

**Sammie L. Walthour**

14098 Pacific Point Place, Apt 306, Delray Beach, FL 33484 | (305) 298-8050 | [samwalthour@verizon.net](mailto:samwalthour@verizon.net)

January 7, 2025

To Whom It May Concern:

It is with great pleasure that I submit my application for the County Manager position at the City of Fort Pierce. This represents an exciting possibility to continue more than twenty (20) years of frontline to executive leadership experience in local government - navigating the delivery of services to improve the quality of life for individuals, families and communities.

Currently, I serve as director of the Neighborhood and Community Services Department with the City of Delray Beach, responsible for a diverse mix of services operated out of four divisions, including maintenance of the downtown district (Clean & Safe), administration of federal, state and local housing and economic development programs, neighborhood code compliance services, and oversight of the City's exclusive franchise agreement (one of the City's largest contracts) for solid waste and recycling collection services for more than 70,000 residents and 1,200 businesses. My team and I have secured \$3.84M in additional funding for community and economic development initiatives, established Code University for continuous training of code compliance officers and implemented a balanced scorecard and performance index to track departmental goals.

My prior local government experience includes more than twenty (20) years in increasingly responsible roles with Miami-Dade County Government which serves the seventh-most populous county in the United States. I have a solid record of achievement across a range of operational areas in county and municipal government (and in the nonprofit sector) underscored by the ability to develop and execute strategies in alignment with the overall goals and priorities of the organization.

Thank you, and I look forward to the opportunity to meet with you to expound on the details about my background and experience.

Should you require additional information I can be reached at [samwalthour@verizon.net](mailto:samwalthour@verizon.net) or at (305) 298-8050.

Sincerely,

*Sammie L. Walthour*

Sammie L. Walthour

Passionate **local government leader** with a record of achievement improving the performance of public sector agencies. More than 20 years of increasingly responsible roles in the county government that serves the seventh-most populous county in the United States. Frontline to executive leadership experience administering public-facing services including, human services, community and economic development programs, enforcing regulatory laws, and providing value-added services designed to bring government closer to the people. Proven results managing and streamlining complex, multi-million-dollar departments, integrating services, delivering unique solutions, addressing community concerns, and driving down costs, while promoting economic self-sufficiency and programs aimed at protecting vulnerable populations and addressing quality of life issues.

**Select accomplishments:**

- **Turnaround Success:** Restructured underperforming Social Services Division at Hillsborough County, Florida and set new strategic vision, creating first-ever college scholarship program, expanding private partnerships, and launching multiple social programs.
- **Benchmarking/Transition:** Led the benchmarking evaluation effort and transition of Miami-Dade County's citizen hotline known as the Answer Center to Miami-Dade 311.
- **Performance Awards:** Leadership of Miami-Dade County departments resulted in winning awards from the Florida Sterling Council, American Society for Quality, and the National Association of Counties.
- **Grants/Funding:** Specifically tasked with assisting the Miami-Dade Housing Agency in researching, editing, and delivering complete proposal to U.S. Department of Housing and Urban Development, resulting in \$30M grant award to revitalize the Scott-Carver Public Housing Project in Miami-Dade County.
- **Automations:** Championed the automation of the code compliance and lien collection processes at Miami-Dade County. Led the automation of the membership intake process at Phi Beta Sigma.

## Relevant Local Government and Nonprofit Experience

**City of Delray Beach**, Delray Beach, FL – *The Village By The Sea*.

2020 – Present

**DIRECTOR, NEIGHBORHOOD AND COMMUNITY SERVICES DEPARTMENT**

**Hired as Code Enforcement Administrator, September 2020; Appointed Interim Department Director, January 2021; Promoted to Director, September 2021.**

Provide strategic leadership and day-to-day administration of the Neighborhood and Community Services Department, responsible for implementing federal, state and local housing programs, maintenance of the downtown district (Clean & Safe), neighborhood code compliance services, construction and debris contractor registration, and oversight of the City's exclusive franchise agreement for solid waste and recycling collection services for more than 70,000 residents and 1,200 businesses. Serve as the City's damage assessment manager in the aftermath of a natural disaster.

- Led the department's involvement in the request for proposals and negotiation process to renew the exclusive franchise agreement for the provision of solid waste and recycling collection services for the city (largest contract).
- Implemented a departmental balanced scorecard to track strategic goals, and a performance index designed specifically to drive the performance of code enforcement officers.
- Secured the release of \$3.84M in funding to the department for the administration of community and economic development strategies.
- Established Code University as a training initiative to provide an ongoing training forum for code officers and staff, and to prepare for Florida Association for Code Enforcement (F.A.C.E.) certification testing.
- Made key staffing adjustments to achieve efficiencies and adequately manage the department's scope of services.

