2009 Top Five Micro Cities for Business for Friendliness by fDi Magazine
2010 Perfect Score from Sunshine Review, A non-profit organization dedicated to state and local government excellence (1 of 16 nationally).
Private Pilot

QUALIFICATIONS APPRAISAL GUIDE

Candidate's Name: Charles "Randy" Oliver

(Enter Points in Gray Area)	Poor To Fair (0-1)	Good (2)	Very Good (3)	Excellent (4)	Outstanding (5)
GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job. Poise, tact, neatness and grooming. Maturity.					
BACKGROUND: Quality of education and experience, reason for job changes.					
PRESENTATION: Communication Skills. Ability to understand implications of questions and to make clear and direct replies. Ability to select, organize and present ideas. Clarity of speech and appropriateness of language.					
JOB EFFECTIVENESS: Ability to perform the duties of the job. Industrious, dependable and shows initiative. Ability to deal effectively with practical problems of the job. Interpersonal skills appropriate for the job.					
ADMINISTRATION: Ability to perform in an administrative capacity. Understanding of the principles and practices of administration. Ability to lead, direct, and coordinate the work of others. Understanding of the political process and ability and willingness to work with it.					

Total Points: _____

- Poor to Fair** Responses fall short; disappointing. (0-1 point)
- Good** Acceptable responses, but not as good as highly competitive candidates should provide. (2 points)
- Very Good** Good response that should be matched by about half of the candidates. (3 points)
- Excellent** Level of responses that is equaled by few candidates. (4 points)
- Outstanding** Level of response may not be matched by any other candidate. (5 points)

NOTES:

Rater: _____

Date: _____

Kenneth C. Griffin
936 Hemingway Circle
Tampa, Florida 33602
Home Phone: (813) 385-3474
Cell Phone: (813) 546-0097

Summary of Qualifications

Chief executive level government, transportation and utility management experience and expertise, including strategic planning and forecasting, economic development, external funding procurement, negotiating and policymaking. Extensive background in business management, funding and financing and major economic development projects, with documented highly successful results. Excellent interpersonal skills, problem solving and decision making abilities. Excel in implementation of complex new initiatives. Member of the Congress of New Urbanism. National Incident Management System Certified. Professional awards and recognition include: 2005 ITE Australia Presentation Invitation, 2001 National Waterways Conference Award, 1997 AWWA Gold Medal, 1988 and 1989 ASAE Blue Ribbon Awards, and 1986 California WPCA Man of the Year Award. Graduate of the John F. Kennedy School of Government Executive Program in Strategic Public Sector Negotiation at Harvard University and graduate of the Cornell University New Executive Program. ICMA Credentialed Manager (International City/County Management Association).

Education

PhD	University of Mississippi – Leadership, Administration	1997	Straight-A Academic Record
MS	University of Southern California – Civil Engineering,	1980	EIT, PE License
MS	Cornell University – Ecosystems, Limnology	1975	NSF Graduate Fellowship Award
BS	University of California, Irvine – Biology, Chemistry	1972	Presidential Scholarship, Lions Club Scholarship, Top 1% and 1 st Dean’s List of School

Professional Experience and Accomplishments

Assistant County Administrator, 2009 – Present, Marion County, Florida, Lead and direct all county public services including: planning, zoning, building, code enforcement, joint city-county library system, parks and recreation, animal services, community services, veterans’ affairs offices and extension services in cooperation with the University of Florida. **Outcomes:** Developed and implemented a comprehensive plan to reengineer and reorganize the county’s building services division and in doing so, dramatically improved response times and increased customer satisfaction. Directed on-time and on-budget construction of County’s first LEED (Leadership in Energy and Environmental Design) building, the Forest Library. Achieved Gold LEED Certification.

Assistant County Administrator/Director of Strategic Planning, Sustainability and External Funding, 2006 – Present, Hillsborough County, Florida, Lead and direct 2,100 plus employees. Administer an annual operating budget of approximately \$400M and a capital budget of over \$3B. Lead and direct county staff in assisting the County Commissioners in their public/private Transportation Task Force initiative that seeks to focus \$2B in additional county funding for existing transportation needs and \$1B in private sector contributions for anticipated transportation needs. Lead County Utility Division (\$200M Annual Budget) in developing its first Comprehensive Strategic Plan and its first Sustainability Initiative as prerequisites in seeking to be the first accredited utility in the nation. Lead County Utility Division in completing and implementing a comprehensive vulnerability assessment and infrastructure security enhancement program. **Results:** Hillsborough County is only one of two counties in Florida with an S&P and Fitch AAA Bond Rating. In 2006, Hillsborough County’s Public Works Department became the first county in the country to be certified by the American Public Works Association. First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning. Most Innovative Program Award from the Florida Aging Services

Providers for a Countywide Senior Zone Program. AIA/NACO Local Leaders in Sustainability: Green County recognition for its Building Services Division.

