

**168 Rainbow Drive #6832  
Livingston, TX 77399  
January 23, 2019**

Honorable Donald O'Brien, Jr., Chairman  
Board of County Commissioners  
Flagler County  
1769 Moody Blvd.  
Bunnell, Florida 32110

RE: Interim County Administrator

Dear Chairman O'Brien:

I was recently advised by a professional colleague that you and the other members of the Board of County Commissioners are conducting a search to find the right person to serve as Interim County Administrator for Flagler County. Attached please find my resume for your review and consideration regarding this position. You will note on the attached resume that I retired from my most recent position in late 2017. Since that time, my wife and I took a year plus off to travel our great country in our RV and use the above address to receive our mail. Our permanent address is in Central Florida in a home we purchased last year (the above address is our mailing address while we travel). While we are enjoying our travels, it is time to settle down again and get back to my first love of working in local government. The position of Interim County Administrator for Flagler County is a perfect match for my background, skills and interest.

As you can see from the enclosed resume, I am an achievement-oriented leader with over forty years of management and administrative experience in governmental agencies and non-profit organizations, with fifteen (15) years in county government, fourteen (14) years in state government agencies, five (5) years in city government, and my most recent five (5) years working for the U.S. Senate. I have developed and managed budgets in excess of \$250 Million and have been responsible for work forces of over 2,500 employees.

What the resume does not show is the emphasis I place on working to build a high performance, citizen-friendly organization that is focused on customer service. That approach requires establishing an organizational culture with common goals and objectives that everyone has accepted. It is based on encouraging each individual to think for themselves and to act within the parameters the governing body has set. It further emphasizes teamwork while developing the individual manager and employee and empowering the entire staff to make decisions appropriate to their work. Any organization is only as good as its people and I believe that we do the members of our community a disservice if we are not pro-active in developing these employees. What I bring in addition to this managerial philosophy, is an ability to solve problems rapidly should they occur, to foresee potential problems and implement strategies to avoid them. I also bring the ability to interact effectively with people from a wide variety of ethnic and socio-economic backgrounds as well as the ability to work effectively with the media.

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Prior to my position as the Western North Dakota Regional Director for U.S. Senator John Hoeven, I served as the City Manager for the City of Perry, Oklahoma and the City Administrator for the City of Valley City, North Dakota. During my time in Valley City, the community experienced many major issues that required strong leadership and a coordinated response: record spring floods in 2009 and 2011; major snow weather issues; infrastructure problems, including a major reconfiguration of the municipal water treatment plant; rebuilding following weather disasters; and ongoing coordination and response with federal and state agencies.

As the Chief Operating Officer of a large mental hospital in Florida, I had duties and responsibilities similar to that of the City Manager of a small community with personnel and budget responsibilities found in larger cities and served as the disaster coordinator for major hurricanes in the Panhandle. I have direct experience in taxation, having been responsible for managing the property tax collection process as the Chief Deputy Tax Assessor for Dallas County. During that time, I worked with City and County officials on the transfer of the property tax collection process from the City of Dallas to Dallas County, at a significant savings to the taxpayers of the City of Dallas. While with Dallas County, I also oversaw and directed processes for the provision of contracted health and social services throughout the eight-county Dallas Metropolitan Area. This position required the ability to work with a wide range of individuals and organizations in order to advocate for and implement the contracts for the provision of the services funded by the taxpayer dollars, while maintaining liaison with the governmental funding/oversight agencies.

You will find me to be a results oriented, politically astute, but apolitical administrator with impeccable personal and professional integrity. I have always become an active member of every community I have lived in and would quickly immerse myself into the greater Flagler County community in a short time as well. I have been an active Rotarian, have been involved in my local church, participate in local musical organizations, and have served on various community organizations, including several non-profit boards. I also served as a member of the North Dakota Parole Board, an appointed position by the governor of North Dakota. In my "spare time", I served for over 32 years as a high school and college wrestling official.

