

*Dennis R. Sparks*  
2308 Jackson Street, Hopewell, VA 23860

H: 804-458-7393  
Cell: 804-543-4100

August 26, 2013

Ms. Sandi Bolser, City Clerk  
CITY OF BUNNELL  
1769 E. Moody Blvd.  
Bunnell, FL 32110

Re: City Manager's position

Dear Ms. Bolser:

Your consideration of my qualifications for the position of City Manager would be greatly appreciated. I am a former county administrator in Virginia and Nevada, and city manager in Ohio, Illinois, and Texas. My resume cites more than 30 years of experience in team building, lobbying, performance management, tourism, and budgeting. With over 30 years of city and county management experience, as a crisis manager, I am professional, competent, and ethical with diversified experience and integrity. Having functioned as a crisis manager, my management style is one of Team Leader/Facilitator, while remaining visible and collaborative, and keeping my employer fully informed. Currently, I am semi-retired and work part time as a management consultant. I am experienced in economic development, comprehensive planning, finance and budgeting and human resources.

My credentials include an MBA in Business Administration and Finance, a BS in Business and Law, and over 30 years of executive level management experience as a City Manager and County Administrator. I am a full member of ICMA and other states' City Management Associations. My experience includes supervising all city and county department heads, preparing budgets, managing personnel, obtaining economic development, and solving complex problems. I have broad experience in human resource management; a solid record of obtaining economic development, and ICMA membership.

My community involvement includes having served as an Advisor to Planning Commissions and Economic Development Authorities as well as EMT on three rescue squads and Board Member on two Chambers of Commerce. My experience includes managing up to 12 department heads and 366 employees. I prepared state and county budgets up to \$45 million, and served as Personnel Director, Finance Director and Economic Development Director.

References:

|                          |  |                   |
|--------------------------|--|-------------------|
| Patrick J. Kaveney       | 2413 Fruehauf Rd., Richmond, VA 23228      | 804-986-7477 cell |
| John W. Wade             | 14757 Ramblewood Dr., Chester, VA 23836    | 804-530-5007      |
| Michael T. Jurusik, Esq. | 20 N. Wacker St., #1660, Chicago, IL 60606 | 312-984-6432      |
| Patrick J. Morgan, Esq.  | P.O. Box 334, Verona, VA 24482             | 540-245-5017      |
| Larry Gates              | 1013 W. 19th Street, Broadview, IL 60155   | 708-692-3510 cell |

My resume is enclosed. I am very interested in this position and look forward to hearing from you.

Sincerely

Dennis R. Sparks

Enc:

## ***Dennis R. Sparks, MBA***

2308 Jackson Street, Hopewell, VA 23860

(804) 458-7393, cell: (804) 543-4100, [den830@aol.com](mailto:den830@aol.com)

### **Experience – 30 years**

I am the former city manager of Silsbee, TX, former county administrator in Virginia and Nevada, and city manager in Ohio, Illinois, and Texas. My resume cites more than 30 years of experience in team building, lobbying, performance management, tourism, and budgeting. With over 30 years of city and county management experience, as a crisis manager, I am professional, competent, and ethical with diversified experience and integrity. Having functioned as a crisis manager, my management style is one of Team Leader/Facilitator, while remaining visible and collaborative, and keeping my employer fully informed.

**Management Consultant (Part Time while Retired)** (8 yrs.) **12/1/ 2005–Present**

**Self Employed, Hopewell, VA** (2308 Jackson Street, Hopewell, VA 23860) 804-458-7393 \$72,000

- Provide management, insurance benefits and aviation consulting services. Mentoring, facilitating, training.
- Consult with companies and individuals in matters of budget, organization development, finance and insurance.
- Licensed by the FAA and Commonwealth of Virginia. Write policies, train employees and clients, teach aviation.
- FAA Safety Team appointed FAA Team Representative – teach aviation safety; train pilots.

**City Manager** (3 mos.) **7/15/2005-10/7/2005**

**City of Silsbee, TX** (105 S. 3<sup>rd</sup> St., Silsbee, TX 77656) 409-385-2863 Herbert Muckleroy, Mayor \$75,000

- Managed the City government. Pop. 6,500. Supervised police, fire, finance, personnel, library, and public works.
- Prepared the city's first 5-year budget (\$3.75 million operating and capital budgets). 6 dept. heads, 65 employees.
- Implemented direct deposit payroll; recommended police surveillance equipment for security purposes.
- In a political move, my appointment was terminated following Hurricane Rita. The city was underfunded.