Executive Director/city manager, 1993 – 2006, Pearl River Valley Water Supply District, a five-county agency is responsible for the largest planned residential/commercial development in the State. The District functions as a city and the executive director functions as the city manager for an 85 square mile planned community, 15 miles north of downtown Jackson, Mississippi. The District provides roads, bridges, utilities, parks, watershed protection, and flood control. Projects included: 50 well-planned neighborhoods with supporting businesses and infrastructure; 5 marinas, 3 golf courses, and 50 public recreation facilities, including numerous parks and trails. *Results:* Developed and implemented the District's vision for Harbor Walk (a \$600 M inner harbor public place; www.harborwalkms.com), the Town of Lost Rabbit (a \$250 M new urbanist community; www.lostrabbitms.com), and water taxi service connecting these two developments with future new urbanist villages and existing communities on the reservoir. Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide the long-term, high quality process water needed for their \$1.4 B new manufacturing facility. Developed and implemented creative partnerships with state universities, area governments, and non-profit organizations to provide facilities and services meeting the public need, including numerous infrastructure projects, the *Bob Anthony Parkway*, the *Pearl River Environmental Education Center*, the *Lakeshore Recreation Complex*, and the *Reservoir Youth Soccer Complex*. Increased annual revenues by 100% and secured over \$50 M in new external funding. Led agency to receive first ever State Department of Health perfect scores on annual inspections of District's water systems. *Boards/Committees:* Director of the Cornell Alumni Admissions Ambassador Network for Mississippi, Mississippi State University External Research Committee, University of Mississippi's Graduate Emphasis in Engineering Management Committee, NASA's Mississippi Space Commerce Initiative Board, Mississippi Upper Pearl River Watershed Advisory Committee founding President, Mississippi Water Resources Association – Executive Committee and Chairman of Public Relations Committee, Metropolitan Planning Organization Technical Advisory Committee. *Results:* Initiated and implemented a statewide watershed awareness signage program, Rankin County Wastewater Authority, President.

General Manager, 1991 – 1993, Village of Penn Yan Municipal Utilities, New York: CEO of a regional public electric, water, and wastewater utility. *Results:* Achieved lowest cost electric utility in nation in 1992 @ \$0.0213/kWh. Used low cost electricity to successfully recruit new industry. Initiated and led a regional partnership to successfully finance and build a gold medal winning regional water treatment plant serving four municipalities. *Boards/Committees:* Keuka College Undergraduate Research Advisor, Cornell University, Executive Committee Water Utility Management School, American Water Works Association Teleconferencing Committee.

City Engineer/Director of Public Works, 1989 – 1991, City of Sedona, AZ: Founded the City's first Engineering and Public Works Departments, including the planning, organizational development of facilities, equipment, and personnel for the rapidly growing, upscale community. *Results:* Planned and implemented City's first maintenance and construction operations, using private contractors. Authored the City's first engineering and public works codes, policies and procedures. Successfully directed all aspects of design and construction of City's first wastewater collection, treatment, and disposal system. Successfully directed completion and adoption of City's first Transportation Master Plan. *Boards/Committees:* Arizona State University's Technology Transfer Advisory Committee.

County Engineer/Director of Public Works, 1986 – 1989, Rensselaer County, NY: Department head in charge of \$8M, 100 plus person county public works department. *Results:* Secured funding, designed and reconstructed 15 critical county bridges in less than two years. *Boards/Committees:* Cornell University Highway School Advisory Committee, Capitol District Solid Waste Commission.

Chief of Planning, Senior Engineer, Project Manager, Associate Engineer, Assistant Engineer, 1980 – 1986, California Regional Water Quality Control Board: As Director of Planning, supervised scientific and engineering studies of major state water resources, drafted water quality management plans and state legislation; testified to state boards and legislative committees. *Results:* Secured \$10 M in new grant funding to sewer un-sewered communities. As Project Manager of the Lake Tahoe Drainage and Erosion Control Program directed the design and construction of \$23 M in

drainage and highway projects to protect Lake Tahoe. Supervised revegetation of the abandoned 700 ac Leviathan Mine.
Boards/Committees: As a member of the California-Nevada American Water Works Association directed the Association's most successful annual conference in 1986 and received the Association's Man of the Year Award.

Additional Areas of Expertise and Experience

- Project Development
- External Funding Development and Alternative Project Financing
 - Engineering Management
 - Engineering Economics
- Financial Management – Budget Planning & Execution
 - Contract Management
 - Management of Operations & Maintenance
 - Start-up of Complex Programs
- Personnel Management – Organizational and Human Resources Development
- National Incident Management System Certified: IS-100, IS-200 and IS-700
- Expertise in New Urbanism, Sustainable Development and Green Building
 - Familiarity with French, Italian and Spanish Languages
- Other Interests: Talent Investment Club – President; Golf, Bicycling, Kayaking, Gym and Lacrosse

QUALIFICATIONS APPRAISAL GUIDE

Candidate's Name: Kenneth Griffin

(Enter Points in Gray Area)	Poor To Fair (0-1)	Good (2)	Very Good (3)	Excellent (4)	Outstanding (5)
GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job. Poise, tact, neatness and grooming. Maturity.					
BACKGROUND: Quality of education and experience, reason for job changes.					
PRESENTATION: Communication Skills. Ability to understand implications of questions and to make clear and direct replies. Ability to select, organize and present ideas. Clarity of speech and appropriateness of language.					
JOB EFFECTIVENESS: Ability to perform the duties of the job. Industrious, dependable and shows initiative. Ability to deal effectively with practical problems of the job. Interpersonal skills appropriate for the job.					
ADMINISTRATION: Ability to perform in an administrative capacity. Understanding of the principles and practices of administration. Ability to lead, direct, and coordinate the work of others. Understanding of the political process and ability and willingness to work with it.					