As a Florida homeowner (and permanent resident), I see the position of Interim County Administrator for Flagler County to be a perfect fit with my long career in public service. I look forward to the opportunity to discuss my qualifications with you and the other Commissioners at your earliest convenience. Please let me know if you have any questions or need additional information. As we are currently traveling, the best way to contact me is by telephone at 701-890-0208 or by email at [jon.r.cameron@gmail.com](mailto:jon.r.cameron@gmail.com). We will be back in Central Florida by the first week of February.

Cordially,

Jon R. Cameron

Attachments: Resume & List of References

## **JON R. CAMERON**

**Telephone: (701) 890-0208**

**E-Mail: [jon.r.cameron@gmail.com](mailto:jon.r.cameron@gmail.com)**

### **EXECUTIVE SUMMARY**

I am a dynamic, hands on, results oriented executive with extensive operations management experience in local, state, and federal governmental agencies and non-profit organizations. Proven track record in management and development of multi-million dollar budgets; an emphasis on customer service, facility management, contract/grant management, materials management and purchasing, organizational development and problem solving, and human resources management.

### **PROFESSIONAL EXPERIENCE**

#### **Planning & Program Development**

- Managed consolidation of financial management, human resources, information technology, administrative services, vital records, and purchasing of large organization.
- Coordinated maintenance and capital projects, including contract negotiation and project oversight.
- Implemented changes in existing programs/operations that improved service delivery and increased operational efficiency.
- Coordinated interface of operational units with diverse missions.
- Served on strategic planning committees at local and state levels.
- Developed and implemented policy and procedure manuals for public and private sector organizations.
- Served on state-wide management team that negotiated collective bargaining agreements with employee unions.

#### **Personnel Management & Supervision**

- Managed major reorganization of large department that resulted in position reclassifications and the implementation of a career ladder for employees.
- Developed and implemented job descriptions for personnel.
- Hired, supervised and trained staff from entry level through management levels.
- Managed employee grievance process and provided direction and oversight for departmental disciplinary actions.
- Effectively managed staff by encouraging pride in performance, supporting individual career development and training staff in problem solving and teamwork.

#### **Public/Community Relations**

- Responded to community and citizen concerns regarding program implementation, operational, and service delivery issues.
- Responded to public via appearances on radio and television, newspaper interviews, and by speaking to local service clubs and organizations.
- Recruited and worked with volunteers in achieving agency goals.
- Worked in concert with volunteer boards in development and operation of agencies and programs.

#### **Budgeting/Resource Management**

- Responsible for management and oversight of \$250 Million budget for major state agency.
- Forecast short-range and long-range financial needs based on projected changes in operational requirements from current operational trends.
- Prepared grant proposals for ongoing funding of existing programs and requests for new programming.

- Negotiated contracts with service providers and provided ongoing oversight and monitoring of contract agencies and grant programs.

## **Governmental & Legislative Liaison**

- Drafted, tracked and promoted specific legislation through State Legislatures in Kansas, Oklahoma, Texas, Florida, and North Dakota.
- Provided testimony before U.S. Congressional sub-committees.
- Testified before state legislative committees and met with individual legislators regarding proposed and pending legislation.
- Reviewed and evaluated pending legislation for impact on governmental unit operations.
- Represented governmental organizations on various boards and steering committees.
- Served as liaison between local government units and agencies in federal, state, and local government.
- Developed and managed multi-million dollar contracts.

## **RECENT GOVERNMENT EXPERIENCE**

**Regional Director**  
**U.S. Senator John Hoeven**

Williston, ND

2012 – 2017

Served as the Western North Dakota Regional Director for United States Senator John Hoeven, the senior senator for North Dakota. Responsible for constituent services, outreach and resolution of issues with federal government agencies for the thirteen western counties in North Dakota, covering over 82,000 square miles, from the Canadian to South Dakota borders. Served as statewide coordinator and liaison for United States Postal Service, United States Forest Service, Bureau of Reclamation, Bureau of Land Management, and United States Park Service issues.