**Temporary Executive Director** **11/24/2003–4/8/2004**

**County of Lander, NV** (315 S. Humboldt St., Battle Mountain, NV 89820) 775-635-5738 Gladys Burriss, Clk \$55,000

- Managed the county government administration and two county airports. Pop. 5,400. "High Desert" of Northern NV.
- Supervised 5 dept. heads including finance, HR, community development, social services and senior services.
- Worked with the Airport Consulting Engineer and FAA to expand airport facilities.
- Temporary position. For the remaining three years of their term, the Board reverted to a Commission form.

**Village Manager** **10/23/2002-10/30/2003**

**Village of Maywood, IL** (40 Madison St., Maywood, IL 60153) 708-269-3510 Larry Gates, DPW \$100,000

- Managed this home-rule village of 28,000 in the Chicago area with an annual budget of \$28 million.
- Managed total government operations, budget preparation and labor negotiations. Established a drug testing program.
- Supervised 8 dept. heads with 185 employees including police, fire, public works, finance, HR, code enforcement, parks & recreation & community development. (SEIU, ICOPS, Teamsters, and Police Benevolent League)
- Prepared a balanced budget and upgraded the Village from near bankruptcy to a bond rating of "A3".
- Reduced the crime rate approximately 12% in a Village with corruption, rampant crime and six drug gangs.
- Increased the security of the public water system, established a Performance Planning & Evaluation system, updated job descriptions, and improved efficiency of the Board's agenda package. Obtained 8 new businesses.
- The Village had 24 Managers in 18 years. I was the 4<sup>th</sup> Manager hired in a 12 month period.

**City Manager** **8/1/2001-2/25/2002**

**City of Trenton, OH** (11 E. State St., Trenton, OH 45067) 513-988-9619 Ron Phelps, ACM \$67,600

- Managed this city of 9,500 with an annual budget of \$6.5 million.
- Responsible for budget preparation and labor negotiations.
- Supervised 4 department heads with 32 employees including police, fire, public works and personnel.
- Annexed 12 parcels of property with 240 acres to increase the tax base 25%. Successful economic development.
- Increased the security of the public water system, following "911".
- Constructed a new basketball court and a paved walking track.
- Re-established the Trenton Business Council. Provided training to increase the effectiveness of customer service.
- Served as Zoning Administrator, Advisor to the Planning Commission and on the Chamber of Commerce Board.
- Performed liaison functions with other government and corporate officials.
- Although the City had two managers within one year prior to my taking the position, I mistakenly thought I could reverse the rapid turnover image of the city.

**City Manager**

5/8/2000-11/2/2000

**City of Moraine, OH** (4200 Dryden Rd., Moraine, OH 45439) 937-297-6513 David Hicks, CM \$78,000

- Managed this General Motors factory city of 7,500 (33,000 day) with an annual budget of \$26 million.
- Responsible for budget preparation, contract and labor negotiations. Mediator, conflict resolution.
- Supervised 11 dept. heads with 366 employees (150 FT, 37 PT, 114 seasonal, 65 youth corps.) including personnel, purchasing, information technology, police, fire, fire/rescue, street dept. & city garage (PW), large parks & recreation dept., building inspection & code enforcement., economic development, engineering and maintenance.
- As City Manager I was also the Zoning Administrator and Advisor to the Planning Commission.
- Completed construction of a new \$3.7 million recreation center and wave-pool (water park).
- Successful economic development. Nurtured new business development and business retention.
- Served as hearings officer and resolved union grievances. (FOP, IAFF, AFSCME).
- Known as a politically volatile city, I was the fourth of six City Managers in one year, serving six months.

**Acting County Administrator**

(6 mos.)

5/24/1999-11/16/1999

**County of Louisa, VA** (P.O. Box 160, Louisa, VA 23093) 540-245-5017 Patrick J. Morgan, CnAtty. \$55,000

- Managed this county of 24,000 with an annual budget of \$45 million.
- As Finance Director prepared the \$45 million budget for all county operations and the school board.
- Served as Personnel Director – conducted a salary survey and made recommendations to the Board.
- Supervised 9 dept. heads with 169 employees including finance, personnel, public works, parks & recreation, MIS, EMS, buildings & grounds, animal control, landfill, refuse sites, economic development, Grants Writer, office on youth services, planning & zoning, and building inspections.
- Also served as Finance Director, Personnel Director, Purchasing Director, Zoning Administrator and as Advisor to the Planning Commission, and the Industrial Development Authority.
- Hired as Director of Finance/Assistant County Administrator, was promoted to Acting Administrator. My Finance/Assistant position was subsequently “back-filled” and thus not available for me to return to when the Board of Supervisors selected another candidate as Administrator.

**Fiscal Officer**

(7 yrs.)

