

March 3, 2016

City of Venice
Administrative Services Department
401 W. Venice Avenue
Venice, Florida 34285

RE: City of Venice - Finance Director Position No. 1719

To Whom It May Concern:

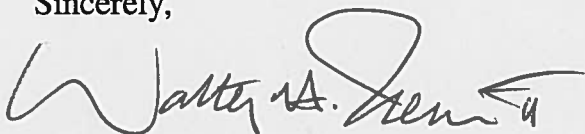
I am very interested in the Director of Finance position currently available at the City of Venice. I do believe that I have all the necessary qualifications required for this most important position.

As you can see from my resume which is attached for your review, I have experience in all areas of governmental business and finance. I have served in a CFO capacity in two of the largest schools systems in Florida whose budgets both exceeded \$1.5 Billion dollars. After experiencing the private sector SAP and Oracle technology field, as a Project Manager, I went back into the public sector and served ten years as the CFO for the Hillsborough County Property Appraiser's Office. In addition to my finance duties, I assisted in reviewing tax rolls that exceeded \$85 billion in value.

In August of 2014, I desired to learn more about municipal governments which led me to my current position as Director of Finance and Personnel with the Town of Indian Shores. I took Town challenges head on and hands on. There were deficiencies with respect to the Town's insurance package which included being underinsured by \$1 million dollars in wind storm coverage. I applied a short-term fix until I was able to submit an RFP and select a new insurance company which ended up saving \$43,500 for the Town. The other accomplishments in such a short period of time included refunding the Town's existing Debt which will save the Town over \$1.5 million dollars over the next 15 years. I also revamped the investment policy by scheduling \$300,000 in bond investments out for two more years which is almost doubling the Town's return. I further became an expert with respect to the Town's police pension plan. I had to become very familiar with the recent GASB rulings 67 and 68 that impact police pension and their proper reporting on the CAFR.

I read your description for this position and it appears you are looking for an individual who is both a manager and a leader. I feel, that I am able to take on difficult challenges while being a good communicator and team builder. I feel strongly that in order to be a Great leader in this business, you must have the knowledge and the willingness to share that knowledge so that you can help people be more successful and achieve the goals of the organization. My philosophy regarding building a Great Budget is to involve everyone you possibly can. I welcome the opportunity for an interview so that I can best communicate how I can be an asset to the City of Venice.

Sincerely,



Walter H. Pierce, III

WALTER H. PIERCE, III
629 Arbor Lake Lane
Tampa, Florida 33602
(941) 350-5386

**RANGE OF
EXPERIENCE**

Over thirty years' experience in all areas of governmental business services that includes accounting, finance, treasury, and budgeting. Served in CFO and Director positions during twenty of these years. Two plus years as a Project Manager for two progressive private sector computer software firms that specialized in implementing financial software to governmental organizations.

EDUCATION:

MBA, Nova University, 1987. GPA 3.75
BS, Business Administration, Salem State College, Salem, MA. 1981
Major: Accounting; Graduated Cum Laude

EXPERIENCE:

August 2014 to
Present

THE TOWN OF INDIAN SHORES

Indian Shores, Florida

Director of Finance & Personnel

Oversee all budgetary, finance, payroll, treasury, and personnel functions for the Town. Constructed the CAFR for FY2013/14 which supported a successful audit. Constructed the budget of \$3.9 million for FY2015/16. Directly responsible for Monitoring the Town police pension fund and Annual Report to the state. Changed the insurance and debt programs producing a significant savings to the Town.

May 2003 to
July 2014

HILLSBOROUGH COUNTY PROPERTY APPRAISER

Tampa, Florida

Chief Financial Officer

Oversee all financial, treasury, budget, and payroll functions of the Appraiser's Office. Responsible for overseeing and completing upgrade of payroll and human resources software that assisted in collapsing functions and providing benefits to the Disaster Recovery Plan. ***Assisted in reviewing a tax roll that exceeded \$85 billion in taxable vales for Hillsborough County.*** Received excellent audits from Ernst & Young Certified Public Accountants for the past nine fiscal years.