### Duties and Responsibilities:

- Established the first office in the history of the North Dakota Congressional Delegation to provide a visual and operational presence in the Bakken Oil Region of Western North Dakota.
- Attended meetings of elected and appointed governing bodies in the region to identify areas that the federal government can provide assistance and solve identified problems by working with officials in federal agencies.
- Responded on a regular basis to constituent concerns and problems involving federal agencies.
- Coordinated and oversaw visits to the region by members of Congress, Presidential appointees, officials from federal agencies, and the military.
- Facilitated and coordinated solutions to identified problems with federal agencies and units of local government and citizens.
- Served as spokesperson for Senator with local governmental units, media, and public at large.
- Responsible as statewide liaison for the United States Postal Service (USPS), Forest Service, Bureau of Reclamation, Bureau of Land Management, and Park Service. Worked additionally on a regular basis with the following federal agencies/bureaus: Bureau of Indian Affairs, U.S. Army Corps of Engineers, Federal Aviation Agency, Department of Defense, Department of Veterans Affairs, Office of Personnel Management, Fish & Wildlife Service, U.S. Geological Survey, Environmental Protection Agency, Federal Emergency Management Agency, USDA Rural Development, US Department of Homeland Security (Border Patrol), FBI, & Department of Housing & Urban Development.
- Served as a representative for Senator Hoeven on the Bakken Federal Executive Group – developed to identify and resolve common operational, staffing, retention, and competitive pay issues for federal employees in the Western North Dakota/Eastern Montana Region. Attended meetings and provided congressional update to members.

### Achievements:

- United States Postal Service:
  - ✓ As statewide liaison, spent 35-60% of time resolving operational issues that impact North Dakota constituents. Worked on a regular basis with the V.P. of USPS Western Area Operations, Dakotas District Manager and

- management team, Area Managers of Postal Operations, Local Postmasters and employees, Western Area Facilities staff, state & national postal union representatives.
  - ✓ Coordinated meetings in North Dakota between Senator Hoeven and the Postmaster General and V.P. of Western Area Operations with community leaders to identify and resolve postal operational issues in Western North Dakota.
  - ✓ Hosted Deputy Postmaster General and V.P. of Western Area Operations for Bakken Area Postal Operations visits.
  - ✓ Facilitated and coordinated tours with V.P. of Western Area of Operations & facilities staff with local officials and developers to identify locations for new postal facilities in Williston, Watford City, and Stanley, ND.
  - ✓ Worked with USPS and local officials to resolve postal facility deficiencies and the relocation and renovation of rural post offices.
  - ✓ Served as conduit for small, rural communities to resolve systemic delivery and operational issues with USPS.
  - ✓ Worked with Senator and USPS officials to reverse reduction of hours in rural post offices.
  - ✓ Served as liaison between USPS and local officials to resolve individual customer service and delivery issues.
  - ✓ Visited and observed operations in all USPS mail processing centers in North Dakota and local postal facilities.
- Other Agencies/Bureaus:
    - ✓ Bureau of Indian Affairs: Negotiated a settlement between the Department of Interior & Bureau of Indian Affairs and local government entity (city) for the payment to the city of past due assessments for water improvements to BIA properties. Work involved numerous meeting and extensive negotiations with city & county officials, BIA officials, and Department of Interior Solicitor's Office in Minneapolis to facilitate final settlement agreement.
    - ✓ FBI: Worked with FBI headquarters employees & local Williston officials to identify potential sites and developers for a new Resident Agency Office in the Western North Dakota/Bakken Region, the first Resident Agency Office established in over 20 years.
    - ✓ USACE/US Air Force Reserve: Facilitated the continuation of joint program to provide larvacide and adulticide mosquito spraying on and around federal lands contiguous to the Missouri River in and around Williston, ND. Program serves as a training mission for the US Air Force Reserve and improved quality of life and health issues for area residents through the control of the mosquito population.
    - ✓ HUD: Worked with North Dakota Field Office and Region 8 Office staff in Denver to resolve rule change related to termite inspections on the sale of new homes in Western North Dakota.
    - ✓ US Air Force: Coordinated and facilitated meetings between USAF personnel and community representatives from SW North Dakota regarding proposed USAF training zone from Ellsworth Air Force Base.
    - ✓ FAA: Coordinated visit by FAA Administrator, Congressional Delegation, State & Local Officials to review air service issues in Western North Dakota. Served as liaison between FAA and officials from Williston, ND for the relocation/development of new regional airport and Dickinson, ND for airport expansion and improvements.
    - ✓ Forest Service: Organized multiple visits of the Forest Service Chief to meet with Senator Hoeven and local grazing association members to resolve issues and concerns. Worked extensively with grazing association leaders and the Dakota Prairie Grasslands Supervisor to extend expiring Demonstration Project and develop improved language for the Project document.
    - ✓ Forest Service/BLM: Worked with Forest Service & BLM to resolve permitting and operational issues with oil companies in the Bakken Region of North Dakota.
    - ✓ EPA: Served as liaison between Senator Hoeven and the EPA regarding the oversight and clean-up of oil spills in the Bakken Region.
    - ✓ Bureau of Reclamation: Worked with BOR and residents of homes contiguous to BOR managed lakes to resolve permitting issues and developed legislative language to permit land purchases and transfers for home owners, local park departments and State of North Dakota. Helped prepare testimony for local North Dakota homeowners before US Senate committee and worked with DC Committee Staff on coordination of Senate committee hearings .

