

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

Barbara W. Lipscomb

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Resume

Barbara W. Lipscomb, ICMA-CM, CPM, MRP
130 Northmoor Road
Casselberry, FL 32707

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Professional Summary

Achievement oriented Certified Public Manager (Florida State University), possessing

- Thirty years of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association
- Extensive experience and success with state and federal intergovernmental relations and special appropriations
- Proven track record for local government and community project development/redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

Professional Experience

City of Casselberry

January 2007 – January 2012

Casselberry, Florida, 26,000 population (approx), \$40.5 million General Government Budget, including \$18 million General Fund Budget

City Manager

- Administers all City of Casselberry general government operations and departments
- Key Accomplishments:
 - Secured approximately \$20 million in new grant funds for City programs and projects in 3.5 years
 - Received “America’s Crown Community” Award—American City & County Magazine; finalist for Siemens Community Sustainability Award—U.S. Chamber of Commerce; 2010 Excellence Award—Florida Stormwater Association; Program Excellence Award-FCCMA; and others
 - Restructured organization and consolidated departmental functions resulting in better efficiency and job performance
 - Established employee “teams” to identify deficiencies and improve service and communication areas within the organization and the community, including redesign of City website
 - Implementation of downtown “City Center” development and destination restaurant underway
 - Initiated design, funding and completion for Lake Concord Stormwater Park project
 - Oversight of major City transportation projects and U.S. 17-92 corridor funding
 - Updated CRA plan and currently initiating a new CRA plan with updated design standards
 - Completed revision of land use development regulations including building heights and densities (mid-rise and high-rise)
 - Completed development of the City/CRA large scale planning amendment and establishment of a Transportation Concurrence Exception Area (TCEA) within the CRA as well as completed new Comprehensive Plan Update

- Initiated new façade grant program in the CRA
- Strengthened City codes for more uniform and consistent enforcement leading to a better code compliance rate
- Implemented new technology plan, including hardware and software, to improve effectiveness of services
- Completed City Charter review process
- Developed and implemented performance measures and benchmarking
- Developed and implemented web-based City Commission Agenda process and new web-site
- Developed and coordinated approx \$15 million comprehensive neighborhood planning process to spearhead residential revitalization, including recommendations for funding. Implementation underway.
- Implemented 10-year stormwater and lakes management plan including funding plan, as well as coordinated upgrades to City water and sewer lines, including use of pipe bursting technique
- Initiated lakes restoration and re-vegetation projects
- Developed facilities master plan for maintenance and renovations, additions, etc. of City buildings
- Annexed approximately 100 acres, bringing \$14 million in new tax base into the City
- Currently developing new “IDEA” industrial park and industrial park expansion proposal

City of Gainesville

February 2004 – January 2007

Gainesville, Florida, 120,000 population, \$212 million General Government Budget, including \$92 million General Fund Budget

Assistant City Manager

September 2005 – January 2007

- Supervised Recreation, Parks, and Cultural Affairs Department and General Services Department
- Key Accomplishments:
 - Developed web-based City Commission Agenda Process
 - Revised City Commission Orientation Process
 - Completed Marketing & Branding Process (MGP) for Gainesville area
 - Annexation Team Project Manager to increase City tax base (voluntary & referendum)
 - Developed City Sustainability & Departmental performance benchmarks
 - Reviewed and recommended new City Environmental Review Program
 - Developed on-line Capital Improvements page for all capital projects including monitoring of all vertical capital projects
 - Refurbishment of City Hall and planned refurbishment of Old Library administration offices
 - Designed new Fleet Garage
 - Initiated, developed, and implemented parks capital program
 - Constructed John Mahan and Phoenix parks with completion of Greenway boardwalk project ; continued purchase and development of active and nature parks
 - Liaison to the Community Redevelopment Agency; completed development agreement of Gainesville Greens, a proposed mixed-use high rise and participated on negotiation team for proposed University Corners mixed-use high rise and downtown hotel, and other CRA projects.
 - Co-Chair of Development Review Team which recommended e-government & e-commerce solutions for development permitting & inspections process, Code Enforcement, and Planning.
 - Continued leadership in Southeast Gainesville Renaissance Initiative, including a redevelopment plan for this community
 - Developed park development and redevelopment program that was subsequently funded via referendum