Total Points: _____

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- Excellent** Level of responses that is equaled by few candidates. (4 points)
- Outstanding** Level of response may not be matched by any other candidate. (5 points)

NOTES:

Rater: _____

Date: _____

MELINDA CARLTON

21 Colonial Circle * Glenwood, NJ 07418 * 973-764-6614 * cabems2000@msn.com

OBJECTIVE

A highly professional position in city or county government as the chief administrative/executive officer responsible for the operations of all governmental operations. Assist in leading the organization in strategic planning, team-building, and professional development of the jurisdiction. Provide research and consultation to the governing body; ensure viable policy development and implementation while interpreting and ensuring compliance of the policies designed to improve the quality of life in the community.

- Enhance the fiscal integrity of the organization
- Maximize resource utilization
- Ensure cost containment and revenue streams while increasing services
- Provide professional budgeting based on performance measurements
- Maintain governmental integrity
- Increase employee morale
- Lead the organization within the parameters of the Mission and Strategic Plan

OUTSTANDING PERSONAL and PROFESSIONAL ATTRIBUTES

Keen Mind * Strong Ethics * Good Interpersonal Skills * Visionary * Superlative Leader * Loyal

QUALIFICATIONS

Twenty plus years leading and managing premier private and public entities using the team approach, creating holistic organizations from fractured and separated environments. Embraces strategic planning and development processes as the baseline institutional performance measurement to maximize performance and outcome. Results-oriented and end user-focused professional. Significant experience in:

- Team Building
- Performance Measurements
- Research
- Major Technological Applications
- Leadership
- Organizational Development
- Re-organizations
- Change Management
- Cutback Management
- Intergovernmental Relations
- Strategic Planning
- Budgeting
- Labor Negotiations
- Fiscal Policy Development
- Interpersonal Relations
- Capital Improvement Program Design

REPRESENTATIVE ACHIEVEMENTS

STRATEGIC PLANNING

Envisioned, conceptualized and implemented strategic development plans in Kent County, Warren County, Johnson County, City of Topeka, Marion County and City of Fresno.

Result: Increased effectiveness, grew revenues, decreased expenses resulting in a \$10M savings

Developed, monitored and administered operating and capital budgets exceeding \$450M.

Result: Decreased budget spending by over \$17.5M
Decreased tax rate and stabilized revenue by \$2M
Delivered a 25% reduction in costs in the Department of Human Services, saving \$7.5M

Designed and implemented need driven budget processes requiring prior approval for personnel expansion

Result: Stabilization of work force and savings in one year of \$1.3M

Designed, developed and implemented Strategic Plan for innovative capital improvement program

Result: Plan widely adopted in U.S. as a model for capital planning

THIRD PARTY VENDOR RELATIONSHIPS

Researched, developed and implemented policies and procedures using cost benefit analysis models for proposals, resulting in well-crafted contracts committed to reducing expenses while maintaining or increasing levels of service and accountability

Result: Cost savings of fleet expenses of \$.5M
Departmental savings of \$2.5M
Payroll expense savings of \$7.5M

TECHNOLOGY INNOVATION

Developed and secured financing for models to manage Y2K processes starting in 1996.

Result: Efficient transition in two major counties for a savings of \$50M

Introduced and implemented computerization within several major organizations

Result: Work force of 1100 became computer proficient within 3.5 years, with resulting increase of productivity saving \$.75M annually

PROGRAM AND SYSTEMIC INNOVATION

Implemented and managed self-directed teams emphasizing continual and expanded empowerment.

Result: Received two international awards for innovation. The programs encouraged innovation and increased cost savings while promoting effective and efficient services, increasing employment longevity and reducing personnel costs by \$5M

Developed and implemented performance-based budgeting/performance measurements

Result: Increased accountability, cost savings of \$4.5M, received the New Jersey Management Award for "Outstanding Manager of the Year" and the Edward O. Stene "Award for Managerial Excellence"

PROFESSIONAL HISTORY

Township Manager – 2007 – 2010

Vernon Township, NJ

Under the Faulkner Act managed all departments and agencies of the Township; developed and monitored the Operating and Capital budgets; developed and administered Township Council policies.

Executive Director of the Financial Advisory Authority (State of Illinois) – 2006 – 2007

Directs the oversight agency, the Financial Advisory Authority, in approving all financial transactions of financially distressed cities in the State of Illinois. The Financial Distressed City Law (65ILCS 5/8-12 et. seq.) established the Authority "to offer assistance to a financially distressed city so that it may provide for the health, safety and welfare of its citizens..... and to strengthen the human and economic development of the city." Manages a \$60M budget, develops operating and capital improvement program budgets; monitors, analyzes and reports on financial condition, budgetary activities and financial planning of financially distressed cities.