September 1999 to
February 2003

ea CONSULTING INC., and SOLBOURNE

California/Colorado

Computer Software Managing Consultant/Project Manager

Experience with both SAP R/3 and Oracle software products (especially account structure setup and financial reporting). Project Manager for the ***Sedgwick County Government's (Wichita, KS) \$5 million SAP Financial software implementation.***

November 1997 to
September 1999

DUVAL COUNTY SCHOOL BOARD

Jacksonville, Florida

Executive Director/Administration & Finance

Responsible for all fiscal operations of the school district including: accounting, finance, payroll, accounts payable, accounts receivable, cash flow, and investments. Responsible for preparation and timely submission of monthly and Annual Financial Statements to the School Board. ***Responsible for the supervision of over 120 staff with the assistance of three Directors.*** Duval was the fourteenth largest school district in the nation with an annual budget that exceeded \$1 billion dollars annually.

WALTER H. PIERCE, III
629 Arbor Lake Lane
Tampa, Florida 33602
(941) 350-5386

Responsible for contributing to the maintenance of the project plan, streamline resolution of issues, and communicating the project status to the steering committee.

January 1995 to
November 1997

ORANGE COUNTY SCHOOL BOARD

Orlando, Florida

Director of Budget & Finance

Served in an interim capacity as the Associate Superintendent for Business Services for four months while district waited for the new Associate to arrive. Supervised the Business Services Division which exceeded 150 staff members. Orange is the *16th* largest school district in the nation.

Directly responsible for constructing and completing the district's 1996-97 budget, which *exceeded \$1.5 billion dollars*. Directly responsible for implementing a school based budgeting model to all 140 schools in preparation for the 1996-97 budget.

Assisted in constructing the financial make-up of a five-year capital improvement plan that *displayed a need for 3 billion dollars*.

October 1981 to
January 1995

SARASOTA COUNTY SCHOOL BOARD

Sarasota, Florida

Budget/Financial Manager (1987 - 1995)

Assisted the Director in monitoring and providing analysis on a \$160 million general operating fund budget. Also supervised accounts payable contracts, accounts receivable, and cash management sections within the Finance Department.

Accounting Manager (1983 - 1987)

Responsible for all accounting functions and preparation of annual financial report for general, debt service, federal/state grants, capital, and food service funds. Assisted in turning around a food service program that had generated losses that exceeded \$560,000.00 over a two-year period.

Staff Accountant (1981 - 1983)

Joined a new team of finance officers that contributed to a major positive turn around to a department that had lost credibility. The State Auditor General's Office had issued a disclaimer and could not audit records for the 1979-80 fiscal year.

**PROFESSIONAL
AFFILIATIONS**

Member of Governmental Finance Officers Association.

Member of Florida Governmental Finance Officers Association.

Board Member of Island Walk Condominium Association.

Served as Treasurer for the Hillsborough County Chapter of UCP.

President of Gulf Coast National Assoc. of Accountants (1987-1988).

Certified as an SAP ASAP Project Manager.

President of Village Brooke Condominium Association (1993-1997).

WALTER H. PIERCE, III
629 Arbor Lake Lane
Tampa, Florida 33602
(941) 350-5386

REFERENCES

NAME -----	TITLE -----	PHONE # -----
James Lawrence	Mayor The Town of Indian Shores	(727) 542-9744
Bill Smith	Councilor The Town of Indian Shores	(813) 240-1559
Elaine Jackson	Town Clerk The Town of Indian Shores	(727) 459-1854
Warren Weathers	Chief Deputy Hillsborough County Property Appraiser	(813) 276-8816 (813) 597-1639 (cell)
Mike Cooke	Former Assistant Chief Deputy Hillsborough County Property Appraiser	(813) 404-7614 (813) 654-8483
John Radcliff	Former Assistant Superintendent Duval County Public Schools	(706) 594-3510
Alan Smith	Former Vice President ea Consulting SAP Implementation Partner	(916) 772-1603