**Phi Beta Sigma Fraternity, Incorporated**, Washington, D.C. – *an international fraternity founded in 1914*. 2016 – 2018  
**INTERNATIONAL EXECUTIVE DIRECTOR AND CHIEF OPERATING OFFICER**

**Hired to improve organizational infrastructure, create efficiencies, and cost savings.**

Responsible for leadership and day-to-day administration of the fraternity's international headquarters team in providing excellent membership services, organizing, and supporting international programs operating from 700 collegiate and alumni chapters in the United States and eight countries.

- Restructured membership card distribution process, generating 25% cost savings and 65% card reorder reduction.
- Efficiently automated and maintained new member intake process, eliminating manual handling of thousands of applications each year.
- Effectively converted distribution of printed material to electronic delivery and updated membership database to automatically capture pertinent data.
- Led international headquarters coordination of fraternity's 2017 biennial conference.

**Hillsborough County Government**, Tampa, FL – *County government entity.*

2012 – 2013

**DIRECTOR OF SOCIAL SERVICES, FAMILY AND AGING SERVICES DEPARTMENT**

**Appointed to redesign service delivery approach, institute new policies and procedures.** Managed staff of 110 and \$17M budget in completely restructuring this multi-site operation during 13-month tenure.

- Conducted strategic planning sessions to establish new mission, vision, and value statements to fuel launch of critical programs.
- Established the *Family Empowerment Program*, an economic self-sufficiency initiative for targeted families.
- Launched division's first college scholarship program, awarding \$5K each to 14 qualified students in August 2013.
- Audited financial assistance program, resulting in a 92% decrease in the number of clients receiving long-term financial assistance from the County.
- Established process improvement teams to develop new policies and procedures for major programs and services.

**Miami-Dade County Government**, Miami, FL - **select roles**

1987 – 2011

*Local government entity with 30,000 employees serving the seventh-most populous county in the United States.*

**ASSISTANT DIRECTOR, BUILDING AND NEIGHBORHOOD COMPLIANCE DEPARTMENT**, 2008 – 2011

**Transitioned from previous role as Director, Office of Neighborhood Compliance, to merge and integrate functions.** Responsible for managing 71 employees and \$14M budget in achieving and ensuring regulatory code compliance to 1.3 million residents across multiple neighborhoods in the county.

- Successfully maintained optimal service levels to over one million residents, despite a 28% reduction in funding over the previous year.
- Recognized for implementing award-winning "e-ticketing technology solution," highlighted on Panasonic's website as a public sector case study – a technology initiative that began during tenure as director of the Team Metro Department.
- Launched the County's "Abandoned Residential Foreclosure Registration Program," generating over \$2M in unbudgeted revenue in first year of rollout.

**DIRECTOR, TEAM METRO DEPARTMENT**, 2001 – 2008

**Promoted from Deputy Director to continue implementing new policies and procedures, resolving toxic work culture, and rolling out new organizational mission, vision, and values.** Led a staff of 250 (\$20M budget and \$50M lien portfolio) in delivering full range of consumer-facing services from 10 locations and *the Government on the Go Bus*.

- Proficiently transformed this talented but underperforming agency, winning multiple awards including the Sterling Challenger Award from the Florida Sterling Council.
  - Championed the implementation of several technology innovations, effectively increasing employee productivity by 87% and lien revenue collected by 300%.
  - Expanded revenue streams, reducing the department's reliance on general fund by 40%.
  - Department consistently received above average customer service score by County's Secret Shopper initiative administered by Florida International University.
-

- Operated the largest U.S. Passport Acceptance Service in the southeastern United States for the U.S. Department of State, conducting more than 40,000 transactions annually.

### **ASSISTANT TO THE COUNTY MANAGER**, 1998 – 2001

**Under the leadership of renowned public administrator, Merrett R. Stierheim, assisted with ensuring the human services, advocacy, and economic and community development departments achieved strategic goals.**

- Exercised independent judgment in working directly with department directors of the Human Services, Community Action, Housing, Community and Economic Development and Advocacy departments (budgets totaling more than \$500M) in achieving assignments, departmental business plan and strategic plan goals.
- Analyzed and provided feedback on County's first Social Service Master Plan.
- Liaison to the South Florida Workforce, Children's Trust, and the Public Health Trust (Jackson Memorial Hospital).
- Reviewed and edited successful \$30M HOPE VI housing grant proposal.
- Assisted in the restructuring of the County's Community Relations Board to effectively address community issues.