2/15/1992–5/21/1999

**State of Virginia, DOC HQ, Richmond, VA** (6900 Atmore Dr., Richmond, VA 23225) 804-674-3520 Gamito Mora \$50,000

- *Fiscal Officer – Asst. Financial Reporting Manager*, Department of Corrections. Managed special financial projects. Supervised a staff of Accountants analyzing operations for 38 major prisons. Supervised accounts payable for the construction of 5 new prisons. Participated in audits of the business offices in major prisons. During two months leave of absence, in 1999, served as the first City Administrator for the City of Shawano, WI. Transferred, by legislative action, from the Parole Board to the Department of Corrections on July 1, 1995.
- *Fiscal Officer – Director, Finance & Administration* for the Virginia Parole Board. Advised and assisted the Parole Board Chairman. Managed budgeting, accounting, human resources, purchasing, and administrative support functions. Served as the agency’s Fiscal and Personnel Officer. Prepared and administered the agency’s \$2.5 million annual budget using IBM compatible personal computers using Microsoft Word and Excel and on-line mainframe connections to the state system. Created, organized, and became Captain of the state’s first interagency Emergency Medical Services Response Team. The two agencies worked closely together in the same building.

**Management Consultant**

1984-1992

**Sparks Media, Inc., Bowling Green, VA** out of business (8 yrs.) \$48,000

- President & Management Consultant. Provided management consulting services in the public & private arenas
- Trained employees in complying with government regulations and building successful organizations.
- Government - Obtained four economic development prospects for a county in 1985 & a FEMA grant for a city.  
(County Administrator for two Virginia Counties: Page County and Washington County, 1978-1984)

**County Administrator****Washington County, VA, 205 Academy Drive, Abingdon, VA 24210**

(3 yrs)

1981 - 1984

Managed this county with a population 72,000, including a city of 25,000, in a SMA area of 250,000 people, with an annual growth rate of 27%. Supervised 12 department heads with 270 employees. Implemented Board policies, and enforced ordinances. Prepared the annual county budget in excess of \$30 million. As County Administrator I was also the Zoning Administrator, Advisor to the Planning Commission, Advisor to the Industrial Development Authority, and an Airport Commissioner for the Virginia Highlands Airport Commission. Very successful in economic development, with over \$45 million in revenue bonds issued in a single year. Streamlined the accounting & budgetary systems; established the county's first Central Accounting, Central Purchasing, and Legal Services departments. Wrote & implemented the county's first pay & classification system and performance evaluation system. Full range of local government services, including: accounting; purchasing; legal services; building inspection; planning & zoning; emergency services; parks & recreation; animal control; cannery; personnel; code enforcement; airport; library; water & sewer; economic development; and social services.

## **County Administrator**

**Page County, VA (Luray, VA, Court Street . Luray, VA 22835)**

**(2 yrs.)**

**1978 - 1980**

Served as the first County Administrator for this scenic Shenandoah Valley county in the Blue Ridge Mountains of Virginia. Population 20,000. This county is the heart of tourism in the Blue Ridge Mountains and Shenandoah Valley of Virginia. Implemented Board policies and prepared agendas. As County Administrator I was also the Personnel Officer, Zoning Administrator, Advisor to the Planning Commission, Advisor to the Industrial Development Authority, Director of Emergency Services, and a Board Member on the Lord Fairfax Emergency Medical Services Council. Supervised six department heads with 30 employees. Organized county administrative operations. Prepared the county's annual budget and managed capital improvements. Wrote the first personnel policy. Officially represented the governing body in public and media relations and to the community, state legislative committees, and other governmental and corporate officials. Successful in economic development and water and sewer projects for residential and commercial communities. Community involvement with the Rotary, Ruritan, Kiwanis, Lions, Professional Women's Business, and 4-H Clubs, Chamber of Commerce, and High School government classes.

### **Education**

MBA – Business Administration & Finance, Virginia Commonwealth Univ., 1976 – Top 3%

BS - Business & Law, Virginia Commonwealth Univ., 1974 – High Honors

AS – Business Administration, John Tyler Community College, 1973 – Magna Cum Laude

AS – Teaching, John Tyler Community College Community College, 1973 – Magna Cum Laude

ATP – Airline Transport Pilot; CFII – Certified Flight Instructor, Instruments, MEI – Multiengine Instructor

Benefits: Insurance Licenses – Life & Health – Commonwealth of Virginia, CE updated – 2008

Continuing Education: insurance, aviation, management development, finance, personnel, purchasing, computer software.

### **Honors & Awards**

Omicron Delta Epsilon – International Honor Society in Economics for Graduate Students, VCU

Delta Sigma Pi Scholarship Award – for graduating first in the School of Business, VCU

High Honors – VCU; Magna Cum Laude, JTCC; 3.8 GPA at both, JTCC & VCU.

### **Professional Affiliations**

International City/County Management Association (ICMA); Ohio & Texas City Mgmt. Associations (OCMA & TCMA)

Captain/Senior Pilot, USAF Auxiliary, FAA Safety Team (FAASTeam) Representative