Interim City Manager

October 2004 – September 2005

- Directed all City of Gainesville general government operations and departments
- Key Accomplishments:
 - Economic Development/ Economic Diversity Enhancement:
 - Developed economic development peer city benchmarks, strategic plan, and sponsored Economic Development Summit sessions

- Established small and emerging business program to include business counseling and services
- Recruited and facilitated development of new businesses, retail centers, and expansion of local businesses in the Enterprise Zone and elsewhere in the community
- Established Marketing and Communications Department to enhance visibility and identity of the City of Gainesville for economic development enhancement
- Initiated “Out to Lunch” downtown entertainment series (received FRA award) and upgrades to the Downtown Plaza
- Served as Executive Director for the CRA

Community Redevelopment:

- Initiated a new community redevelopment initiative (CRA) for Southeast Gainesville (SEGRI project)
- Solicited development proposals for downtown parcels and worked with major retail companies on selected sites

Coordination with University of Florida:

- Recommended land use and zoning changes to support University technology research
- Streamlined development process and modified zoning and land use to support University technological research initiatives
- Completed update of new UF Campus MasterPlan

Infrastructure Development and Enhancement

- Acquired new park land, constructed two new City parks: Cofrin Nature Park and Cone Park
- Opened new \$7.9 million, 850 space downtown parking garage, completed in 2005
- Initiated \$22.4 million capital projects bond which was adopted during the budget process

Legislative Affairs

- Prepared City Commission Federal and State Legislative Agendas and coordinated lobbying efforts
- Acquired Federal and State appropriations for infrastructure, recreation and law enforcement

Governmental Management - Efficiency Restructuring

- Reorganized staff to enhance efficiency of operations during interim staffing period
- Implemented cross-departmental team management of all major City projects
- Established interdepartmental teams to develop and implement vision statement, enhanced customer service at all levels, and streamlined internal processes

Assistant City Manager

February 2004 – October 2004

• **Key Accomplishments:**

Economic Development/ Economic Diversity Enhancement

- Updated City’s Economic Development Strategy
- Presented annual Downtown Art Jazz Festival

Infrastructure Development and Enhancement

- Constructed new City park and recreation center: Eastside Recreation Center at Cone Park
- Began construction on new \$7.9 million downtown parking garage

Legislative Affairs

- Prepared and submitted City Commission’s Federal and State Legislative Agendas

City of Lakeland

May 1986 - February 2004

Lakeland, Florida, 86,000 population, \$250 million total budget

Assistant City Manager, Deputy City Manager, Assistant to the City Manager

Directed Employee Relations & Training, Risk Management & Safety, Finance, Water & Wastewater Utilities, Internal Auditor, Central Services, Fire Departments, Public Works, Community Development,

The Lakeland Center, Lakeland Linder Regional Airport, Recreation & Parks, served as PIO for Emergency Operations Center and ADA Coordinator for Human Services

- Key Accomplishments:

- Economic Development

- Coordinated airport industrial and leasing programs, including new GEICO campus recruitment
 - Spearheaded additional hotel-motel bed-tax to be used for convention center expansion.
 - Recruited conventions, conferences, cultural entertainment and sports attractions for economic impact to community
 - Worked with City Economic Development Director, LEDC Director and Advertising and Publicity Committee on industrial recruitment efforts

- Intergovernmental Relations

- Coordinated major interdepartmental projects and services with the Polk County School Board and with Polk County
 - Facilitated goal planning retreats with small municipalities
 - Staffed Polk County Mayor's Association on Library funding and other initiatives

- Infrastructure Development and Enhancement

- Coordinated and administered development and construction of \$20 million Lakeland Center
 - Project leader for construction of new \$4 million airport terminal and runway expansion to 10,000 feet
 - Recommended new water plant and participated on construction team
 - Recommended locations and programs for new fire stations and provision of ALS service
 - Initiated a new area metro housing needs study – Lakeland
 - Supervised CRA functions in Lakeland including development of small area plans leading to redevelopment efforts, establishing a transportation CRA district, and for new upscale retail center
 - Recommended master plan study for new garden district for downtown Lakeland
 - Construction team for renovations to Joker Marchant Stadium and Tigertown
 - Downtown Lake Mirror Park Master plan Design Team
 - Expanded fiber optic network by additional 54 miles through cooperative agreement with FDOT to have Lakeland Electric design and install the system which will support traffic signalization program