### **Education and Professional Training**

---

**Master of Science in Management, Public Management**, St. Thomas University, Miami Gardens, FL

**Bachelor of Arts, Psychology**, Florida International University, Miami, FL

**Associate in Arts**, University of South Florida, Tampa, FL

**Driving Government Performance Executive Education Program**, Harvard Kennedy School

**Innovations in Governance Executive Education Program**, Harvard Kennedy School

**Six Sigma Green Belt Course**, Villanova University

### **Professional Affiliations**

---

**American Society for Public Administration**

**Florida Association for Code Enforcement**

**Florida City and County Management Association**

**International City/County Management Association**

**National Forum for Black Public Administrators**

### **References**

1. **Terrence R. Moore, ICMA-CM, City Manager**  
City of Delray Beach
-

## Sam Walthour

---

100 NW First Avenue  
Delray Beach, FL 33444  
[moore@mydelraybeach.com](mailto:moore@mydelraybeach.com)  
(561) 595-2646

Appointed director of the Neighborhood and Community Services Department by Manager Moore in September of 2021. Biweekly, I meet with him and the assistant city manager to provide updates on operational matters.

### 2. **Jeff Oris, CEcD, Assistant City Manager**

City of Delray Beach  
100 NW First Avenue  
Delray Beach, FL 33444  
[orisj@mydelraybeach.com](mailto:orisj@mydelraybeach.com)  
(561) 696-4114

I report directly to Assistant City Manager Oris. We work collaboratively on issues related to the various services provided by my department, especially those that intersect with the Downtown Development Agency and the Delray Beach Community Redevelopment Agency.

### 3. **Paul R. Philip, Assistant Director (Retired)**

Federal Bureau of Investigation  
[pphilipgman@earthlink.net](mailto:pphilipgman@earthlink.net)  
(786) 402-4291

Paul Philip is a retired Assistant Director of the Federal Bureau of Investigation. He is currently a principal at Gaffney, Gallagher & Philip, LLC. I worked closely with Mr. Philip in his roles as Special Assistant to the Mayor and Assistant County Manager (Public Safety portfolio) at Miami-Dade County Government. I have known Mr. Philip for more than 20 years.

### 4. **Micheal E. Cristal, 35<sup>th</sup> International President (2017-2021)**

Phi Beta Sigma Fraternity, Incorporated  
145 Kennedy Street, NW  
Washington, D.C. 20011  
[President35@phibetasigma1914.org](mailto:President35@phibetasigma1914.org)  
(901) 651-0820

Mr. Cristal served as the 35th International President of Phi Beta Sigma Fraternity, Incorporated. Professionally, he is President, Kroger Delta Division at Kroger. I reported to Mr. Cristal in my role as International Executive Director and Chief Operating Officer at Phi Beta Sigma.

### 5. **Dr. Aneisha Daniel, Director**

Miami-Dade Solid Waste Management Department  
2525 NW 62<sup>nd</sup> Street, 5<sup>th</sup> Floor  
Miami, FL 33147  
[aneisha.daniel@miamidade.gov](mailto:aneisha.daniel@miamidade.gov)  
(305)323-4840

Dr. Daniel is a long-time administrator at Miami-Dade County Government. Prior roles include Assistant Director of Operations at the Solid Waste Management Department, and Assistant City Manager at the City of North Miami. Dr. Daniel reported to me in her role as the fiscal division director at the Team Metro Department.

---

# Full Application

changes recorded Sun Dec 15 2024 at 23:11:21 GMT-0500 (Eastern Standard Time)  
by Sammie Walthour (samwalthour@verizon.net)

## APPLICANT INFORMATION

First Name	Middle Initial	Last Name	Address
SAMMIE	n/a	WALTHOUR	14098 Pacific Point PL, 306
City	State	Zip Code	Phone Number
Delray Beach	FLORIDA	33484	3052988050
Email Address			
samwalthour@verizon.net			

## VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER	RACE	HISPANIC OR LATINO	AMERICAN INDIAN OR ALASKA NATIVE
MALE	BLACK	No	No
ASIAN	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	WHITE
No	Yes	No	No
TWO OR MORE RACES			
No			

## ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?	Check this box if you are a citizen of the United States.	Check this box if you are lawfully authorized to work in the United States.	If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes	Yes	No	n/a
Are you related to any employee(s) of the City of Fort Pierce?	If yes, please, list their name(s).	Check this box if you have ever been employed by the City of Fort Pierce.	If you are a former employee, please list your position.
No	n/a	No	n/a
Check this box if you are currently employed by the City of Fort Pierce.			
No			

## DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE	DRIVER'S LICENSE TYPE	DRIVER'S LICENSE NUMBER	EXPIRATION DATE
FLORIDA	CLASS E PERSONAL VEHICLE	W436-792-58-451-0	12/11/2028
List any restrictions and/or endorsements that you have.			
A. Corrective Lenses B. Outside Mirror			

## MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?	Date Inducted	Rank at Discharge	Type of Discharge
NOT A VETERAN	n/a	n/a	n/a
Date of Discharge	Are you currently a member of any branch of the military or Naval Reserves?	If yes, please indicate the date your military obligations expire.	Years of Creditable Active Service
n/a			n/a

No

n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?

