

**City of Lake Wales
Workshop Meeting**

City Manager's Conference Room

July 8, 2011

5:30 p.m.

City Commission Chambers

- 1. Roll Call**
- 2. City Manager Candidate Phone Interviews**
 - **Theresa Leary (5:30 p.m.)**
 - **R. Dale Brown (6:30 p.m.)**

Minutes of the City Commissioner Workshop meetings can be obtained from the office of the City Clerk. The minutes are recorded, but are not transcribed verbatim. Persons requiring a verbatim transcript may make arrangements with the City Clerk to duplicate the recordings, or arrange to have a court reporter present at the meeting. The cost of duplication and/or court reporter will be at the expense of the requesting party.

Persons who wish to appeal any decision made by the City Commission with respect to any matter considered during this meeting will need a record of the proceedings, and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

In accordance with Section 286.26, Florida Statutes, persons with disabilities needing special accommodations to participate in this meeting should contact the office of the City Clerk no later than 5:00 p.m. on the day prior to the meeting.

SUGGESTED INTERVIEW QUESTIONS

These suggested interview questions have been grouped by general topic. If you have additional questions you would like to suggest, please contact us and we will add them to the list.

1. Work Experience

- Describe your background and experience. What have been the areas of emphasis?
- How does your experience qualify you for this position?
- Do you have experience in all areas of local government service? If not, how would you approach management in these areas?
- What particular experience do you have with budget preparation and finance?
- What particular experience do you have with personnel and labor relations?
- What is your experience as a supervisor? How many people have you supervised?
- Have you ever had to terminate an employee? What process did you follow?
- What experience have you had working on an intergovernmental or interagency basis?
- Have you worked directly with the state and federal governments, councils of governments, or other units of local government?
- What is your view on grants? What experience do you have?
- What experience do you have with "creative" (outside the box) financing?
- What experience do you have working with an Economic Development Council?

2. Organizational Management/Leadership

- How do you describe your management style?
- What are your thoughts with respect to performance evaluation? What process do you follow to set objectives and monitor performance?
- How will you go about assessing the strengths and weaknesses of the organization and identifying opportunities to improve?
- What will be your first steps upon assuming responsibility for this position?

3. Goals/Objectives

- How do you approach the planning process? What system do you use to set objectives and priorities?
- What techniques have you found to be most successful in assisting local government officials establish and implement long- and short-range goals for the community?
- From your limited vantage point, what do you believe to be the challenges and opportunities facing our organization? How is this likely to change in the future?

4. Interpersonal/Community Relationships

- What is important to you in establishing effective working relations with others?
- How do you view the relationship between the administrator and the governing body?
- How do you view your relationship with department heads and local government staff?
- To what extent do you believe contact with citizens and citizen groups is important? How do you typically handle this responsibility?
- What are your views on customer, or citizen, service?
- What are your views on community policing?
- How do you feel about transparency in government?

5. Personal Matters

- What are your strengths and weaknesses?
 - Where do you want to be five and ten years from now?
 - Why are you interested in this position?
- What are your expectations with respect to compensation?

3-15-2011

Therese C. Leary
54 Edgewood Drive
Hilton Head, South Carolina 29926
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E-mail Taralvs@aol.com

MAJOR QUALIFICATIONS:

MA Degree in Management/Organizational Development. BS Business Administration. Over twenty-five years as a public administrator, serving as an elected/appointed department head and as the chief executive officer in municipal and county governments. Certified Manager of Community Associations. Hands-on experience in areas of:

- economic development
- finance and budgeting
- long-range planning, zoning, code administration
- historic preservation, downtown redevelopment
- grant writing, contract negotiation, capital project administration
- public relations, team building, volunteer coordination and personnel administration
- coastal town management and tourism

EXPERIENCE:

- 2002-2009 **GENERAL MANAGER**
Indigo Run Community Owner's Association, Hilton Head, S.C.
- 1995-2001 **TOWN MANAGER**
Lake Park, Florida
- 1993-1994 **CITY MANAGER**
Crystal River, Florida
- 1989-1993 **CITY ADMINISTRATOR**
City of Bishopville, South Carolina
- 1987-1988 **TOWN MANAGER**
Wilmington, Vermont
- 1981-1987 **DEPUTY COUNTY ADMINISTRATOR**
OPERATIONS MANAGER, HILTON HEAD ISLAND
Beaufort County, South Carolina
- 1971-1979 **TOWN CLERK (elected 3 terms)**
Town of Ridgefield, Connecticut

EDUCATION:

Antioch University/New England Graduate School, Keene, New Hampshire
Degree: MA Management/Organizational Development
University of South Carolina, Columbia, South Carolina
Degree: BS Business Administration/Economics

OTHER:

New York University - Business Law Program
Attendance at various schools and seminars dealing with issues including municipal management, historical preservation, economic development, redevelopment, community management, personnel administration. Licensed Real Estate Broker, South Carolina.

