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**Bruce C. Campbell**  
3700 South Ocean Shore Boulevard  
Flagler Beach, Florida 32136  
386.439.2102 (Home)  
BCLAB56@yahoo.com

**Employment Objective:** Obtain position of City Manager, Flagler Beach, Florida

**Education:** BA Economics and Business  
Bethany College, 1978 (3.5 GPA)

Executive Masters Business Administration  
Kent State University, 1992 (3.6 GPA)

**Career:** **The Timken Company - Canton District Bearing Business  
(1978 - 1994)**

Held various management positions ranging from industrial engineer, supervisor, general supervisor, superintendent, plant manager to general manager of Canton, Ohio Bearing Operations.

**General Manager - Canton, Ohio District  
(1991 - 1994)**

My responsibilities included leading, directing and managing a business organization of 1,250 hourly union employees, 30 front-line supervisors, 10 general supervisors, 4 superintendents, 3 plant managers and a staff of 45 professionals located in separate, but vertically integrated plant locations which included engineering, finance, quality assurance, purchasing & logistics, product development, production, plant management and human resources. As general manager I was responsible for a division with sales of \$800 million including monthly income and balance sheet responsibility, annual budget construction, sales forecasting and business planning.

**The Timken Company - British Timken, Duston, England  
(1995 - 1996)**

**Managing Director**

Responsible for all business disciplines required to operate and manage The Timken Company's largest manufacturing facility outside of North America with 1,100 employees and annual sales of \$400 million.

As managing director my direct responsibilities included annual financial budget development and monthly review with European corporate center located in Colmar, France. Profit/loss, income statement, balance sheet, sales and marketing, engineering, human resources, purchasing & logistics, quality control, finance, plant management, distribution/transportation, and production control and scheduling.

**Camaco/Lorain County Automotive  
(1996 - 2007)**

**President**

Purchased headrest and armrest insert manufacturing plant located in Lorain, Ohio which became the largest headrest and armrest manufacturer in North America serving the auto industry as a tier-two supplier. As president I was responsible for annual sales of \$16 million, financial planning and budgeting, asset based line of credit, State of Ohio 166 loan program for economic development and profit/loss as a personal guarantor for business loans.

Partnered with the Lorain, Ohio Port Authority in building a second plant as the first tenant in a new city industrial park and was responsible for all the direct reports and business functions that were required to run and maintain a business with 145 employees in the original Lorain, Ohio plant.

Expanded operations by adding a second plant in Lorain, Ohio in 1997 and began manufacturing seat frames as both a tier-one and tier-two automotive supplier which resulted in the creation 150 new jobs within the State of Ohio Economic Development Board.

Merged new plant with Magna International of Canada in 2000 and gained three new plants which were located in Columbus, Nebraska, Marianna, Arkansas, and Columbus, Georgia. Eventually closed the Columbus, Georgia plant and transferred that production to Ohio and Nebraska plants.

Increased sales to over \$100 million.

Sold equity in 2007 and relocated to Florida.

**City of Flagler Beach, Florida  
(2007 to present)**

**Building Maintenance Worker**

Responsible for maintenance of city's buildings, grounds, and dune walks throughout the City of Flagler Beach. Considered as bridge position until an opportunity arises that matches my skill set and provides a challenging opportunity such as City Manager of Flagler Beach, Florida.

**Civic Activities:**

Board member of the Stark County Board of Mental Retardation, Canton, Ohio downtown YMCA Board, Past President of the International Management Council, Division leader Canton YMCA membership drive, Junior Achievement mentor, and board member of the Costa Del Sol Homeowner's Association, currently serving as board treasurer.

## **References - Bruce C. Campbell**

Mr. James W. Griffith  
President of The Timken Company  
Canton, Ohio  
330.471.6399 (office)  
James.Griffith @ Timken.Com

Mr. William Cumler  
Executive Director of the Canton Area YMCA's (retired)  
Canton, Ohio  
330.492.3462 (home)  
billcumler @ aol.com

Dr. Richard Schroath  
Dean of the College of Business Administration, Kent State University  
Kent, Ohio  
330.672.1231 (office)  
fschroat @ kent.edu

## **Special accomplishments during career**

- Was selected in 1984 to attend the Ford Supplier Institute to study statistical methods and their applications in business. Became responsible for developing and then training entire corporation in the use of statistical methods to be used to monitor and control Timken's manufacturing process.
- Was named Plant Manager of The Gambrinus Bearing Plant in 1989. Upon that appointment, I was the youngest person to become Plant Manager in the near 100 year history of The Timken Company.
- In 1989 was sent to Japan for three weeks as The Timken Company representative as part of a U.S. study mission to better understand the competitive advantages, techniques employed, and methods used in Japanese manufacturing.
- Following the Japan trip and study mission, The Timken Company, based on my participation and findings, began to implement just-in-time manufacturing concepts in their plants world-wide. In fact, I became the corporate so called "master" of cellular manufacturing and one-piece flow employed to reduce inventory and lead times of Timken's products.
- During 1990, as General Manager of the Canton Bearing District, I was directly responsible for the complete transformation of the three plants that comprised the district. During that project we were able to reduce product lead times by 50 %, reduce costs by 20 %, and improve on-time delivery by nearly 40 %.
- In 1992 was trained by the McKinsey Consulting Group in a bottom-up cost reduction initiative we called "breakthrough" at The Timken Company. (This was the same initiative Jack Welch employed at G.E. called "workout") This initiative reduced the total cost structure in the Canton Bearing District by over \$25 million annually.
- When sent to restore British Timken in Duston, England to profitability after ten years of losses, my team and I achieved break-even within six months and profitable operations by the eighth month. We sustained profitability during my leadership tenure.
- In 1997, as President of my own company, I was able to negotiate a \$2.3 million dollar loan from the state of Ohio Economic Development Board to build a new 100,000 square foot plant.