- Governmental Management

- Developed and coordinated City's budget
 - Developed human resources plan and organizational structure
 - Developed City's administrative and personnel policies and procedures
 - Staff liaison to elected officials
 - Developed public information program including annual City Calendar

City of Grand Rapids

1982 - 1986

Grand Rapids, MI, 200,000 population, \$200 million total budget

Management Analyst

Key Accomplishments: Joint City and County cultural consolidation project, audits of housing, code enforcement and public museum, analysis of civic center box office and EMS funding, prepared revised business license ordinance, and supervised college/graduate student internship program

Executive Assistant (acting) to the City Manager

Key Accomplishments: Developed Sister City Program, coordinated Mayor's Exchange Program, and served as legislative liaison

Administrative Assistant, Community Enrichment Services Group

Key Accomplishments: Established and monitored six departments' goals, objectives and budgets, restructured City mail system, performed recreation department cost reduction analysis, and provided City event coordination and assistance

Education

University of North Carolina, Chapel Hill, N.C. 1975
Master of Regional Planning

University of Georgia, Athens, GA 1973
BA (Geography and Political Science)

Professional Certifications

- International City/County Managers' Association (ICMA), Credentialed Manager - 2004
- Florida State University, Certified Public Manager - 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations - 2003
- National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator - 2011

References

Provided upon request

CB&A Interview

Barbara Lipscomb

Education

MA, Regional Planning, University of North Carolina

BA, University of Georgia

Experience

| | |
|---|-------------|
| City Manager, City of Casselberry, FL | 2007 – 2012 |
| Assistant City Manager, City of Gainesville, FL | 2005 – 2007 |
| Interim City Manager, City of Gainesville, FL | 2004 – 2005 |
| Assistant City Manager, Deputy City Manager, City of Lakeland, FL | 1986 – 2004 |
| Management Analyst, City of Grand Rapids, MI | 1982 – 1986 |

Background

Casselberry is a city in Seminole County, Florida, and an Orlando suburb. Its population was 26,000 residents when Ms. Lipscomb was City Manager. The City had 225 full time employees and 10 to 15 part time employees. Six department directors reported directly to Ms. Lipscomb. The general fund was close to \$20 million, and the total budget was approximately \$43 million. The three most important issues facing Casselberry while she was manager were:

- Finances. The economic downturn put stress on the City's finances and its ability to provide services;
- Economic development. Generally properties in the City are not assessed at high values. The City must attract new businesses and retail operations to augment its tax base; and
- Infrastructure improvement. Casselberry's infrastructure has not historically been maintained at the levels it should have been. Bringing it back to a satisfactory level will not be easy.

Interview Comments

Ms. Lipscomb has worked in city administration since 1975. She has enjoyed her career and achieved her goal of becoming a City Manager. She is currently exploring opportunities to grow and further develop her skills. Ms. Lipscomb is also fully trained and has completed all the requirements for emergency management. She faced shrinking budgets in Casselberry and was able to reduce spending to the FY 2005/2006 levels impacting the services delivered to the community. Hallandale Beach is a great city with a strong metropolitan area and a strong economic base. The City has a many amenities ranging from the beach to cultural events. Ms. Lipscomb is very excited about the opportunity to use her skills in a venue where finance is very important but where resources are available that can make things happen.

Barbara Lipscomb

Ms. Lipscomb describes her management style as firm but fair. She communicates well with her staff and ensures that they understand her expectations. She motivates, acts as a mentor, and provides the support they need to accomplish their assignments. She understands what it takes to get the job done and takes that into account when she assigns responsibilities. Therefore she does not make unreasonable demands of her staff. On the other hand, she expects staff to achieve the agreed upon goals. Whenever unanticipated problems arise, she counts on them to notify her. Then course changes can be made and ideally established timelines met.

Employees who worked with her would say she is driven, fair, and hard working. She communicates her goals and expectations, and provides the means for achieving those goals. She is a tough leader, but she creates and fosters an enjoyable work environment. When she began as Casselberry's City Manager, the staff did not work well together. During the two previous years the City had had two permanent City Managers and three interim managers. She quickly made her expectations clear, including that everyone work together. She insisted on dedication and set high standards; work had to be high quality. A great deal had to be overcome. Even simple routines like establishing specific working hours were required. Her own behavior modeled how staff could work harder and smarter. All departments responded properly and now function well.