EMPLOYMENT HIGHLIGHTS

INDIGO RUN COMMUNITY OWNER'S ASSOCIATION (2002-PRESENT)
HILTON HEAD ISLAND, SOUTH CAROLINA

GENERAL MANAGER - Indigo Run is an upscale Planned Unit Development on Hilton Head Island with 1100 single family homes. It was ranked #3 of the top 10 Communities for design, layout and overall quality of life. Once Property Owners took over management and operations of the community from the developer, I was appointed as the first General Manager to put administrative and management procedures in place and to direct day-to-day operations. Answering directly to the Board of Directors, I am responsible for Community Operations, Security, utility and drainage management, contract administration, Architectural Review Board oversight, and preparation/ administration of the annual budget. Working with the Board of Directors and the residents to develop a sense of community, we have implemented many programs for improved communication, code enforcement and overall quality of life issues.

ACCOMPLISHMENTS AT INDIGO RUN

- Prepared and submitted first annual budget for the COA to the Annual Meeting
- Worked with Board of Directors and others to prepare and submit a Restatement of the Covenants which was approved at the Annual Meeting which required a 2/3 majority vote of the property owners
- Using my skills as a town/county manager, continuously cultivate strong working relationships with Town and County Governments in order to represent the interests of property owners as it pertains to general and overall government issues including Hurricane Evacuation, Drainage Improvements and Disaster Preparedness.
- Publish and edit Community Newsletters
- Implement and supervise continuous updates of community website
- Drafted and implement Employee Personnel Policies
- Completed \$1 million construction project to create a second community center and enlarge administrative offices and security office
- Implemented and supervised all financial reporting, payroll, accounts payable and receivable, investment accounts and Reserve/Replacement activities.

TOWN OF LAKE PARK, FLORIDA (1995-2001)

TOWN MANAGER - High growth area in southeast Florida. A small town within an urban environment. (9,000 population) Full service with Public Works, Community Development, Community Redevelopment, Finance, Police, Fire/rescue, Personnel Administration, Public Library, Recreation, Parks and Municipal Marina.

Began my tenure in 1995 with the goal to improve the economy of the Town and become economically competitive with other towns in Palm Beach County. Redevelopment and enhancement of the resources of this Coastal City was the main focus. Many key department head positions were vacant when I arrived, making it possible to fill these with progressive professionals to fulfill the "mission." We were able to work as a team and interacted with the Commission, developers, other agencies and public in a positive manner.

EMPLOYMENT HIGHLIGHTS

THERESE C. LEARY

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CITY OF CRYSTAL RIVER, FLORIDA (1993-1994)

CITY MANAGER - Seasonal population in excess of 30,000. City on west coast of Florida with major emphasis on tourism, retirement and commercial development. Full service delivery with 75 full-time and several seasonal employees. Supervision of police, fire, utilities, planning and public works. Eight million-dollar budget dealing with capital and infrastructure, general fund and enterprise accounts. Preservation and maintenance of navigable waterways important to the city's economic survival.

ACCOMPLISHMENTS IN CRYSTAL RIVER INCLUDE:

- ◆ Initiated work to restore historical downtown area.
- ◆ Took an aggressive approach, along with staff, to resolve disputed developer agreements, annexation proposals and utility arrangements
- ◆ Successfully negotiated with private firms concerning water/sewer operations, legal services, solid waste and natural gas franchises.
- ◆ Implemented new wage and classification plan.
- ◆ Aggressively pursued and obtained tourist tax dollars for restoration of the "springs".
- ◆ Developed cooperative relationships with Citrus County and other agencies to create and maintain an efficient level of service regarding solid waste, recycling, tourist tax dollar distribution, disaster preparedness and economic development.

CITY OF BISHOPVILLE, SOUTH CAROLINA (1989-1993)

CITY ADMINISTRATOR - Bishopville is the County Seat of Lee County with a service area of over 8,000. Full - service municipality, 60 employees. Large expansion of water and sewer utilities during my tenure to accommodate planned industrial and commercial growth. Supervision of fire, police, water/sewer departments, finance and public works.

Early in my tenure, Hurricane Hugo hit the area. Bishopville was one of the worst disaster cities. Successfully led emergency operations and recovery efforts, dealing with FEMA for recovery funds. Significant damage to water and sewer lines, roads, sidewalks, buildings and infrastructure. Restored city to near-normal operational levels within 3 weeks.