**City Manager**

Perry, OK

2011 – 2012

Perry is a city with a population of approximately 5,500 residents located in North Central Oklahoma. Had direct responsibility for all city operations under the Council-Manager form of government, including all general fund operations and the Perry Municipal Authority.

#### Duties and Responsibilities:

- Served as the Chief Executive Officer of the municipal government with 80 fulltime and 40 seasonal and part time employees, with an operating budget exceeding \$15 Million.
- Oversight responsibility for the following municipal functions: police, fire & ambulance, emergency dispatch, municipal airport, parks, cemetery, senior services, accounts receivable and payable, municipal court, building and code enforcement, water & sewer, streets, and electrical.
- Oversight of contracts for legal services, chief financial officer, and engineering.
- Prepared and administered the operating and capital budgets of the city and municipal authority.
- Responsible for coordinating economic development within the city.

#### Achievements:

- Reorganized city government to streamline operations and better reporting structure.
- Took the lead on economic development projects resulting in the receipt of large Department of Commerce grant to construct a new building for an industrial expansion and the relocation of a major retail operation to the newly developed commercial business park and coordinated the expansion of one retail business and the construction of a new retail restaurant establishment.
- Implemented voluntary recycling program to reduce the amount of solid waste.

#### **City Administrator**

Valley City, ND

2008- 2011

Valley City is a city with a population of approximately 7,000 residents located in east-central North Dakota. I directed the general fund and public works operations under the commission form of government.

#### Duties and Responsibilities:

- Chief Executive Officer of a municipal government with 65 fulltime and 45 seasonal and volunteer employees with an operating budget exceeding \$12 Million. Oversight responsibility for the following functions: police, fire, auditor and finance, purchasing, assessor, building/fire inspector, roads, storm water drainage, water and sewer, electrical, municipal court, legal services, and personnel.
- Implementation of Commission directed policy, administration of the city's day-to-day operations as well as identification and resolution of long range issues.
- Coordinated the preparation and administration of the operating and capital budgets of the City.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representative of the City including appearances on television and radio, interviews with the print media, and preparation of relevant press releases.
- Responsible for the City's compliance with various County, State, and Federal regulations.
- Serve as Incident Commander for declared emergencies in City.