Director of Procurement & Facilities – 2005 - Present

Executive Director of Operations - 2004-2005

Novastar Financial, Inc. Kansas City, MO

Directs the operations of the Risk Management Division of NovaStar Finance, Inc which is a top-10 provider in the mortgage industry (nfi - NYSE). Ten-year old company with a \$23B portfolio in the sub-prime segment of the industry. Responsible for similar responsibilities of the public sector - performance measures, the promulgation of policies and procedures, budgeting, data management, supervision of department directors.

Vice President - 1998-2004

Carlton, Inc. Keizer, OR

Multi-venue consulting organization focused on private sector with e-commerce applications; focused in the public sector on organizational development and re-organization analyses, strategic planning, performance measurement, and governmental process improvement.

Executive Manager (Consultant, then Interim IT Director) - 2002

Fresno, CA

Managed departments, analyzing organizational effectiveness, oversight of technological systems application and citywide communication systems, analyzing labor relations negotiations and contracting; Chief Information Office of Information Services Department.

County Administrator – 2000-2001

Marion County, OR Salem, OR

Led Board of County Commissioners-directed transformation from commission form to council/manager form of county government. Charter Commission will review progress and make final determination.

County Administrator - 1999-2000

Johnson County, KS Olathe, KS

Nationally recognized as one of the top ten county government organizations in the United States with an unparalleled growth and quality of life. Implemented budget reform and performance measurements.

County Administrator/Controller - 1995-1999

Kent County, MI Grand Rapids, MI

County Executive with full financial and fiduciary responsibilities; directed all county departments.

County Administrator - 1991-1995

Warren County, NJ Belvidere, NJ

County Executive of rapidly evolving East Coast county government.

Town Manager - Town of New Shoreham/Block Island, RI; Chief Administrative Officer - City of Topeka, KS; Special Assistant to the Chief Administrative Officer - Prince George's County, MD; Small Business Developer - Kansas City, MO

EDUCATION

Master of Public Administration, University of Kansas, Lawrence, KS
Bachelor of Arts, Political Science, University of Kansas, Lawrence, KS, Brooks
Awardee

PROFESSIONAL NOTES

- Appointed to the Michigan Supreme Court Local Intergovernmental Council by Chief Justice Conrad L. Mallett, Jr. of the Michigan Supreme Court.
- Awarded Manager of the Year from Kucimats at the University of Kansas for innovative work done in Kent County, MI.
- Elected President-Elect of the National Association of County Administrators.
- Member and office-holder in regional, state, national and international professional organizations of public administrators in Kansas, Missouri, Michigan, New Jersey, California, Oregon, Maryland and Rhode Island.
- Elected to the Executive Board of the International City/County Management Association.
- Awarded Outstanding Manager of the Year by the New Jersey Municipal Management Association.
- Awarded two Programs of Excellence from the International City/County Management Association - one award for Block Island, RI and the other for Kent County, MI.
- Awarded R. Scott Brooks Award for Outstanding Graduate in the School of Public Administration at the University of Kansas.

QUALIFICATIONS APPRAISAL GUIDE

Candidate's Name: Melinda Carlton

(Enter Points in Gray Area)	Poor To Fair (0-1)	Good (2)	Very Good (3)	Excellent (4)	Outstanding (5)
GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job. Poise, tact, neatness and grooming. Maturity.					
BACKGROUND: Quality of education and experience, reason for job changes.					
PRESENTATION: Communication Skills. Ability to understand implications of questions and to make clear and direct replies. Ability to select, organize and present ideas. Clarity of speech and appropriateness of language.					
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ADMINISTRATION: Ability to perform in an administrative capacity. Understanding of the principles and practices of administration. Ability to lead, direct, and coordinate the work of others. Understanding of the political process and ability and willingness to work with it.					

Total Points: _____

- Poor to Fair** Responses fall short; disappointing. (0-1 point)
- Good** Acceptable responses, but not as good as highly competitive candidates should provide. (2 points)
- Very Good** Good response that should be matched by about half of the candidates. (3 points)
- Excellent** Level of responses that is equaled by few candidates. (4 points)
- Outstanding** Level of response may not be matched by any other candidate. (5 points)

NOTES:

Rater: _____

Date: _____

Gregory D. Lewis
99 Carolina Avenue
Lockport, NY 14094
Phone 716-550-2805
E-mail lewis99@roadrunner.com

Summary of Qualifications:

County Manager, Niagara County, NY (May 27, 2003 to Present), County Administrator, Lyon County, MN, (July 9, 2001 to May 23, 2003) and County Administrator, Beltrami County, MN (May 3, 1991 to July 6, 2001) Highly qualified Administrator ("ICMA Credentialed") and leader with communication, legal, planning, and human resource management skills and qualifications.