If eligible, which Veterans' Preference are you claiming?

n/a

No

## HIGHEST DEGREE ATTAINED



Please select the highest degree type that you have attained.

MASTERS DEGREE

## COLLEGE INSTITUTION



### COLLEGE INSTITUTION 1

College Name

St. Thomas University

College City

Miami Gardens

College State

Florida

Select your degree level.

MASTERS DEGREE

What did you major in?

n/a

Did you graduate?

Yes

Please include any relevant details.

n/a

### COLLEGE INSTITUTION 2

College Name

Florida International University

College City

Miami

College State

Florida

Select your degree level.

BACHELORS DEGREE

What did you major in?

Psychology

Did you graduate?

Yes

Please include any relevant details.

n/a

## HIGH SCHOOL



High School Name

Miami Northwestern Senior High

High School City

Miami

High School State

Florida

Did you graduate?

Yes

## EMPLOYMENT INFORMATION



### EMPLOYMENT INFORMATION 1

Start Date

9/14/2020

End Date

12/15/2024

Status - Full Time or Part Time

n/a

Employer Name

City of Delray Beach

Employer City

Delray Beach

Employer State

FLORIDA

Employer Phone Number

561-243-7127

Position Title

Neighborhood & Comm. Svcs Dir

Final Salary (Whole Numbers Only - No Decimals/Commas)

n/a

Number of Employees Supervised

54

Position Duties

Hired as Code Administrator, September 2020; Promoted to Interim Department Director, January 2021; Promoted to Department Director, September 2021. Provide strategic leadership and day-to-day administration of the Neighborhood and Community Services Department, delivering citywide customer-facing services including neighborhood code compliance, workforce

Reason for Leaving

Resigning 2025, pursue opportunities.

compliance, workforce, affordable housing and business assistance programs via federal, state and local funding, maintenance of downtown district (Clean & Safe) and oversight of the City's exclusive franchise agreement (one of the largest contracts) for solid waste and recycling collection services affecting more than 70,000 residents and 1,200 businesses.

Supervisor Name  
Jeff Oris

Contact Email  
orisj@mydelraybeach.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.  
Yes

Please, explain any work gap(s) you may have.  
Tyler system will not allow the entry of a future date.

## EMPLOYMENT INFORMATION 2

Start Date  
4/25/2016

End Date  
3/23/2018

Status - Full Time or Part Time  
FULL TIME

Employer Name  
Phi Beta Sigma Fraternity, Incorporated

Employer City  
Washington

Employer State  
DIST. COLUMBIA

Employer Phone Number  
202-7265424

Position Title  
Executive Dir. & COO

Final Salary (Whole Numbers Only - No Decimals/Commas)  
n/a

Number of Employees Supervised  
11

Position Duties  
Served as the 7th International Executive Director & Chief Operating Officer of 110-year-old Phi Beta Sigma Fraternity, Inc., an international brotherhood of college and professional men in more than 700 collegiate and alumni chapters in the United States and seven countries, operating signature programs including youth mentoring(since 1950), education, business and social action. Sigma partners with community and corporate partners including the March of Dimes, American Cancer Society, Sickle Cell Disease Association of America, NAACP, St. Jude Children's Research Hospital, and the Thurgood Marshall Scholarship Fund to impact issues affecting the quality of life in all communities. Provided leadership and administrative oversight of International Headquarters Team. Prepared and managed the operating budget, and worked closely with the international president and general board to provide strategic leadership, establish and implement long-range goals in support of the international programs. Led the International Headquarters Team in automating key workflow processes, and in

Reason for Leaving  
Moved to North Carolina

planning and executing major responsibilities for the fraternity's biennial conference. Key accomplishments: Efficiently automated and maintained new member intake process, eliminating manual handling of thousands of applications each year. Led the International Headquarters Team in coordinating the 2017 biennial conference (Conclave) in Detroit, MI - largest in fraternity's history. Restructured membership card distribution process, generating 25% in cost savings and reducing card reorders by 65%. This process upgrade now allows, for the first time, for the financial status (at all levels) of members to be captured in the fraternity's database. Effectively converted distribution of printed material to electronic delivery via fraternity database; also updated membership database to automatically capture pertinent data.