#### Achievements:

- Restored public confidence in city government by creating an open atmosphere through transparency of city operations, open communication with citizens, public speaking, and creation of regular information column in the local newspaper.
- Revised personnel policies and implemented new salary structure to better meet the needs of the city and employees.
- Coordinated major water treatment plant improvements and other infrastructure projects, including roads, water and sewer, and storm water by securing multi-million dollar state and federal grants.
- Implemented controls on purchasing to ensure contracts and major purchases were awarded through a structured, competitive process.
- Managed response to major flood events in 2009 & 2011, coordinating response with the US Army Corps of Engineers, the ND Department of Emergency Services, FEMA, the Office of the Governor, congressional delegation, and local and regional governments.
- Initiated and implemented recycling program in City, reducing solid waste refuse by 25%.
- Oversaw annexation of seven areas of land contiguous to City, with goal of increasing tax base and population.

**Chief Operating Officer/  
Assistant Administrator**

Florida State Hospital  
Chattahoochee, FL

2004-2007

As Chief Operating Officer/Assistant Hospital Administrator, my position functioned in a manner similar to that of a City Manager of a small community, with personnel and budget responsibilities found in mid-size to larger cities.

**Duties and Responsibilities:**

- Chief Operating Officer of largest State Mental Hospital in Florida with 1,100 Forensic and Civil residents and 2,500 employees; 620 acres and 223 buildings with 1.7 Million square feet of floor space.
- Management and oversight responsibility for Financial Services and \$135 Million operating budget; Information Systems; Food Services; Materials Management and Purchasing; Fire Department & Emergency Medical Services; Laundry Services; Housekeeping; Security; Maintenance & Building Services; Utilities & Mechanical Services; Sanitation & Horticulture; Transportation & Parking Services; Pharmacy; Mail Room; Print Shop; and Housing Services.
- Emergency Management/Disaster Coordinator – member of Gadsden County Emergency Response Team and State of Florida Emergency Response Team (Emergency Support Function 8).
- Coordinated maintenance and capital projects, including contract development and negotiation and project monitoring/oversight.

**Achievements:**

- Managed the budget process during difficult fiscal period resulting in expenditure reductions without compromising service delivery by coordinating process for hiring that generated revenue savings and monitoring of major expenditures.
- Increased customer service in operations of administrative services function by instilling pride in the delivery of services.
- Took the lead on revising major contracts with another state agency that resulted in an annual savings of \$250,000 for the hospital and additional savings to the state agency as a whole.
- Initiated and coordinated major renovation projects that increased the level of security at the hospital and improved energy efficiency.
- Implemented 4-day work week for major departments during energy crisis to reduce energy costs for hospital without reducing the level of service delivery.

**Operations Manager/Assistant  
Director; Office of Post Award  
Administration**

University of Texas SW Medical Center;  
Dallas, TX

2001-2004

As Operations Manager/Assistant Director, I coordinated the management and oversight of financial reporting and quality control on federal, state and private grants and contracts in excess of \$200 Million annually.

**Duties and Responsibilities:**

- Managed staff of accountants with responsibility for monitoring contract and grant expenditures and the preparation of fiscal reports to funding organizations, including governmental, foundations, and private sector organizations.
- Coordinated billing process for subcontractors of University.

**Achievements:**

- Developed and updated the billing and collection process for all subcontractors with the University to increase efficiency.
- Increased collection rates for delinquent accounts and implemented tracking system for reports and collections.
- Identified and succeeded in collecting on long-term delinquent accounts resulting in revenue enhancements exceeding \$3 Million in one year.

**Deputy Commissioner for  
Operations & Management**

Oklahoma Department of Health;  
Oklahoma City, OK

2000-2001

The Oklahoma Department of Health is a major State agency that provides critical services to the citizens of Oklahoma through programs funded by state general revenue, county appropriations, and federal and private grants. As Deputy Commissioner, I managed and coordinated all administrative functions for the department.

Duties and Responsibilities:

- Managed the following departments and coordinated the agency-wide consolidation: information technology, financial management, human resources, administrative services, security, vital records/statistics, and purchasing of agency with operational budget of \$250 Million and 2,500 employees.
- Assessed and developed system for reporting ongoing fiscal analysis to Commissioner of Health and oversight governing body.