REFERENCE LETTERS

P. Mike Cooke
Colonel, USAF (Retired)

John C. Fryer Jr.
General, USAF (Retied)

Robert J. Earley

WALTER H. PIERCE, III
629 Arbor Lake Lane
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(941) 350-5386

OTHER INFORMATION

- Memo- to Town of Indian Shores Town Council outlining refunding Town's Undergrounding Debt
- Article in local paper mentioning recent Audit and upcoming Budget
- Article mentioning good Audit/CAFR and Town's strong financial position
- Reference Letter from P. Mike Cooke former Supervisor
- Reference Letter from John Fryer Former Superintendent Duval County Public Schools
- Reference Letter from Robert Early Former Principal of Taylor Ranch
- Reference Letter from Charles Fowler Former Superintendent Sarasota County Schools

Memorandum

To: Honorable Mayor James Lawrence and Council Members

From: Walter Pierce, Director of Finance & Personnel

Walt

Date: October 1, 2015

Re: Refunding Revenue Bond Series 2005A (Undergrounding Debt) to New Bank Loan with SunTrust Bank— Documents, Requirements, and Benefits

Council at its July 28, 2015 meeting approved Public Resources Advisory Group (PRAG), the Town's financial advisor, to proceed with refunding the existing Undergrounding Debt (Revenue Series 2005A). This involved PRAG communicating with SunTrust Bank on the Town's behalf to negotiate details of the new Loan and locking in an interest rate not to exceed a maximum rate of 3.92% (per my memorandum to Council dated July 24, 2015).

The details have all been worked out on both sides and the resolution before you provides the terms and conditions of the new loan and what is required for the execution and delivery of the loan agreement. If the Resolution is approved by Council, the closing will take place on Thursday, October 8, 2015.

Quite frankly, I see this as a Huge win for the Town. With the Town contributing \$500,000.00 toward the loan (funds coming from \$1,526,973.46 balance within the Town's Florida Municipal Investment Trust account) the balance of the Loan will be \$4,298,532.37 (as noted in the Memorandum dated October 1, 2015 from PRAG). This Loan with an interest rate of 3.60% will be paid off in fifteen years instead of twenty (which is the current term). **By paying off the current debt five years earlier, the Town will save \$474,373.50 (in today's dollars). The total savings over the life of the Loan is \$1,330,426.88.** The yearly payment which currently averages \$376,327.00 will decrease to an estimated average payment of \$372,000.00 which is a decrease in the amount of \$4,327.00 each year (primarily due to less fees with a bank loan as opposed to funding with bonds).

As a condition of the loan, the Town covenants and agrees to budget appropriate and pay the amount required under the loan agreement from Non-Ad Valorem Revenues. The Town has a continuing obligation to appropriate the funds for the debt service payment. Non-Ad Valorem Revenue means all revenue and taxes derived from any source other than Ad Valorem taxation, legally available revenues. This is a common debt pledge in Florida. A representative from PRAG will be at the meeting to clarify this and answer any questions.

See Next Page

Requested Council Action:

While covered within the Loan Agreement and stated again within the Memorandum dated October 1, 2015 from PRAG, upon Council approval of this Loan, a wire transfer of funds in the exact amount of \$542,550.12 (\$42,550.12 is interest accrued from the last payment through to closing) would need to be wired by the Town before 11:00 am on October 8, 2015 to the escrow Agent prior to the closing.

It is requested that Council approve this wire transfer.

Note: A Budget Amendment Resolution to the FY2015/16 Capital Improvement Fund Budget reflecting this new Bank Loan Payment will be given to Council at the October 13, 2015 Council meeting.

Indian Shores named top vacation spot by TripAdvisor

By JEANNIE CARLSON

INDIAN SHORES - The secret is out. Not only do the residents of Indian Shores know what a great place the town is but also everyone who has seen TripAdvisor's list of 29 top Summer Affordable Vacation Destinations in the United States.

Indian Shores is one of the 29 on that list.