The elected officials would say Ms. Lipscomb is a good leader. She works hard and is dedicated. She has a good vision and recognizes significant initiatives which may have gone unnoticed or unfulfilled. One example involved her exploring possibilities for annexation in response to the City's drop in property values. Since Casselberry was near Orlando and several other cities were nearby, annexation was considered difficult if not impossible. Ms. Lipscomb identified about 100 acres at the City's edge and convinced the landowners and residents in that area that it would be in their best interests to become part of the City. Her elected officials would also note that she gets things done and follows projects through to completion. Many projects in Casselberry had been stalled for years. One was Lake Concord Park. This proposed five acre park on the banks of Lake Concord had been planned and discussed for four years. When fully completed, the park was expected to include a water play area, amphitheater, playground, boat dock, boardwalk, and fountain. She used Community Redevelopment Agency dollars as well as stormwater fees to get the project started. After the project's initial phase was completed in October 2009, it won the 2010 Excellence Award from the Florida Stormwater Association. The project was also awarded "Best of the Year" for developments under \$5 million by 'Landscape Contractor Design Build Maintain' magazine. The park is now an artistic and cultural center for the City. Other items such as road projects and landscaped medians had previously been neglected or postponed. They have all been completed during Ms. Lipscomb's tenure as City Manager.

Ms. Lipscomb has strong budgetary skills. She forecasts and plans for budget challenges. She knows where expenditures can be cut and finds creative solutions to shortages. She is very well organized and a good manager, who keeps projects in motion and guides them to completion. As a manager, she engages her employees well, motivating them to achieve their best. She is active in the community and viewed as a leader. She recently participated in a leadership seminar with

Barbara Lipscomb

52 other County professionals. This seminar was a great opportunity to network and establish relationships. She has often been a speaker at the Women's Club and Rotary Club.

While it may sound self-serving, Ms. Lipscomb described one of her weaknesses as being very driven. She works long hours and dedicates much time and effort to her job. Therefore, her life can become a little unbalanced. From time to time she must remember to step back and relax. Taking time off actually provides opportunities to reflect and ultimately leads to better decisions making. She also admits she is friendly but reserved which can be a weakness in some situations.

Ms. Lipscomb is very proud of becoming a City Manager and of her successes in Casselberry. She worked many years to achieve her goals. She is well educated, experienced in the management of local governments, and a credentialed manager with the ICMA. Casselberry was in the midst of difficult times when she was chosen as its City Manager. Its financial situation required considerable attention. Major downsizing was necessary in 2007 to alleviate financial pressures. She reviewed the operations of each department several times. This review provided her with the information she needed to be able to recommend the right choices. Overall, the staff was reduced by twenty percent. She realigned departments to foster better communication and work production, and she consolidated two departments. Service delivery did not decline in the long run, but rather was maintained at a relatively high level.

Casselberry had no reserve funds when she arrived. By cutting unnecessary expenditures, obtaining grants, and refinancing city loans, Ms. Lipscomb developed a reserve general fund of \$8 million. She also introduced new development concepts. Over many years, the City had acquired a reputation as a center for adult entertainment and as a result, developers showed little interest in Casselberry. Some progress had been made before her arrival but in locations where old clubs had been shut down, the buildings were by and large neglected and had become eye sores. Roads and sidewalks within and around those areas needed repair and beautification. She monitored the improvements in each area carefully to ensure the right developments were being completed. One area has been demolished and 225 new luxury apartments with retail space constructed. Not every area has developed the way she would like, but she has achieved major progress. Being Casselberry's City Manager was challenging but also very rewarding

Concerning failures during her career, Ms. Lipscomb regrets the times she hesitated when opportunities arose to become a City Manager. She was an Assistant City Manager for a long time. As a single parent she felt the need for job security and therefore delayed her attempts to move up. She now wishes she had been more aggressive and confident about pursuing this position earlier in her career.

When asked, Ms. Lipscomb indicated that she has terminated the employment of several people during her career. As mentioned above, the City staff in Casselberry had to be downsized. When addressing the affected employees she explained the necessity of downsizing due to the economic downturn. She offered severance packages and any assistance she could provide to help them through the transition. Otherwise, she always followed established procedures if she were required to terminate someone's employment as a result of ethical or moral mistakes. When necessary and appropriate she does not hesitate. For example, she quickly terminated the

Barbara Lipscomb

employment of staff whose actions jeopardized the health, safety and/or welfare of residents. She also quickly terminated the employment of anyone who exhibited dishonesty.