Education: 1974 – JD, Law (Major Emphasis – Administrative Law, Public Policy and Legislation) Washburn University Law School, Topeka, Kansas.
1969 – BA, Political Science, (Major Emphasis – Public Administration) Kansas University, Lawrence, Kansas.

Professional Experience:

1991 – Present, Niagara County, NY, (Present employment– 1500 employees, \$300 million budget, Salary - \$105,000) Lyon County, MN (2 years – 200 employees, \$50 million budget, Salary - \$85,000) and Beltrami County (10 Years – 550 employees, \$70 million budget, Salary – \$80,000), MN:

Local Government Administrator/Administrator

Local Government Administrator, Administrator, chief executive officer, and advisor for NY County Legislature and MN Local Government Boards and all local government departments charged with overall responsibility for local governing boards' policy implementation, human resources management, infrastructure development, financial integrity, and public relations.

Oversee local governments' service delivery systems centered on mission of quality customer service through collaboration, teamwork and technology.

Provided executive leadership to work to transform local government workplace cultures into ones committed to high work performance expectations, a strong customer focus, and continuous learning.

Active in collaborative efforts among county, city, school district, state, and nonprofit agencies.

Committed to developing cooperative labor-management relations that are progressive and innovative, dedicated to excellence in empowering employees and unifying them around a shared mission, with a high priority given to valuing diversity.

Committed to providing professional leadership and deploying teamwork throughout local government organizations. Examples include creating a comprehensive planning team, a self directed human services management team, an award winning safety team, an award winning emergency management team, an innovation and technology team recognized for its excellence by its regional peers, janitorial and maintenance teams for property management, and a vehicle management team to develop a local government vehicle motor pool.

Successfully guided labor negotiations through interest based bargaining as team leader in eight contract cycles resulting in win-win settlements with County unions. Team leader and chief negotiator for Niagara County negotiation team.

Selected through statewide competition to be the local government presenter on quality public services through teamwork and technology.

Successfully privatized local government run nursing homes and solid waste operations to improve effectiveness and focus limited resources on essential local government operations.

Managed to streamline local government budget process into an outcome-based process with emphasis on measurable indicators of success and long range strategic planning.

Acted as principal local government spokesperson, media contact, and facilitator of all local government planning sessions.

Conducted and facilitated numerous community workshops and planning sessions on diverse topics including reinventing government, quality improvement, customer service, race relations, collaborative leadership, liquor control, professional development, and public law.

1984-1990 Municipal Attorney, Fargo, ND; Moorhead, MN; and Eagan, MN

Municipal Attorney

Provided extensive legal representation and advice to civic leaders and municipal professionals on economic development, public housing, human resources, labor issues, zoning, land use, comprehensive planning, ordinance interpretations, human rights, conflicts of interest ethics, public bidding, data practices, and contractual matters.

1981-1983 University of North Dakota Law School Grand Forks, ND

Assistant Professor and Legal Clinic Director

Taught 50 law students each semester and developed and revitalized clinical education program by creating high quality standards for law students, implementing a comprehensive operations manual, and rewriting its curriculum.

1974-1980 Legal Services Director And Attorney Rapid City, SD, and Denver, CO

Legal Services Director And Attorney

As Executive Director for Black Hills Legal Services, Inc., Rapid City, South Dakota, and Director of Litigation of the Legal Aid Society of Metropolitan Denver, Denver, Colorado, successfully developed and reorganized two major programs to provide low income persons with equal access to the legal system with excellence in performance recognized on national level, specializing in setting up non-profit corporations, organizing client groups, and acting as a lobbyist in the South Dakota and Colorado

legislatures.

1969-1971 Military Service Ft. Leonard Wood, MO, Ft. Polk, LA, Vietnam, And Ft. McPherson, GA

U.S. Army Infantryman

**1st Air Cavalry Squad Leader, Vietnam; Awarded 2 Bronze Stars for Valor, Combat Infantryman's Badge, Vietnam Service Medal, Air Medal for Combat Assaults, and Presidential Unit Citation
Appointed to 3rd Army Honor Guard, Ft. McPherson, Florida.**

Professional Memberships

Currently on inactive status but previously admitted by examination or motion before the state and federal courts of Kansas, South Dakota, Colorado, North Dakota, and Minnesota along with the US 8th Circuit Court of Appeals and US Supreme Court. Also prior member of Minnesota State Bar Association and Public Law Section.

Community, Regional and National Activities

ICMA Credentialed Manager, National County Administrators Association, New York County Administrators Association, Minnesota County Administrators Association, Rotary Club Member, Policy Committee Member on Environment & Natural Resources, Executive Committee-Beltrami Area Race Relations Council, Treasurer-Bemidji High School Vocalmotive Show Choir Boosters, Chair of Board of Trustees/Financial Chair- United Methodist Church, Chair-Board of Directors-Beltrami Area Service Collaborative, Co-Chair-Intergovernmental Relations Committee, Bemidji and Marshall Chambers of Commerce, Volunteer Teacher-Junior Achievement Program, Salvation Army Volunteer, and Member-American Legion, VFW, and 1st Cavalry Association.

References

Supervisor: Lee Coe, Former Beltrami County Board Chair, Route 2, Box 80-A, Puposky, MN 56667, 218.243.2597.