The list, which came out over the summer, reviewed 150 locations nationwide, and Indian Shores was among 12 Florida cities that made the cut.

Mayor Jim Lawrence was re-elected in March. Lawrence was sworn in as mayor of the town for his fourth three-year term as mayor and his 17th year as a member of the town council. Since Lawrence first took office, the following projects have been completed: a new road was built, utilities were undergrounded, the Indian Shores Municipal Center was constructed, and the new town pavilion was finished.

"But more is yet to come," said Lawrence, referring to the Gulf Boulevard beautification project that is currently underway. "Indian Shores" will be seeing a town branding initiative to move forward, which will substantially improve the beauty of Gulf Boulevard, (and) new landscaping and trees along the boulevard in partnership with town property owners and upcoming FDOT project to deal with the boulevard flooding issues on that state road." Fire Station 26 had its grand opening on July 7. The station is a satellite fire station of the Pinellas Suncoast Fire & Rescue District that is located behind town hall. Having the station at this location has already improved response times in the area.

At the June meeting Richard Cristini of Davidson, Jamieson and Cristini, the town's auditing firm, presented the town's audit for the fiscal year 2014. Cristini said that the town was "in a strong financial position," that it had "no financial shortcomings," and that the town was "in compliance with (Florida) state law."

Cristini said that the town ended fiscal year 2014 with a "slight surplus" of \$16,000. This was a result of the town taking in a little more revenue than expected and spending a little less than projected.

Walter Pierce, the town's director of finance and personnel, was commended for his contribution to the success of the audit. Lawrence recognized Pierce's performance in reconciling issues that existed in the changeover mid-year from the town's prior finance director.

The town's budget hearings were held in September. The ad valorem millage rate of 1.87 mills per \$1,000 of assessed valuation for FY 2015-16 remains the same. However, the anticipated revenue for the town is expected to go up nearly \$90,000 due to the increase in property values. Pierce presented the town's balanced budget for 2015-16. Pierce reported that there is "\$1.5 million left" in the Penny for Pinellas fund toward the Gulf Boulevard beautification project.

At the August meeting the final site plan for Dolphin Key was approved. Dolphin Key will be a 30-unit condominium located at 19519 Gulf Blvd. It will have five levels over parking and some parking be-