Ms. Lipscomb feels the challenges facing the next Hallandale Beach City Manager are:

- Dealing with the results of the economic downturn;
- Analyzing the organization to ensure resources are being used optimally;
- Building consensus with the elected body and the community about the direction the City wishes to take; and
- Economic development.

If selected as the next Hallandale Beach City Manager, she would spend her first six months:

- Understanding of the Commission's vision and developing a strategic plan to achieve that vision;
- Working with staff to meet the Commission's anticipated goals and accomplishments;
- Meeting with the Commission, community members, and staff to learn about the challenges and opportunities in Hallandale Beach;
- Getting to know all of the City's employees; and
- Becoming familiar with the labor unions, and troubleshooting any problems.

Ms. Lipscomb believes in being transparent with the media, at least to the extent that circumstances and Council expectations permit. She makes herself available to answer their questions. Since Casselberry was a city of 25,000 in the metropolitan Orlando area, the media did not pay a great deal of attention to events in the City. On the other hand, in Gainesville and Lakeland she had regular interactions with the media on major projects and financial matters.

In her leisure time, Ms. Lipscomb enjoys taking walks, watching movies, and visiting with friends. She participates in community activities and makes the most of what her community has to offer.

Words or phrases Ms. Lipscomb uses to describe herself:

- Friendly,
- Forthright,
- Ethical,
- Analytical,
- Hard working, and
- Caring.

Barbara Lipscomb

Most Recent Base Salary

\$144,000

Reason for Leaving her Most Recent Position:

Ms. Lipscomb's performance evaluations stated that she met or exceeded every expectation. However, newly elected officials expressed a desire for a different type of leadership. As a result, they mutually decided she would submit her resignation. The decision was political, not professional.

Interviewer's Impressions:

A strong, caring leader. Confident, competent, calm, and friendly. Very knowledgeable and well educated. Proactive, honest and organized. Follows the codes and regulations but is not rigid.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

Background Checks

**Background Check Summary for
BARBARA W. LIPSCOMB**

Criminal Records Checks:

Nationwide Criminal Records Search No Records Found

Criminal Records Checks:

County
 Seminole County, FL No Records Found
 Alachua County, FL No Records Found
 Polk County, FL No Records Found

State
 Florida No Records Found

Civil Records Checks:

County
 Seminole County, FL No Records Found
 Alachua County, FL No Records Found
 Polk County, FL No Records Found

Federal
 Florida No Records Found

Motor Vehicle

Florida October 2011 – Unlawful Speed
 Citation 045/25
 Disposition = Guilty, Monetary Fine,
 3 Points

Credit Very Good

Bankruptcy No Records Found

Education Confirmed

Employment Confirmed

Reference Notes

Reference Notes

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**Randy Newlon – Interim City Manager, Former Finance Director, Casselberry, FL
407-748-6444**

Mr. Newlon has known Ms. Lipscomb since 2008. He originally worked in the Finance Department. Ms. Lipscomb promoted him to the position of Finance Director. Mr. Newlon has been serving as the interim City Manager since Ms. Lipscomb left Casselberry. He has the very highest opinion of Ms. Lipscomb. She was his mentor, and he learned much from her.

Ms. Lipscomb is tirelessly and fully committed to her work. She arrived in Casselberry at a time when the City was experiencing a leadership void. She made many courageous decisions and took courageous actions. She was a true financial manager for the City and established new fiscal policies. She was visionary who saw the economic downturn coming before anyone else. She helped the City get through the recession and all its setbacks. She led all the departments to accomplish much despite the recession. Projects were finished using the resources on hand, when additional resources could not be procured. She oversaw many road and utility projects.

The City wanted to have a park behind the City Hall. The ambitious plans were shelved for many years prior to her arrival. Ms. Lipscomb revisited those plans and, using innovative thinking, put together funding from many different sources. Some aspects of the plan had to be scaled back, but the park has finally been developed and is a masterpiece.

Ms. Lipscomb worked very well with her elected officials and had a long tenure compared to most area managers. Occasionally friction developed between her and the elected officials, but she continued to perform at her best. When she started Ms. Lipscomb was a demanding manager who did not tolerate nonsense. As employees worked with her and she built a bond of trust, interactions became easier. They work very well together, and Ms. Lipscomb kept employees informed to the extent she deemed appropriate. She has an open door policy and provides feedback very quickly when asked.