Peer: Phil Shealy, City Manager, 506 W. 5th Street, Marshfield, WI 54449, 715. 897.1133, pcshealy@msn.com.

Supervisor: Gail Skare, Former Beltrami County Board Chair, 3003 Cedar Lane NW, Bemidji, MN 56601, 218.444.2092.

Subordinate and Peer: Mary Marchel, Beltrami County Director of Health and Human Services, Community Services Center, 616 America Avenue, Bemidji, Minnesota 56601, 218.333.8100, mary.marchel@co.beltrami.mn.us

Subordinate and Peer: Charles Naughton, Former Niagara County Human Resource Director, Home: 6984 Jennifer Court, Wheatfield, NY, 716.731.2309; E-mail: cnaughton@roadrunner.com. Office: Charles J. Naughton, Director PERSONNEL / LABOR RELATIONS, 716.871- 8851, Personnel Office, Room 50, 1835 Sheridan Drive, Kenmore, New York 14223-1211 cnaughton@tonawanda.ny.us

Subordinate: Peter Lopes, MBA, Niagara County Human Resources Director, 111 Main, Lockport, NY 14094, 716.438.4068, Cell 716.867.7431.

Subordinate: Sandra Sherman, Administrative Assistant, 59 Park Avenue, Brooks Building, 2nd Floor, Lockport, NY 14094 Work 716. 439.7213 Home 716.434.2491

Peer: Rick Maes, Lyon County Attorney, 507. 537. 6755, Email: rickmaes@co.lyon.mn.us , 607 West Main Street, Marshall, MN 56258

Subordinate and Peer: Anita Benson, Steele County Public Works Director (formerly Lyon County Public Works Director), Steele County Annex Building 635 Florence Ave, Owatonna MN 55060, 507.444.7670 anita.benson@co.steele.mn.us

QUALIFICATIONS APPRAISAL GUIDE

Candidate's Name: Gregory Lewis

(Enter Points in Gray Area)	Poor To Fair (0-1)	Good (2)	Very Good (3)	Excellent (4)	Outstanding (5)
GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job. Poise, tact, neatness and grooming. Maturity.					
BACKGROUND: Quality of education and experience, reason for job changes.					
PRESENTATION: Communication Skills. Ability to understand implications of questions and to make clear and direct replies. Ability to select, organize and present ideas. Clarity of speech and appropriateness of language.					
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Total Points: _____

- Poor to Fair** Responses fall short; disappointing. (0-1 point)
- Good** Acceptable responses, but not as good as highly competitive candidates should provide. (2 points)
- Very Good** Good response that should be matched by about half of the candidates. (3 points)
- Excellent** Level of responses that is equaled by few candidates. (4 points)
- Outstanding** Level of response may not be matched by any other candidate. (5 points)

NOTES:

Rater: _____

Date: _____

Ben A. Stevens III, CPA
241 Munro Rd.
Pensacola, FL 32503
(850) 444-9405
(850) 554-1034

SIGNIFICANT ACCOMPLISHMENTS

ESCAMBIA COUNTY SHERIFF'S OFFICE

Established budgeting by department and cost center.
Centralized purchasing and property offices.
Developed position control.
Created a Human Resources Office.
Recruited professional staff, developed and implemented performance evaluations.
Outsourced food and medical contracts for the jail with a significant savings for the tax payers of Escambia County.
Analyzed and implemented an office wide competitive pay plan.
Created a Risk Management Office and outsourced workers comp insurance.

ESCAMBIA COUNTY

Government Finance Officers Association Award for Distinguished Budget Presentation for Escambia County five consecutive years.
Discovery of high risk non-liquid derivative investments.
Direct communication with Governor Lawton Chiles Office and Auditor General Charles Lester for solution to derivative crises and dissolution and transition of Comptroller's Office.
Federal Emergency Management damage assessments and reporting for major hurricanes.
Complete financial computer software conversion.
Restructure of Risk Management Office and partial privatization.
Creation and structure of Human Resources Office.
Standard and Poor's rating for Escambia County to AA-.
Internal Service fund deficit retained earnings turnaround due to sound financial management.
Management of Financial Advisor, External Financial Auditor, and Cost Allocation contract.
Development of quarterly financial reports.
Creation and implementation of disparity adjustment program.
Planning and implementation of Local Option Sales Tax Extension.
Negotiation, review, and issuance of \$30 million in fixed rate debt and \$30 million in variable rate.
Negotiated contract with significant cost savings to County and employees for health insurance.
Coordinated contract with insurance company for use of space to store vehicles involved in a fraud investigation which resulted in the County receiving \$50,904 and 6 vehicles currently in use by department directors.
Oversee management of 31 Municipal Service Benefit Units.
Oversee management of over \$10 million in outside agency contracts/grants.
Creation and implementation of Capital Improvement Program and Revenue Manual.