## **What Bruce Campbell will deliver as City Manager, Flagler Beach, FL**

- A heightened level of city management discipline throughout the entire organization.
- The city organization would be restructured to have all department heads reporting directly to the city manager position.
- All city business, upcoming challenges, triumphs, disappointments, and problems would become completely transparent between the city manager, department heads, staff and the City Commission.
- An open door policy, along with an effective communication style, would be stressed and maintained between the City Manager and the four (4) constituencies the position serves: The City Commission; Flagler Beach citizens/taxpayers; Federal, state, and Flagler County Government; and the associates employed by the City of Flagler Beach.
- Department heads would be coached and challenged toward the achievement of our goal in reducing total cost, while continuing to provide the services to our citizens as determined by the City Commission.
- Apply project management skills and tools to help manage future major projects to ensure completion within budget and on time.
- Non-linear or transformational changes to the city's total cost structure would be undertaken and implemented, as presented for approval by the City Commission. (I have already identified \$200,000 of cost saving ideas/changes which, if approved by City Commission, could be implemented within 45 days).
- Synergies between field departments would be identified, exposed, and changes implemented to realize cost savings, while not reducing services offered to our citizens.
- I have personally made a sizeable investment in real estate in our city. I want the most services that we can provide at the least cost. I would attempt to make this a reality for all our taxpayers.
- The city manager would be visible, present, and approachable to our citizens and associates on a daily basis.



May 10, 2010

Members of the City Commission  
City of Flagler Beach  
Florida

To Whom it May Concern:

This letter is being written in support of Mr. Bruce Campbell for the position of City Manager for the City of Flagler Beach. I have known Mr. Campbell for many years, first as a student and later as an alumni, community leader, business owner and manager. As you are aware from his resume, Bruce spent many years with the Timken Company where he rose through the corporate ranks holding ever increasing responsibilities. He began his career with Timken as an industrial engineer and, at the time he left the company was the Managing Director of Business in Duston England.

This extensive experience allowed him to purchase a manufacturing facility in Lorain Ohio and then serve as its president handling all of the responsibilities and duties that come with such a position. During this period Bruce was also involved in a number of community activities as a leader.

When I think back on my experience as a professor who taught Bruce in the Executive MBA program the words manager and leader come immediately to mind. This image of Bruce was clearly validated by his experience. I also know that Bruce is a person of very high integrity – he could not have achieved this level of success without it.

I have no qualms in recommending Mr. Campbell for the position of City Manager for the City of Flagler Beach. His experience, skill and integrity will serve him, and the city, well in this position. If you have any questions or if you would like any additional information, please don't hesitate to contact me.

Sincerely,

Frederick W. Schroath Ph.D  
Associate Dean and Special Advisor to the Dean

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**College of Business Administration and  
Graduate School of Management  
Office of the Dean**

P.O. Box 5190 • Kent, Ohio 44242-0001  
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# TIMKEN

Where You Turn

James W. Griffith  
President & CEO

May 5, 2010

City Commissioner of Flagler Beach  
105 South 2<sup>nd</sup> Street  
Flagler Beach, FL 32136

Dear City Commissioner:

Bruce Campbell was employed by The Timken Company from 1978 until 1996 in a series of positions of increasing responsibility. I worked with him directly during a portion of this time. In his last three roles he held plant management roles in plants with 500-1000 employees in Ohio and in the United Kingdom. During his tenure at Timken, Bruce was viewed as a strong manufacturing executive who successfully led large, complex facilities.

Please feel free to contact me directly if I can be of assistance in your consideration of him as a candidate for employment.

Sincerely,



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United States

Telephone: 330-471-6399  
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[james.griffith@timken.com](mailto:james.griffith@timken.com)

WILLIAM T. CUMLER  
3038 38<sup>TH</sup> STREET NW  
CANTON, OHIO 44718-2904  
330-492-3426

May 1, 2010

To: City Commission of Flagler Beach  
From: William T. Cumler  
Re: Bruce Campbell

I am pleased to highly recommend Bruce Campbell as a very qualified individual for the position of City Manager of Flagler Beach.

I was privileged to serve the YMCA of Central Stark County, Canton, Ohio as the Chief Executive Officer. During my 18 years in this position, I was able to observe both his volunteer work with our YMCA and his rapid advancement in positions of major leadership with our largest employer, the Timken Company. After his service with the Timken Company, he used his management skills as the successful owner of an automobile related manufacturing company.

In his YMCA work, I was directly involved with him over several years in several programs that put to use his leadership ability.

Bruce served as president of the Y's International Management Club program. In this position, he was responsible for organizing and conducting educational programs for a membership of over 200 men and women in beginning and middle management positions in industrial companies in our area,

Each year the YMCA organizes a community wide membership campaign that involved over 300 volunteer workers. Bruce came up through the ranks as a team captain and division leader in this community activity.

In addition to his many business and community activities, Bruce maintained a personal fitness program on a daily basis at the Downtown YMCA. I believe he would apply all his business and leadership skills to the benefit of the City of Flagler Beach.

Respectfully,

*W. T. Cumler*