Achievements:

- Reorganized personnel structure to better track personnel deployment and status/location of vacancies throughout the agency.
- Implemented ongoing budget liaison and reporting to departments within the agency to ensure ongoing review of financial status.
- Managed contract oversight and quality control process.

**Chief Deputy Tax  
Assessor/Collector**

Dallas County Tax Office;  
Dallas, TX

1996-2000

The Dallas County Tax Office is responsible for the assessment, billing and collection of ad valorem property taxes for Dallas County Government and the majority of the cities and school districts in Dallas County, Texas. The office is also responsible for the motor vehicle title and registration process for all vehicles in the county.

Duties and Responsibilities:

- Managed the day-to-day operations of multi-location department, including responsibility for budget development and oversight; personnel; training/staff development; and information technology.
- Oversaw Tax Collection and Motor Vehicle registration process with annual collection revenues in excess of \$900 Million.

Achievements:

- Coordinated the reorganization of the department that resulted in the implementation of a career path for employees and increased customer service to the public.
- Managed the process that resulted in the office assuming the responsibility for property tax collection services for several major governmental entities, including the City of Dallas and the Dallas independent School District.

**Operations Manager/  
Assistant Director**

Dallas County Health & Human Services Department;  
Dallas, TX

1991-1996

The Dallas County Health and Human Services Department is responsible for the provision of major social and health services to the citizens of a metropolitan area with a population exceeding 2 Million.

Duties and Responsibilities:

- Managed the day-to-day operations for the Human Services area of the department.



- Developed and managed annual departmental budget.
- Coordinated the implementation of state-sponsored pilot program to develop the coordinated delivery of social services to clients served by multiple social service providers.
- Managed multi-million dollar grant and contract program in eight county metropolitan area, developed methodologies for ongoing compliance review.

Achievements:

- Successfully reorganized the department to provide increased customer service to the citizens.
- Utilized grant funds to modernize and update information technology throughout the department.
- Department recognized nationally by United States Department of Health & Human Services as a model of efficiency and quality of service delivery for federal and state funded program.

## OTHER EXPERIENCE

<b>Member</b>	North Dakota Parole Board Bismarck, ND (appointed by North Dakota Governor Jack Dalrymple)	2011
<b>Adjunct Professor</b>	University of Central Oklahoma; Edmond, OK	1988-1990
<b>Deputy Director</b>	Oklahoma Department of Corrections; Division of Community Corrections; Oklahoma City, OK	1985-1990
<b>Director</b>	Sedgwick County Community Corrections Department; Wichita, KS	1983-1985
<b>Program Supervisor</b>	Jefferson County Pre-Trial Release & Community Service Sentencing Program; Golden, CO	1982-1983
<b>Program Supervisor</b>	Adams Community Corrections Program; Denver, CO	1981-1982
<b>Presentence Investigator/ Probation Officer</b>	6 <sup>th</sup> Judicial District Dept. of Correctional Services; Cedar Rapids, IA	1978-1981
<b>Activities Specialist</b>	Iowa State Men's Reformatory; Anamosa, IA	1976-1978

## EDUCATION

B.M., Education; University of Iowa; Iowa City, IA

M.A., Management & Administration (Criminal Justice emphasis); University of Central Oklahoma; Edmond, OK

Additional Graduate Hours at Florida State University; Tallahassee, FL

## References for Jon R. Cameron

1. Don Larson: Partner & Director of Strategic Engagement  
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(Former Chief of Staff & State Director to  
US Senator John Hoeven)
2. Ryan Bernstein: SVP Government Relations – Federal  
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(Former Chief of Staff & Legal Counsel to US Senator John  
Hoeven)
3. Bill O'Donnell: Forest Supervisor – Dakota Prairie Grasslands  
US Forest Service  
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william.odonnell@usda.gov
4. Shawn Kessel: Deputy Commissioner – North Dakota Dept. of Commerce  
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701-328-5331  
skessel@nd.gov  
(Former City Administrator – City of Dickinson, ND)
5. Jon Wagar: Regional Sales Manager – Enercept, Inc.  
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(Former City Commissioner – City of Valley City, ND)