Ms. Lipscomb had many public speaking engagements and was a member of several organizations. She was asked to speak at the funeral of a police lieutenant who had passed away suddenly from natural causes. The funeral attracted thousands of uniformed staff from all the surrounding counties as well as all the local staff. The congregation filled a very large church. Ms. Lipscomb delivered very poignant remarks in her address to the gathering.

To a certain extent Ms. Lipscomb is customer service oriented, but she is more driven by achieving levels of efficiency and cost saving. She minimizes the need for interactions with the public by providing excellent service. She insists that citizens be satisfied and their questions answered. She delivers customer service in the most cost effective way possible.

Ms. Lipscomb solved many problems in Casselberry such as balancing the budget, even with decreased revenues. She mediated inter-staff disputes and inter-departmental quarrels, and worked to resolve Commissioners' concerns. She is especially effective at resolving financial challenges.

Reference Notes

Barbara Lipscomb

Ms. Lipscomb hires good employees. Casselberry still has a good team in place. She recruited one director from outside the organization, but mostly developed her staff from within. Developing, training, and mentoring her existing staff lowered personnel costs for the City.

The only significant controversial situation occurred when a staff member made a mistake in how they approached the issue of annexation. Ms. Lipscomb did not create the controversy and did her best to resolve it. Mr. Newlon is not aware of anything embarrassing in her background.

Mr. Newlon would hire Ms. Lipscomb. She is a tremendous leader.

Words or phrases used to describe Ms. Lipscomb:

- Smart,
- Courageous,
- Industrious,
- Driven,
- Firm, and
- Often friendly.

Strengths: Focused and committed; energetic; visionary; and courageous.

Weaknesses: Sometimes she overthinks situations which can be frustrating for those who want to move forward. However, her delays are in the interest of quality control.

Dale Christensen – Community Activist, Casselberry, FL 407-733-4855

Mr. Christensen was born into a family which is very active in the community. His mother was the accountant for Hubbard/Casselberry in the 1960s and later became a Commissioner. His father was Mayor. He is well connected in the community although not personally involved in any civic or leadership organizations. He encourages and supports people who are prepared to be good stewards. Newly elected board members call to ask his advice on how the Board should be run. He has known Ms. Lipscomb since 2007. He does not consider her a friend, as they do not meet socially, but does respect her judgment, even when they do not agree. He does not respect the judgment of many people but has much regard for her talents and abilities.

Ms. Lipscomb is very professional. She has a good demeanor and is a competent manager. She has two traits which stand out. She is impeccably honest. Residents have complete faith and confidence in her. Whatever she states is on the up and up in every respect. She delivers good and bad news to people and does not sugarcoat situations. As a second trait, she is always on the job and has instilled a very good work ethic in the City. She broke down the good old boys club.

Managing Casselberry is a hard job, even on a good day, but Ms. Lipscomb always seemed to handle it well. She worked through many of the organization's problems at the height of the building boom and the economic collapse. Casselberry had artificially inflated property values and was dependent on this unreliable revenue stream. The period was terrible and problematic. She did a fantastic job for the City and deserves the high regard she earned.

Reference Notes

Barbara Lipscomb

Ms. Lipscomb is very professional when interacting with her elected officials. She always represents the Commission and their position appropriately. If the Commission decides to act differently than how she feels is best, she sets aside her personal feelings and supports their decisions. She has been much more committed and worked harder than previous City Managers.

Ms. Lipscomb always acts properly when dealing with the public. If the Chamber of Commerce holds a wine and cheese party, she represents management in a dignified manner and does not overindulge. She is very friendly and pleasant to residents who approach her. She cares about all constituents, but does not cater to individuals. Friends or powerful individuals in the community cannot call her up and expect special favors. When a resident raises a problem, she listens to the complaint, turns it over to the proper department head, then determines why the failure occurred.

Ms. Lipscomb resolved many controversial situations in Casselberry, but none were of her making. Nothing in her background is embarrassing. Mr. Christensen would not hesitate to hire Ms. Lipscomb. If it were up to him, she would still be the Manager of Casselberry. She is very competent, qualified, and a good City Manager.

Words or phrases used to describe Ms. Lipscomb:

- Hardworking,
- Dignified,
- Very honest,
- Good work ethic,
- Professional, and
- Appropriate.