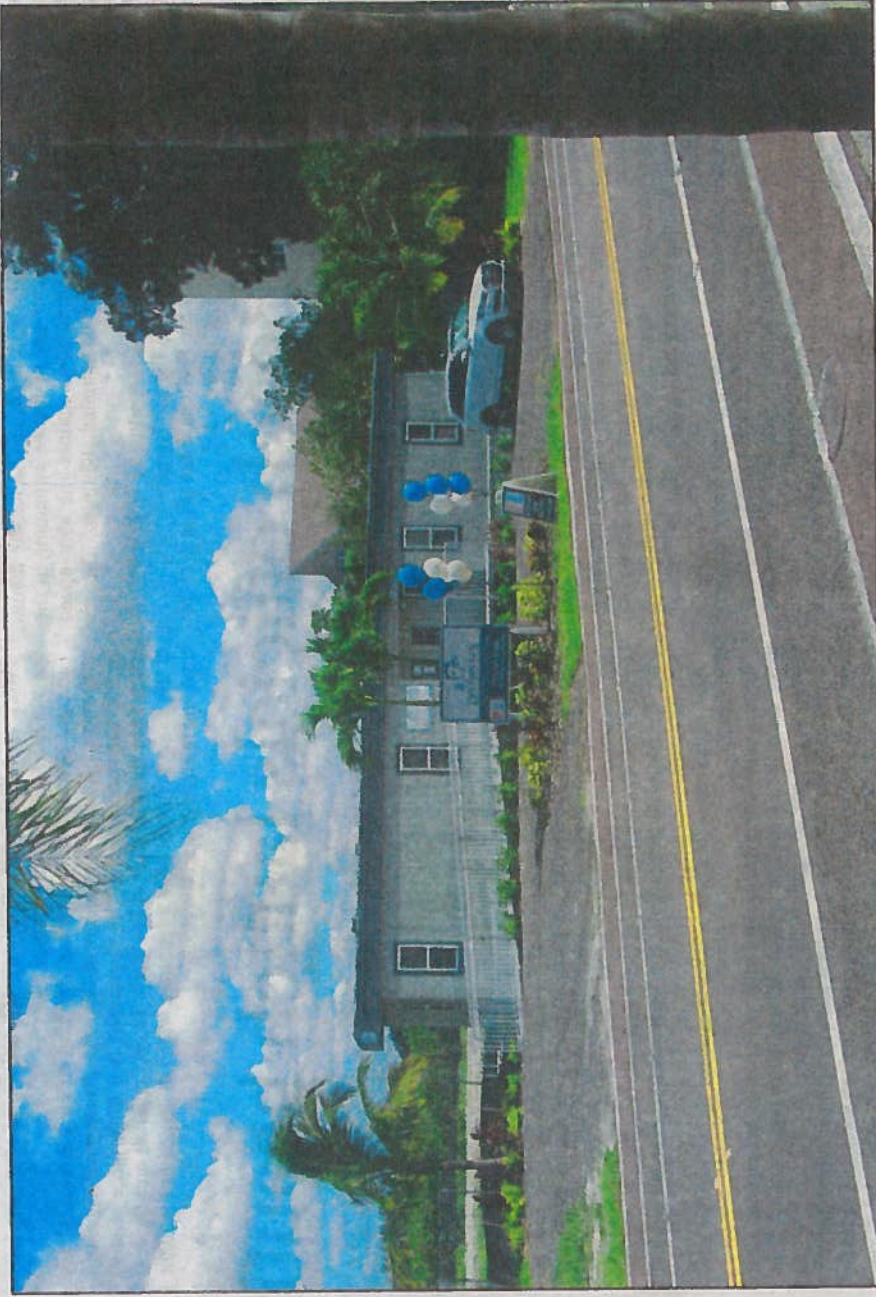


Photo by BOB McCLURE

This sales office marks the future location of Dolphin Key, a 30-unit condominium project at 19519 Gulf Boulevard, across the street from Tuscany by the Sea.

tween Gulf Boulevard, and the building. Construction began the end of August and the project's completion is targeted for approximately 16 months.

On Aug. 28, Robert Metz Jr. resigned from both his law firm, Trask, Metz and Daigneault of Clearwater, and as town attorney of Indian Shores. Regina Kardash of the same law firm has temporarily assumed the responsibilities of town attorney in the interim. Lawrence is conducting a search for another attorney.

"Let's see how this goes (with Kardash) and then we can talk about a more permanent arrangement," Lawrence said at the September meeting.

Also at the September meeting, Police Chief Terry Hughes' contract with the town was renewed. The contract that had been in effect for the prior 18 months was renewed and extended for three years commencing Oct. 1. Hughes had replaced E.D. Williams as chief of police upon Williams' retirement in 2014.

Thumbs up

Auditor says Indian Shores finances in good shape

By JEANNIE CARLSON

INDIAN SHORES - Richard Cristini of Davidson, Jamieson and Cristini, the town's auditing firm, presented the town's audit for fiscal year 2014 at the June 9 town hall meeting. At the conclusion of the presentation, the Town Council approved the audit.

Cristini took the town's councilors and resident attendees on a highlighted tour of the copied dissertation in order to make the fiduciary information more readily accessible. Council members interjected questions to Cristini for clarification purposes during the presentation.

In essence, and in layman's terms, the town is "in a strong financial position," said Cristini. The audit revealed that the town had "no financial shortcomings" and that the town was "in compliance with (Florida) state law."

As a result of operating a good, "on target" budget, Cristini said that the town ended fiscal year 2014 with a "slight surplus" of \$16,000. This was possible due to the town taking in a little more revenue than expected and spending a little less than projected.