Supervisor Name  
Micheal Cristal

Contact Email  
president35@phibetasigma1914.org

Check this box to indicate that the City of  
Pierce may contact this employer.  
Leave unchecked if we may not contact  
them.  
Yes

Please, explain any work gap(s) you may  
have.  
n/a

### EMPLOYMENT INFORMATION 3

Start Date  
7/30/2012

End Date  
9/13/2013

Status - Full Time or Part Time  
FULL TIME

Employer Name  
Hillsborough County  
Government

Employer City  
Tampa

Employer State  
FLORIDA

Employer Phone Number  
813-272-5130

Position Title  
Division Director

Final Salary (Whole Numbers Only - No  
Decimals/Commas)  
n/a

Number of Employees Supervised  
110

Position Duties  
Managed a staff of 110 and a \$17M budget in completely restructuring the Social Services Division (including the Community Action Program) of the Family and Aging Services Department. Conducted strategic planning sessions (within the first 90 days) resulting in the: Roll out of new mission, vision and value statements in May 2013 to fuel critical programs. Integrated services to maximize resources; Creation of the Family Empowerment Program, an economic self-sufficiency initiative in February, 2013 with 93% of targeted families enrolled by June 2013; Launch of the division's first college

Reason for Leaving  
Resigned position.

scholarship solution, awarding \$5K each to fourteen qualified students in August, 2013, representing high school or returning/existing undergraduates; and Review of existing financial assistance effort and 92% reduction of clients receiving long-term financial assistance from division. Managed a staff of 110 and a \$17M budget in completely restructuring the Social Services Division (including the Community Action Program) of the Family and Aging Services Department. Conducted strategic planning sessions (within the first 90 days) resulting in the: Roll out of new mission, vision and value statements in May 2013 to fuel critical programs. Integrated services to maximize resources; Creation of the Family Empowerment Program, an economic self-sufficiency initiative in February, 2013 with 93% of targeted families enrolled by June 2013; Launch of the division's first college scholarship solution, awarding \$5K each to fourteen qualified students in August, 2013, representing high school or returning/existing undergraduates; and Review of existing financial assistance effort and 92% reduction of clients receiving long-term financial assistance from division.

Supervisor Name  
**Venerria Thomas**

Contact Email  
**askhr@hcflgov.net**

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.  
**Yes**

Please, explain any work gap(s) you may have.  
*n/a*

**EMPLOYMENT INFORMATION 4**

Start Date  
**2/9/1987**

End Date  
**10/1/2011**

Status - Full Time or Part Time  
**FULL TIME**

Employer Name  
**Miami-Dade County Government**

Employer City  
**Miami**

Employer State  
**FLORIDA**

Employer Phone Number  
**305-375-4011**

Position Title  
**Dept. Dir./Assist. Dir./Deputy Dir**

Final Salary (Whole Numbers Only - No Decimals/Commas)  
*n/a*

Number of Employees Supervised  
**0**

Position Duties  
**For nearly 25 years, held increasingly responsible roles - from an entry level position at Community Action Agency to assistant to the county manager, deputy department director and department director of two customer-facing departments (Team**

Reason for Leaving  
**Left to pursue other opportunities**

facial departments (Team Metro and the Office of Neighborhood Compliance). At Team Metro, provided leadership and guidance of a \$20M (\$52M lien collection portfolio), 250 staff member, nine neighborhood center operation created to, "bring government closer to the people." Subsequently, named director of the newly formed Office of Neighborhood Compliance. Had day-to-day responsibility for a services portfolio that included U.S. Passport Acceptance Service for the U.S. Department of State (largest in the southeastern United States), citizens academy, community education, neighborhood code compliance, and the non-emergency call center for the County, now known as Miami-Dade 311. Led the implementation of award-winning technology solutions, added proprietary streams of income that significantly reduced the department's reliance on the General Fund, and aligned department's business plan with the County's strategic plan. The department earned recognition from the Florida Sterling Council, American Society for Quality and the National Association of Counties for organizational performance improvement, greatest financial impact, innovative technology solutions and effective programs. \*Also served as Assistant Director of the Building and Neighborhood Compliance Department and as Manager in the Compliance Division of the Solid Waste Department. For nearly 25 years, held increasingly responsible roles - from an entry level position at Community Action Agency to assistant to the county manager, deputy department director and department director of two customer-facing departments (Team Metro and the Office of Neighborhood Compliance). At Team Metro, provided leadership and guidance of a \$20M (\$52M lien collection portfolio), 250 staff member, nine neighborhood center operation created to, "bring government closer to the people." Subsequently, named

director of the newly formed Office of Neighborhood Compliance. Had day-to-day responsibility for a services portfolio that included U.S. Passport Acceptance Service for the U.S. Department of State (largest in the southeastern United States), citizens academy, community education, neighborhood code compliance, and the non-emergency call center for the County, now known as Miami-Dade 311. Led the implementation of award-winning technology solutions, added proprietary streams of income that significantly reduced the department's reliance on the General Fund, and aligned department's business plan with the County's strategic plan. The department earned recognition from the Florida Sterling Council, American Society for Quality and the National Association of Counties for organizational performance improvement, greatest financial impact, innovative technology solutions and effective programs. \*Also served as Assistant Director of the Building and Neighborhood Compliance Department and as Manager in the Compliance Division of the Solid Waste Department.