ACCOMPLISHMENTS IN BISHOPVILLE INCLUDE:

- ◆ Successful economic development efforts with County and Council of Governments to secure grant funds for housing rehabilitation, commercial development and industrial growth. Served as voting member of the Downtown Revitalization Committee (VIP program).

EMPLOYMENT HIGHLIGHTS

HERESE C. LEARY

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Other areas of responsibility:

- ◆ Responsible to the County Administrator for the review of all-departmental budgets and capital projects proposed.
- ◆ Worked with consulting engineers, FAA and SC Aeronautics Commission and successfully secured over \$1million in FAA funding for airport improvements.
- ◆ Direct participation and negotiation with commercial airline contracts and negotiations with fixed base operators and federal/state agencies.
- ◆ Line management of Staff Services Department.
- ◆ Director of Graduate Intern Programs.
- ◆ Special projects of varied nature for all departments and operations.
- ◆ Represented the County Administrator whenever required.

Hilton Head Island Operations Manager (1981-1985)

Served as Beaufort County's visible representative to the Hilton Head community prior to incorporation of the Town of Hilton Head. Responsible for the day-to-day operations of the Courthouse Annex. Supervised and was responsible for the efficient administration of services to the citizens. Services included: Building inspections, Parks and Recreation, Social Services, Voter Registration, Magistrate's Court, taxpayer services, citizen information and Hilton Head Airport Management. Functioned as liaison with passenger and cargo carriers and ground transportation services. Enforced all applicable FAA regulations including crash/fire rescue and airport safety.

TOWN OF RIDGEFIELD, CONNECTICUT (1971-1979)

TOWN CLERK (1974-1979) - Elected position with a 22,000 population. Elected three (3) terms and resigned undefeated. Responsible for the administrative functions of a full-service municipality. Duties set by State Statute and Town Code which included: recording of land records and vital statistics; attendance and agenda preparation of all Town Meetings; chief election official for the town; licensing and general municipal record keeping. Also responsible for Annual Town Report and submission of policy proposals to Town Meeting and the electorate.

Administrator, Zoning Board of Appeals (1971-1974) Responsible for the proper and legal conduct of all zoning appeals. Worked closely with the Chairman, Legal Counsel and the Zoning Enforcement Officer. Recorded and transcribed all appeals hearings, variances, etc. Required detailed understanding of Zoning Regulations and effective communication with the public concerning land use regulations.

REFERENCES AVAILABLE UPON REQUEST.

City Manager
3-17-2011

February 21, 2011

119 W. Kolstad Street
Palestine, TX 75801

City of Lake Wales
P.O. Box 1320
Lake Wales, FL 33859-1320

RE: City Manager Position

Dear Sirs:

I am replying to the advertisement announcing the opening of the position of City Manager. Accompanying this letter is a copy of my resume and references. Please feel free to contact any of my references as part of your initial review of the resume. I am in the process of retiring from the Texas Municipal Retirement System (TMRS) and relocating to Florida. I presently own a home in South Venice but will relocate to the city of my employment.

I have worked in municipal government for over thirty years, eighteen as a city manager. During this time I have been involved in all phases of municipal operations. I am especially strong in financial/budgeting matters, municipal regulatory systems, growth management and economic development. The resume format can only hint at my overall abilities.

I consider myself to be highly qualified and highly motivated. My experience has taught me to work with council to set practical goals and objectives for a city and then accomplish them. I am confident I possess the skills and qualifications to meet the needs your city. I am available at your convenience to discuss my employment. I may be contacted at the locations listed on my resume accompanying this letter.

Sincerely,



R. Dale Brown

RAYMON DALE BROWN

119 W. Kolstad Street
Palestine, Texas 75801

774 Everest Road
Venice, Florida 34293

903-724-1217 (Mobile)
rdale.brown@yahoo.com

SUMMARY OF EXPERIENCE

Over thirty years of managerial experience in municipal government. Strong written and oral communication skills. Excellent organizational skills with a highly defined customer service philosophy. Extensive experience in contract negotiation, news media relations, project management, economic development and growth management. Broad background in public finance, urban planning, and intergovernmental relations. Vigorous, enthusiastic; a leader who encourages an environment of teamwork and individual growth.

PROFESSIONAL EXPERIENCE

Current Status: Retired.