PROFESSIONAL SERVICE

Government Finance Officers Association Distinguished Budget Presentation Awards Program Review Panel.
Nominated Founding Officers of the Panhandle Chapter of the Florida Government Finance Officers Association.
Leadership Participation in the Florida Institute of CPA's in the Board of Governors, Executive Committee, and Political Action Committee

COMMUNITY SERVICE

As a Committee Chair for the Scooper Bowl, I participated from the first event through the third annual event and assisted in raising a net of \$10,000 for the first year to approximately \$20,000 which was donated to the Sacred Heart Children's Foundation and Ronald McDonald House.
I have also participated as a Banker for the Pensacola Catholic High School Auction which has raised a net of approximately \$30,000 for the school.

Ben A. Stevens III, CPA
241 Munro Rd.
Pensacola, FL 32503
(850) 444-9100
(850) 554-1034

EDUCATION

Certified Public Accountant, State of Florida, License # AC-0024217
Bachelor of Science in Accounting, April 1989
Bachelor of Science in Finance, April 1989
Florida State University, Tallahassee, Florida

SUMMARY OF WORK EXPERIENCE

March 2001-December 2008

Escambia County Office of the Sheriff
Chief Financial Officer

Responsibilities include recording, implementing, management and preparation of a \$79.7 million budget. Directly oversee payroll, finance, risk management, employee benefits, grants, purchasing and property for an 1100 employee Office. Directly supervised 22 employees and counseled department directors in human resource, finance, risk management, and procurement areas.

May 1994-March 2001

Escambia County Board of County Commissioners

January 1996-March 2001

Interim Director/Manager, Office of Management and Budget

Responsibilities include supervision of office staff and the preparation, management and implementation of a \$355 million budget. Other responsibilities include management of over \$10 million in outside agency contracts, independent financial audit contract, cost allocation contract, 31 Municipal Service Benefit Units, Tourist Development Committee consultant, health insurance contract for over 1,000 employees, revenue forecasts, debt management, quarterly financial reports, research alternative revenue sources, and maximize funding resources. Act as a management and financial consultant to the Board of County Commissioners, Department Directors, and Constitutional Officers and as an expert witness for the County Attorney.

May 1994-January 1996

Budget Research Analyst II

Responsibilities included the management and analysis of Escambia County Annual Budget, and preparation for Government Finance Officers Association Award for Distinguished Budget Presentation.

August 1989-May 1994

Saltmarsh, Cleveland & Gaud, CPAs

Staff Accountant I, II, Senior Accountant

Responsibilities included the supervision and review of staff and management of some of the firm's largest audit contracts consisting of governments, non-profits, for-profits, and financial institutions.

ACTIVITIES

American Institute of CPA's

Visioning Process 2000

Florida Institute of CPA's

President 2008-2009, Board of Governors 1995-2009, Regional Vice President 1997-1999, Technical Vice-President 1999-2001, Executive Committee 1997-2001 and 2004-2009, Government Standards Review Committee 1997-1999, Chapter Operations Committee 1997-1999, Membership Committee 1993/95; Private Practice Liaison 1995/96; Legislative Liaison 1992/93

West Florida Chapter FICPA

President 1996/97, President Elect 1995/96, Secretary 1994/95, Treasurer 1993/94, Chapter Liaison 1996/97

Other Memberships

AICPA, FICPA, GFOA, FGFOA, Leadership Pensacola Class of 1998, Catholic High School Auction Banking Committee, West Florida Leadership Academy Class of 2000, Past President and prior member Pensacola Cordova Rotary

QUALIFICATIONS APPRAISAL GUIDE

Candidate's Name: Ben "Steve" Stevens

(Enter Points in Gray Area)	Poor To Fair (0-1)	Good (2)	Very Good (3)	Excellent (4)	Outstanding (5)
GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job. Poise, tact, neatness and grooming. Maturity.					
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NOTES:

Rater: _____

Date: _____

MAURICE J. INKEL JR.

Cell Ph: (850) 748-6019
Email: Inkelgang@cox.net

TS/SSBI/YW Clearance
Master Navigator
4280 Flt Hrs (100 Combat)

OBJECTIVE Senior management position with opportunity to use 24 years leadership experience, ability to quickly analyze programs, then lead team development and implementation of innovative, cost-effective, goal-achieving action.

CAREER ACHIEVEMENTS

LOGISTICS MANAGEMENT

Selected after extensive application screening/interview process as one of only 50 personnel responsible for planning/coordinating arrival, beddown, & departure for Air Force One at trip sites worldwide.

- ◆ Coordinated all aspects of AF-1 security and logistics support at trip sites world-wide with White House, US Secret Service, Presidential Marine Helo unit, and US and foreign government agencies.
- ◆ Retained as longest serving AF-1 Advance Agent ever (9 years vs normal 3 year tour).

RESULTS: Flawless support for the President at over 42 stateside/7 overseas stops. Agent of Yr '98!

ADAPTIVE LEADERSHIP

Handpicked by CEO without any previous "professional safety experience" to revitalize safety program for upcoming major inspection.