Supervisor Name

Barbara Jordan/Roger Carlton

Contact Email

djuro@miamidade.gov

Check this box to indicate that the City of Fort Pierce may contact this employer.

Leave unchecked if we may not contact them.

Yes

Please, explain any work gap(s) you may have.

I left Miami-Dade County Government in 2011. Before starting with Hillsborough County, I assisted my daughter with promoting and publishing her first book. After my tenure with Hillsborough County, I founded Gadson Group Consultants, LLC, and co-owned a 9Round Fitness franchise in Tampa, FL prior to accepting the position with Phi Beta Sigma Fraternity, Inc. After my tenure with Phi Beta Sigma and before accepting the position with the City of Delray Beach in September 2020,, my wife and I moved to Raleigh North Carolina in 2018 to be with my childhood friend who unfortunately passed away in April of 2020.

### PROFESSIONAL REFERENCE 1

Reference Name	Occupation	Phone Number	Email Address
Terrence Moore	City Manager	561-595-2646	moore@mydelraybeach.com

### PROFESSIONAL REFERENCE 2

Reference Name	Occupation	Phone Number	Email Address
Jeff Oris	Assistant City Manager	561-6964114	orisj@mydelraybeach.com

### PROFESSIONAL REFERENCE 3

Reference Name	Occupation	Phone Number	Email Address
Barbara J. Jordan	Public Administrator (RT)	305-621-5345	eddiejordan@aol.com

### PERSONAL REFERENCE

Reference Name	Occupation	Phone Number	Email Address
Paul Philip	FBI (Retired)	786-402-4291	pphilipgman@earthlink.net

### BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.

No

If your answer is yes (you have checked the box), please, answer the 5 questions above.

*n/a*

### COVER LETTER

No data provided

### RESUME

No data provided

### CERTIFICATE/LICENSE

#### CERTIFICATE/LICENSE 1

No data provided

### RECOMMENDATION LETTER

#### RECOMMENDATION LETTER 1

No data provided

### OTHER DOCUMENTATION

#### OTHER DOCUMENTATION 1

No data provided

## JOB SPECIFIC QUESTIONS



Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

**Yes**

Do you currently reside in or are you willing to move into City Limits?

**Yes**

Do you have a bachelor's degree of higher?

**Yes**

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

**Yes**



## Candidate Questionnaire

Candidate Name: Sammie L. Walthour

Position: City Manager

---

1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:

- a. Position start and end dates.
- b. Position title and organization.
- c. To whom you directly reported.
- d. Ending salary.
- e. Population of community served.
- f. Total number of employees in the organization.
- g. Number of employees supervised (directly and indirectly).
- h. Total budget of the organization.

September 2020 - January 24, 2025

Director, Neighborhood and Community Services Department

CITY OF DELRAY BEACH

Jeff Oris, CEcD, Assistant City Manager

Ending salary: \$141,627

Population: 70,000

Employees: 900 plus

Employees supervised: 54

City Budget: \$186,979,989

April 2016 - April 2018

International Executive Director & Chief Operating Officer

PHI BETA SIGMA FRATERNITY, INCORPORATED.

Micheal E. Cristal

Ending salary: \$110,000



Population served: 600 plus collegiate and alumni chapters in U.S. and eight countries.  
More than 60,000 members in fraternity  
Employees: 12  
Supervised: 11  
Budget: \$5M

July 2012 -September 2013  
Director, Division of Social Services  
HILLSBOROUGH COUNTY GOVERNMENT  
Venerria L. Thomas  
Ending salary: \$104,451  
Population:1.3 million  
Employees: 5,000  
Supervised: 110  
County Budget: \$3.1 billion

November 1998 - October 2011 - Relevant Positions  
Manager, Solid Waste Management Department (2010-2011)  
Assistant Director, Building and Neighborhood Compliance Department (2009-2010)  
Director, Office of Neighborhood Compliance (2008-2009)  
Director, Team Metro Department (2003-2008)  
Deputy Director, Team Metro Department (2001-2003)  
Assistant to the County Manager (1998-2001)  
MIAMI-DADE COUNTY GOVERNMENT  
Beverly Washington/Charlie Danger/  
Roger Carlton/Alex Munoz/Barbara Jordan  
Ending salary: \$172,000  
Population: 2.5 million  
Employees: 27,000  
Supervised: 250  
County Budget: \$7 billion