2005 – 2010 **City Manager**, City of Palestine, Texas

Responsible for administering all departments and operations of a medium sized, civil service city which serves as a regional retail center. Extensive experience in budgeting and finance, organizational analysis, economic development, strategic and infrastructure planning, employee development, public safety, employee/community/intergovernmental relations, and capital improvements. Some recent accomplishments are:

- Reorganized and modernized the financial and administrative operations of the city; including revamped economic development program to incorporate economic development activities (4B corporation), tourism and main street into one department;
- Enhanced the city's tax secured general obligation rating with Standard and Poor's from an "A-" to "AA-" (June, 2010) under a challenging national economy. Additional improvements to credit ratings were accomplished with the enterprise revenue funds.
- Secured a unique financing arrangement using a combination of taxable and tax exempt certificates of obligation allowing the city to purchase an existing retail mall. This facility will accommodate the city's public library, Texas State Technical College, an early college high school program and traditional retail. This venture is the first of its kind authorized under Chapter 271 of the Texas Local Government Code regarding purchasing of real estate and is supported by existing retail revenue.
- Initiated the rewriting and re-codification of municipal code book emphasizing the development regulations of the city;
- Lead, along with a designated city council member, the intergovernmental cooperative (two cities in two counties) to create the Texas State Railroad Authority to preserve a tourist oriented steam railroad, and served as a board member of the authority;
- Served as a board member of the Palestine Economic Development Corporation until operation was reorganized and placed under the city manager.
- Wrote successful grant application to U.S. Department of Commerce, Economic Development Administration for \$2 million grant to partially fund construction of a one million gallon elevated storage tower.

1992 - 2005. **City Manager**, City of Jersey Village, Texas.

Responsible for administering all departments and operations of a high service oriented, high income suburban community located adjacent to the city of Houston. Major accomplishments during my tenure were:

- Reorganized and modernized all areas of the city government, including the finance, accounting and budgeting operations of the City,
- Implemented the City's first capital improvements program and budget;

RAYMON DALE BROWN

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- Rewrote and re-codified all the code of ordinances;
- Wrote a comprehensive, coordinated development code, which was adopted by council;
- Implemented a customer-oriented approach to municipal operations and streamlined overall operations;
- Instituted long range financial planning as part of a strategic planning and budgeting process;
- Negotiated the purchase of a \$1 million land acquisition for new municipal government complex and the \$7 million purchase of an eighteen-hole golf course;
- Constructed a new police services building and a new fire station;
- Negotiated a contract with Harris County for joint city/county construction of major road extension to open up the last undeveloped area of the city for development.
- Developed a Career Development Plan for all municipal employees which encouraged employee development and education as part of the overall evaluation process.

1980 - 1992. **Director of Community Development, Director of Planning, (various titles over period of employment),** City of Huntsville, Texas.

Responsible for all aspects of municipal planning activities, capital improvements programming, grant administration, development coordination and review, personnel supervision, and budget development. Responsible for developing and administering the Comprehensive Plan and subsidiary documents. Staff support to the City Council, Planning and Zoning Commission and Parks Advisory Board and technical assistance to other city agencies. Extensive experience interacting with developers, consulting engineers, contractors, citizen groups and neighborhood associations. Successfully developed, implemented and managed the adoption of the City's first comprehensive plan, a multi-million dollar capital improvements program, and adoption of the first zoning ordinance.

Administered grant programs totaling over \$10 million in federal and state grant funds for neighborhood revitalization (CDBG), airport expansion and improvements (FAA), and park development (Texas Parks and Wildlife Department). Established a non-profit corporation for receiving donations for park development that in the two years before I left the city had obtained donations amounting to over \$300,000 in land and cash.

Intergovernmental Liaison activities between the City and County governments and regional council of governments. Tasks include representing the City and County on three regional committees under auspices of Houston-Galveston Area Council of Governments--the Airport Advisory Committee, the Solid Waste Advisory Committee, and the Data Services Committee.

1978 - 1980. **Planner,** Wichita-Sedgwick County Metropolitan Area Planning Department, Wichita, Kansas. City-county combined planning department; responsibilities included environmental and land use planning tasks. Principal planner assigned to complete the following plans: 208 Water Quality Plan, Automotive Emissions Reduction Program, and various neighborhood plans.

EDUCATION/PROFESSIONAL QUALIFICATIONS

M.S. Community and Regional Planning; University of Texas at Austin, Austin, TX; 1978.

B.A. (in Teaching); Sam Houston State University, Huntsville, TX; 1973.

Post graduate studies at Texas A&M University concentrating in urban science

Member, Texas City Management Association.

Member, International City/County Management Association.

PERSONAL DATA

Born March 19, 1950. Height, 6'2"; weight 220. Married, two adult children.

RAYMON DALE BROWN

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REFERENCES

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Additional References on Request