Strengths: Very hard worker; works 24/7 and gives her all to the job.

Weaknesses: Ms. Lipscomb is not a politician and has not always paid attention to the politics of situations. She has endeavored to overcome this weakness and is better now.

Pegeen Hanrahan – Former Mayor, Gainesville, FL 352-377-7960

Ms. Hanrahan has known Ms. Lipscomb since 2004. Ms. Lipscomb was the Assistant City Manager while Ms. Hanrahan was Mayor. Ms. Hanrahan thinks the world of her. Ms. Lipscomb is extremely hardworking, very straightforward, and has a great track record.

Ms. Lipscomb is an excellent manager. She was the interim manager while the City was transitioning from one long term manager to a new long term manager. She cleaned up the organization, which can be difficult because some employees become complacent while working under long term managers. She is results oriented and very transparent. She details for you the real situation and does not put a cozy spin on problems. Her record of achievement is outstanding. She is extremely capable, very hardworking, and proactive. She hires great employees and encourages them to improve even more. She stands head and shoulders above any other direct report Ms. Hanrahan has worked with.

Reference Notes

Barbara Lipscomb

Ms. Lipscomb is extremely professional and treats everyone with an even hand. A few Commissioners in Gainesville were very critical of the management team. Ms. Lipscomb handled these criticisms quite professionally. She deals with such matters directly and does not become involved in personality issues or conflicts. No one ever questioned her integrity.

As Mayor, Ms. Hanrahan had more contact with Ms. Lipscomb than the other elected officials. She went out of her way to meet with each elected official at least once a week and communicate what was happening in the City. The City has a mix of university and rural communities, with a large minority population. She bridged the gap between different community groups very well.

Ms. Lipscomb is very customer service oriented. She focuses on making sure the organization delivers the services citizens want and expect. She is fiscally conservative and does not raise taxes. She finds ways to resolve financial difficulties within the constraints of the budget.

Ms. Lipscomb is an upstanding citizen who has not been involved in anything controversial, either professionally or privately. Ms. Hanrahan recommends Ms. Lipscomb without any hesitation and would definitely hire her. Ms. Lipscomb is an excellent City Manager.

Words or phrases used to describe Ms. Lipscomb:

- Straightforward,
- Hardworking,
- High integrity,
- Creative,
- Capable, and
- Diligent.

Strengths: Very analytical; reviews problems and comes up with a suite of options for the Commission to choose from; very forthright, straightforward, trustworthy, honest and hardworking.

Weaknesses: None identified.

Sandra Solomon - Commissioner, Casselberry, FL 407-575-9899

Ms. Solomon has known Ms. Lipscomb since 2007. Ms. Solomon was one of the Commissioners who voted to hire Ms. Lipscomb. She gave Ms. Lipscomb a great evaluation.

Ms. Lipscomb is a very hard worker and very dedicated to her job. They worked quite well together. Ms. Lipscomb is very upfront about everything situation in the City. She kept the Commission informed. Because she was President of the City Managers Association for two years she has many connections in the State of Florida. These connections allowed the Commissioners to gain information they might otherwise not have had and thus helped them reach better decisions.

Reference Notes

Barbara Lipscomb

Ms. Lipscomb is good with the public. Casselberry did not have a good customer service record before her arrival. Ms. Solomon is a property manager, and the people she relates to often comment on how much better the customer service is now. Before Ms. Lipscomb employees did not pay much attention to residents. She made sure everyone did their jobs. She is timely in completing her own assignments and responding to requests.

The City wanted to consolidate its fire departments. Ms. Lipscomb worked through many problems and issues during this process. She met with an adjacent city to discuss consolidation. They were not interested, even though such a move would have saved them money. Ms. Lipscomb then pursued consolidation with another adjacent city. She does not give up.

Ms. Lipscomb makes good decisions and can make quick decisions when needed. For larger and more complex issues she stays up all night thinking about options to find the best solution. The City had several hundred thousand dollars in a fund when she was hired. Ms. Lipscomb was visionary and pulled the City's money out of that fund during her first month of employment. Had the money remained in the fund, Casselberry would have lost most of that money during the economic downturn. She also obtained \$6 to \$7 million dollars' worth of grants, a venture not previously achieved in Casselberry. The City has accomplished much with the stimulus and grant money Ms. Lipscomb was able to acquire.