Mayor Jim Lawrence commended Walter Pierce, the town's director of finance and personnel for his contribution to the success of the audit. Pierce was recognized, in particular, for his performance in reconciling the issues that existed in the changeover mid-year from the town's prior finance director.

Ordinances OK'd

An ordinance to revise the day of the annual municipal elections passed on its second and final reading. The change allows for the continuation of the usual municipal Election Day to be the second Tuesday in March except when there is a presidential primary.

According to Town Clerk Elaine Jackson, Florida Gov. Rick Scott's office gave the town dispensation

to revise the municipal Election Day in the event of a presidential primary year.

This way the town may consolidate the elections and does not have to pay to hold two elections in a presidential primary year.

"Even in a small town like ours, it costs \$5,000-\$6,000 to put on an election," said Lawrence.

Another ordinance passed on second reading to include the words "trailer" and "utility trailer" in the section of the code that forbids parking boats, boat trailers and recreational vehicles on public or private property in the town.

Halloween party OK'd

A request from the Indian Shores Property Owners Association to hold a Halloween party on Saturday, Oct. 31 in the park pavilion was approved.

According to a memo to Lawrence from Janet McKee, secretary of ISPOA, the event is tentatively scheduled for 7 to 10 p.m. with a ticket cost of approximately \$10 to \$15 per person.

Jolly wedding

Lawrence announced that he had received a call from Congressman David Jolly requesting a special dispensation to use the community room at the Indian Shores Municipal Center for his forthcoming wedding. Jolly and his fiancée, Laura Donohoe, are considering having their wedding at Town Hall on July 3. The consensus of the Town Council was to approve the request.

Fire station to open

Larry Schear, Indian Shores' fire commissioner, announced the grand opening of the Pinellas Sun-coast Fire & Rescue satellite fire station at the Indian Shores Municipal Center will be July 7.

The time is not set but Schear says it will be "11 a.m.-ish."

November 30, 2012

To Whom It May Concern:

I have been asked to provide a reference for Walter Pierce. You must be a special place, for in the past ten years I have known Walt he has not to my knowledge applied for another position.

In 2003 as the Assistant Chief Deputy for the Hillsborough County Property Appraiser I led the committee to search and select a new Director of Finance. From a list of eighty three applicants Walt impressed our whole committee to be the best and only selection. Walt started reporting to me in May 2003. Walt did not waste any time in grabbing this Department by the horns and quickly reshaped it and he documented all business services functions and tasks in a comprehensive Accounting/Finance Procedural Manual. He used his extensive technology background to revamp the invoice ordering and purchasing process. Walt would also offer suggestions to the computer software vendor on ways to improve the financial reporting software for our organization as well as for other counties. Walt was always an excellent manager to his staff. I was also impressed with his communicative skills with other Directors throughout the organization. I rated Walt high in each of the three years that I evaluated him. Each year that I was there, Walt received excellent audits from the outside audit firm of Ernst & Young.

After I retired in 2006, Walt advanced to report directly to the Chief Deputy (Warren Weathers --my former boss). Over the years and to this day I have stayed in touch with Walt. Due to the recession, the demands placed on Walt increased and he faced enormous pressure in balancing the budget each year. He would always find a way and he would find creative ways to conserve and save funds. He continued to use his technology background to further improve the organization. He recently was responsible for replacing the existing time management system and upgrading the whole payroll system. He assisted in adapting new technology for the Disaster Preparedness program.

I would strongly recommend Walt Pierce to you. I have seen Walt Pierce develop to be a true Leader in his profession. His search for knowledge and to be even better and better at what he does is encouraging to see and hear. I rated many outstanding officers in my military service. Walt's Leadership skills, management of people, and seeing the "big picture" approach toward strategizing and problem solving would equal or top the skills of the officers I rated.

Please contact me at 813-404-7614 if you should have any questions regarding Walt.