2. Why are you interested in pursuing this position? Public service is my passion. It was sparked by my mother's volunteerism and advocacy to address the needs in the neighborhood where we lived. My first local government job was an entry level position



THE SUNRISE CITY

**FORT PIERCE**  
CITY MANAGER'S OFFICE *Florida*

where I was responsible for determining eligibility for individuals and families seeking assistance. From there, I rose through the ranks to take on increasingly responsible roles including project director of a homeless assistance program, grant writer, executive assistant to the director of the Community Action Agency, assistant to the county manager, deputy department director, assistant department director and department director. For more than 20 years I worked for the local government that serves the seventh-most populous county in the United States, and my latest stint was with a municipality of 70,000 residents, known as the "Village by the Sea". The common thread across the local governments that I have been fortunate to be a part of is the people that they serve. I am interested in this position because it represents an opportunity to positively impact residents, businesses, nonprofit groups, other stakeholders and visitors through my ability to execute sound leadership, management and decision making. It is a chance to showcase how a collective can focus on the needs of those who have entrusted them and deliver tangible, equitable results. Bottom line, it is about service. That is my interest in pursuing this position. And I believe that the residents, businesses, nonprofits and other stakeholders deserve a municipal government that places priority on their needs through action and results, not words.

3. How would you describe your management style? My management style is primarily collaborative. I believe that one's management style has to mirror their personality, so being collaborative is natural for me. I seek to involve people in the decision-making process, as it provides varied perspectives, garners a degree of buy in, and it helps to empower individuals and teams. Although I am a collaborative manager at the core, the dynamics of a municipal operation require flexibility, so situationally, aspects of other management styles may appear to be dominate.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I believe that all personnel issues should adhere to the City's established policies and procedures. Actions that are inconsistent with standard practices will negatively impact the organization. Transparency in managing personnel matters is an important element in helping to build and maintain employees' and the public's trust in the process. For example, I am committed to hiring practices that are focused on fairness to avoid sentiments like, "Don't bother applying, they already know who they want." Effective communication of City policies regarding ethics should be an ongoing effort, not just something that is covered



during employee orientation as part of the onboarding process. Regarding ethics policies, I believe in providing enterprise-wide ethics training that supports the City's ethics policy. Following the training, employees should acknowledge receipt and understanding of the policy. Being intentional in communicating important policies is imperative when addressing violations where discipline is required. Taking these and other proactive steps help to establish disciplinary expectations when ethical violations occur. Similarly, intentionality around training staff on conducting performance evaluations is critical to overall fairness in the organization. Whatever mode of training for supervisors that have been effective should be considered in addition to finding ways to educate employees on how evaluations should be conducted in the City.

5. How would you deal with city budget constraints and identify new revenue sources? I will place emphasis on departments operating within the adopted budget. That means that the budgetary priorities established by the City Commission are what it expects the administration to accomplish. And I would be committed to working closely with departments to achieve the strategic goals that they have established. I would identify and work with a small team to explore opportunities for new revenue sources and pursue those that are feasible. In addition to identifying new revenue sources, I would direct departments to identify savings in their respective budgets that could be considered without compromising existing levels of service.
6. How will you prioritize competing demands for resources within the city? Competing demands for resources is a natural occurrence in public sector organizations. Prioritization of resources should align with the City's strategic plan and the City Commission-approved budgetary priorities. Although my response is practical, I am sure that there will be circumstances that may require exceptions based on presenting situations. In those cases, a fair evaluation of the needs and a corresponding plan to address them is warranted.
7. Describe a successful initiative you have led as a City Manager. During my tenure as the director of the Miami-Dade County Team Metro Department, I led the initiative that resulted in the transition of my department's citizen hotline known as the Answer Center to what is now Miami Dade 311. I along with a small team conducted benchmarking efforts that included visits to Houston, Dallas, Chicago and Atlanta to view their respective 311 operations, discuss how they got started and best practices. The Answer



THE SUNRISE CITY

**FORT PIERCE**  
CITY MANAGER'S OFFICE *Florida*

Center that was made up of 21 call takers was transitioned into Miami-Dade 311, a stand alone department with more than 80 call takers and knowledge base technology. Miami-Dade 311 is responsible for handling more than a million non emergency calls annually.