- ◆ Quickly assessed program, learned managerial aspects of professional safety programs, then developed roadmap to CEO's goals. Led 13 safety professionals managing comprehensive program (flying, ground, & explosive safety) for the world's largest C-130 base (4,300 pers/2,000 facilities).
- ◆ Developed/instituted numerous innovations: safety metrics to local OSHA courses.
- ◆ Architect of first-ever Base Safety Day Fair – showcased federal, state, local, and base safety programs to over 6,000 base personnel and families in addition to local media coverage.
- ◆ Driving force behind innovative adaptation of new electric fence for airfield wildlife control – concept to operation in astounding 18 weeks with \$200K project savings. Co-authored article on subject selected for unprecedented simultaneous publication in two major safety periodicals.

RESULTS: "Created best safety program in entire Air Force!" AF Training Command's 1st-ever "Outstanding" Inspection rating for a flying wing, 2 Best Practices, 6 AF & Command Awards, but most importantly, reduced reportable mishaps 30% (5 year low).

PLANNING/EXECUTION

Developed/managed plans for all normal/contingency base operations & ran CEO's Crisis Action Team.

- ◆ Supervised efforts of 152 personnel in safe, secure download, transfer to storage, and shelving of over 1.24M pounds of Presidential Library materials – National Archives personnel lauded the job.
- ◆ Led team of 30 in securing logistical support and drafting plans for over 400 deploying personnel – negotiated contracts with Norwegian/British officials well under \$700,000 budget

- ◆ Directed contingency support for emergency landing of Space Shuttle transportation flight impressing NASA personnel with base's quick response to their unique requirements.

RESULTS: Every unexpected challenge converted into demonstration of organizational excellence!

PROGRAM MANAGEMENT

Director of Operations for Airlift Group's Special Activities Division

- ◆ Directed daily operation of unique unit dedicated to highly classified, Joint Chiefs of Staff special access program, approved by the President for top national priority.
- ◆ Supervised/mentored 20 highly trained aircrew members in execution of program's mission.
- ◆ Planned/executed \$5.1M budget/1600 flying hr program supporting various governmental agencies.

RESULTS: Over 2,000 error-free secure deliveries a year with over 99% on-time delivery rate in a company where 85% is outstanding.

PROFESSIONAL HISTORY

Sep 06 – Present	Retirement Planning/Virginia Technical College/Self-Employed
Apr 95 – Sep 04	Air Force One Presidential Advance Agent (Special Duty)
May 01 – Sep 04	Chief/Assistant Operations Officer, 463AG/Special Activities Div. supervising 20 pers
May 98 – May 01	Chief Command Post, Safety, & Plans & Programs supervising 13 – 43 personnel - Trouble-shooter for two CEOs - Managed plans for all normal/contingency operations & ran CEO's crisis action team - CEO's Exec Agent/directed ops sched for 70 aircraft incld maintenance/transportation
Jun 96 – May 98	Chief Directorate Spt & Pers Branch, HQ AMC Ops Directorate supervising 10 pers - Provided executive, computer system, and personnel support for over 500 personnel
Sep 94 – Jun 96	Strategic Airlift Director, HQ Air Mobility Command Tanker Airlift Control Center - AF's only world-wide qualified director—matched limited airlift to all priority missions
Sep 91 – Sep 94	Director of Operations, Detachment 4, HQ Air Force Special Operations Command - Planned Spec Ops in Europe/Africa; Exec Mgr for highly classified special access pgms - Supervised 30; coord exercise rules/host nation contracts w/ foreign gov officials
Oct 80 – Sep 91	Instructor Navigator MC-130E (Special Ops)/ Executive Officer/Evaluator C-130E - Instructed/Evaluated C-130 navs; Fire-tested dependability and calm—Combat Vet: Grenada, Panama, & Iraq
Mar 75 – Aug 78	Chemical Analyst, US Environmental Protection Agency for Univ of West FL Bio Dept - Chemical transportation studies, extraction & analysis, data prep for litigation

EDUCATION

Air War College	Air University	Aug 99	Graduated Top 3/3500 CY99 non-res class
MS Management	Troy State	Aug 92	3.90 GPA
Sq Officer School	Air University	Mar 86	Section "Outstanding Contributor"
BS Biology	University of West Florida	Dec 75	3.37 GPA (21 Hrs Chemistry)

QUALIFICATIONS APPRAISAL GUIDE

Candidate's Name: Maurice Inkel

(Enter Points in Gray Area)	Poor To Fair (0-1)	Good (2)	Very Good (3)	Excellent (4)	Outstanding (5)
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NOTES:

Rater: _____

Date: _____

CANDIDATE RANKING FORM

Place each candidate's name on this list in the order that you are most interested in having the candidate continue in the process. The name of your first choice should be placed on the first line and the names of the others in descending order based on your level of interest in them. Please rank all candidates and do not use tie scores.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Rater Signature: _____

Print Name: _____

Date: _____

CANDIDATE TABULATION FORM

Raters:	Robertson	Robinson	Valentino	Young	White	Total	Average	
<i>Candidates</i>								
Carlton, Melinda R.								
Griffin, Kenneth C.								
Inkel, Jr, Maurice J.								
Lewis, Gregory D.								
Oliver, Charles "Randy"								
Stevens, Ben "Steve"								