Sincerely,



P. Mike Cooke
Colonel, USAF (Retired)

DUVAL COUNTY PUBLIC SCHOOLS

John C. Fryer, Jr.
Superintendent

AIM HIGH

November 16, 1999

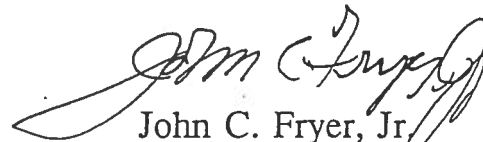
To Whom It May Concern:

During his tenure with the Duval County Public Schools as General Director of Business Services, Walter Pierce continually demonstrated exemplary organizational skills and an unusual talent for developing innovative solutions to difficult challenges.

Through his effective leadership, this school district of more than 125,000 students and approximately 14,000 employees was able to implement a complex financial and human resource data system in less than half the time normally required to make it operational. With tireless dedication, innovative leadership, and characteristic aggressiveness, he spearheaded this successful effort while ensuring that his staff carried out the normal accounting, payroll, and accounts payable operations of a \$1.2 billion enterprise.

This school district is indebted to Walter Pierce for his professionalism, dedication, and energetic leadership in successfully meeting a very difficult challenge while effectively maintaining the operations for which he was responsible.

Very truly yours,



John C. Fryer, Jr.
Superintendent of Schools

JCF:jl

TAYLOR RANCH SCHOOL

ROBERT J. EARLEY
Principal

2500 TAYLOR RANCH TRAIL

VENICE, FLORIDA 34293

(813) 486-2000

February 2, 1994

To Whom It May Concern:

Walt Pierce recently informed me that he may be pursuing various job opportunities that would lead to a career advancement. Having worked with Walt for a dozen years, I have first-hand knowledge of his professional skills and job performance and frankly consider it a genuine pleasure to write this brief recommendation on his behalf.

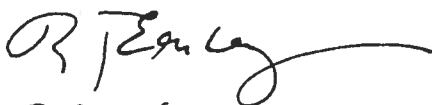
The school system in Sarasota consists of over 50 cost centers, the majority of which have million dollar plus budgets. Each of the cost centers has a bookkeeper managing general operation accounts and internal accounts. The support needed by the various schools and departments in the area of account management is extensive. It is precisely in this area that Walt Pierce displays his greatest strength. Whether the medium of communication is E-mail, telephone, or a site visit, the quality of Walt's assistance is always the same - superb.

As a principal in the school system for many years, I have always been proud of my school's financial management and the absence of any significant audit citations. Clearly, this is attributable to the efforts of my bookkeeper and the quality assistance given us by Mr. Pierce.

In addition to his accounting skills, Walt's pleasant personality engenders a high comfort level with colleagues and personnel throughout the school system. Budget cutbacks in recent years due to decreasing state funding has naturally resulted in some difficult adjustments. Walt's positive attitude and, again, his helpfulness has been most encouraging as we have worked to make the best of a difficult situation.

Walt's strong academic background, his work experiences, his personal qualities such as honesty, initiative and positive attitude all suggest that he is eminently qualified for a leadership position in finance. I believe that one of the most valid predictors of future success is past performance. Walt Pierce has demonstrated for many years an enviable level of professional performance. It is without reservation that I enthusiastically recommend him to you and would be pleased to provide any additional support or information that may be desired.

Sincerely,



R. J. Earley



THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA

OFFICE OF THE SUPERINTENDENT

2418 HATTON STREET

SARASOTA, FLORIDA 34237

TELEPHONE (813) 953-5000 • FAX (813) 361-6641

December 21, 1994

To Whom It May Concern:

It is a pleasure to recommend Walter Pierce, Jr., who has been employed by the School Board of Sarasota County in its Finance Department for the past thirteen years. I have had numerous interactions with Mr. Pierce during this time in connection with financial matters for the Office of the Superintendent. I have found him to be extremely responsive, attentive to detail, and one who uses good conceptual skills in approaching and solving problems.

Walter Pierce would be a valuable asset to any government or business fortunate enough to secure his employment.

Sincerely,



Charles W. Fowler
Superintendent of Schools