8. Describe a time when you had to manage a crisis situation in a city setting. The housing crisis occurred during my tenure with Miami-Dade County Government, specifically in my role as director of the Office of Neighborhood Compliance. One of the divisions in my department was responsible for neighborhood code compliance in unincorporated Miami-Dade (serving more than a million residents). Housing foreclosures were rapidly on the rise and abandoned houses throughout the various neighborhoods was commonplace, creating life, health and safety concerns that sparked a surge in complaints being filed with the County. To address this concern, I worked with my team to develop the County's residential foreclosure registry ordinance. I personally met with the sponsoring commissioners to discuss the need for the legislation and how it would work. Following passage of the ordinance, in the first year of implementation, more than 14,000 inspections of registered properties were conducted and over \$2 million in unbudgeted revenue was generated. Subsequently, we worked with the County's IT department to convert the paper registration to an online access which made it easier for banks and other institutions to navigate the process. That automation eliminated the number of staff members manually handling each registration. This effort was key to holding parties responsible for maintaining abandoned properties resulting in a reduction of blight and unwanted activities in neighborhoods.
9. What steps do you take to ensure transparency and accountability in city operations. I would establish an agreed upon communications protocol to keep the City Commission, the public and employees updated on City operations. I would ensure that the communication process is consistent, timely, accurate, and considerate. Presentations at City Commission meetings, press releases or reports to the public, community meetings and other modes of disseminating information will be considered and implemented accordingly. As to accountability, meeting regularly with department heads and others to discuss their operations and progress toward achieving strategic goals is essential. I would also establish charge memoranda for department heads, essentially establishing agreed upon goals/priorities for each respective department in alignment with the City's strategic goals and budgetary priorities.



10. Please describe your experience working with unions. At Miami-Dade County some job classifications in my department were unionized. Our practice at the time was to meet monthly with the union representatives to discuss issues raised by their members. During my initial months as the new director, I hosted a series of brown bag lunches that allowed employees (union and non-union workers) to discuss operational concerns. Out of that effort, I developed an action plan, assigned tasks to administrators based on areas of responsibility, and provided periodic updates until all of the identified issues were addressed. Code compliance officers' uniforms, vehicle safety lighting, equipment, and the department's code compliance officers badge policy were some of the issues resolved through that process. It took about a year but resulted in the union ultimately canceling monthly meetings for lack of discussion topics. At the City of Delray Beach, only the general maintenance workers in my department are in the Service Employees International Union (SEIU). Over the past year, I along with fellow department directors have participated in contract negotiations with the SEIU representatives and executive sessions with the City Commission.
11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I do not have experience managing or overseeing a police department. However, my recent role at the City of Delray Beach and in previous ones, I have worked closely with the leadership of the respective police departments. Prospectively, I see my role as one of support for the police department, and of ensuring that the highest standards of professionalism, transparency and service are met.
12. How will you ensure that the city's services meet the needs of all its citizens? Understanding the needs of the citizens is the starting point. And based on the availability of City resources, it is imperative for me to ensure that the equitable provision of services is the order of the day. I am sure that there will be City services that may not meet the needs of all citizens. In those cases, understanding what those specific needs are and developing plans, if feasible, to address them is a path forward. In some instances, connecting citizens with services provided by other entities to meet their needs is a City responsibility as well.
13. What strategies will you use to build relationships with stakeholders in the community? I would begin building relationships with stakeholders by meeting with them and engaging



THE SUNRISE CITY

**FORT PIERCE**  
CITY MANAGER'S OFFICE *Florida*

in dialog to understand their perspectives and expectations. I would take advantage of opportunities to meet with groups throughout the city to hear about their concerns. And I would as needed, share the City's strategic goals and ensure where feasible, the participation of stakeholders.

14. What strategies would you implement to promote economic growth and job creation? First, I need to understand what strategies are currently in play. I would need to know what the successes have been, criticisms and feedback. I see that the City's redevelopment agency is actively engaged in this effort. So, I would seek to establish optimal collaboration across responsible agencies with the goal of optimizing opportunities. Evaluating what is in place and opportunities is the starting point.
15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? In an internet search, you will find a 2013 article regarding the homeless recovery program that was a part of my division during my tenure with Hillsborough County Government. I am quoted in that article by the Tampa Bay Times that the problems faced by the homeless recovery center developed over decades (I had only been there for a year) and once uncovered, the administration threw the frontline workers and managers under the bus. I was personally involved in ceasing the County's use of, and payment for, temporary housing for unhoused persons operated by a slumlord. It should be noted that an EEOC investigation concluded that I along with a few other coworkers in my division were discriminated against in that specific case. Recently, the Coastal Star reported on the code enforcement division in my department and my resignation effective the end of January. Regarding the recent report, both City Manager Terrence Moore and Assistant City Manager Jeff Oris are professional references and can attest to my character and accomplishments over the past four years.