Not only does Ms. Lipscomb hire good employees, she also trains them well. When the interim manager addressed the first Council meeting after her departure, he declared that he was only able to accept the position because of the training he received from Ms. Lipscomb.

Ms. Solomon cannot recall any controversial situations regarding Ms. Lipscomb. She would certainly rehire Ms. Lipscomb in Casselberry, if she could. Ms. Lipscomb is an outstanding City Manager. Any city that hires her will be fortunate to have such an excellent manager.

Words or phrases used to describe Ms. Lipscomb:

- Hardworking,
- Forthright,
- Committed to her job,
- Gets the job done quickly,
- Innovative, and
- Customer service oriented.

Strengths: Hard worker; good financial stewardship: and moved the City forward.

Weaknesses: Some managers focus on socializing with residents rather than working. She concentrates on work but perhaps could spend more social time in the community.

Reference Notes

Barbara Lipscomb

Gow Fields – Former Commissioner, Lakeland, FL 863-559-6821

Mr. Fields has known Ms. Lipscomb since 1986, when she was hired in Lakeland. He regards her very highly. He was a community leader before being elected as a Commissioner. As a community leader he had a very positive experience and enjoyed working with her. Just after her departure, Mr. Fields became Mayor of Lakeland.

Ms. Lipscomb's job performance was excellent. She worked very well with her elected officials. When ideas are brought to her, she examines all the positive and negative aspects. She analyzes the details of any new ideas before they show up in the public spotlight.

They interacted very well and now continue to keep in touch via telephone. Sometime they meet at Florida League of Cities' conferences. The Commission was well informed by Ms. Lipscomb concerning her responsibilities. She was the Deputy Manager while the Manager handled the more important communications. If she wanted to choose one option but the Manager chose another, you would never know it. She fully supported the Manager and respected his decision.

The manager assigned public affairs to his senior assistant and Ms. Lipscomb. The assistant did not wish to interact with the public, so Ms. Lipscomb handled all public relations unless the Manager was specifically asked to attend. She conducted herself very well. She has a knack for understanding where people stand, especially those who feel underrepresented, feel like they are not being heard, or do not have powerful connections in the community.

Ms. Lipscomb is customer service oriented. She solved problems and makes good decisions. She hired only her direct reports in Casselberry, but hired well. She also made good choices when promoting personnel within the organization.

Mr. Fields noted that he had a chance to interact with the Mayor from Miami Gardens who regretted not hiring Ms. Lipscomb when the opportunity arose. He also spoke with the Mayor from Gainesville who regrets having let Ms. Lipscomb leave Gainesville. People in leadership positions hold very favorable opinions of her long after she departs their organizations.

The only controversies Ms. Lipscomb was involved in were political and had nothing to do with her personally. Mr. Fields would hire Ms. Lipscomb. She is an excellent City Manager.

Words or phrases used to describe Ms. Lipscomb:

- Intelligent,
- Good communicator,
- Determined,
- Team player,
- Good attitude, and
- Persistent.

Strengths: Very bright; develops creative solutions; and analytical.

Weaknesses: Occasionally demonstrates impatience; needs to work at masking that emotion.

Reference Notes

Barbara Lipscomb

Jon Miller – Commissioner, City of Casselberry, FL 407-262-7700 ext. 1133

Mr. Miller has known Ms. Lipscomb since 2007. Ms. Lipscomb has been a good manager. She has cut costs during fiscally conservative times. She reduced the workforce by twenty percent. She outsourced functions and restructured departments. She renegotiated the health care plan, thus saving money for the City. She obtained millions of dollars in grant money from both the State and Federal governments. She used this money to improve roads, create an attractive new park, and fund other redevelopment projects. She uses the resources she was provided with to make the budget work.

Ms. Lipscomb is a positive leader. She created a capital improvement plan for the future which no previous City Manager had done. She developed a long term strategy and has worked to institute it. She has good visioning skills. She instituted changes by moving the investments and assets supported by the City's pensions to ensure they would continue to be sound. Soon after she made these changes, those earlier investments collapsed. Many cities in the state were left scrambling to save their pensions. Ms. Lipscomb had the foresight to avoid this catastrophe.

Ms. Lipscomb's relationship with the elected officials is okay. They are harsh critics. She occasionally wears her emotions on her sleeve. Sometimes she has shaken her head or made grunting noises in response to what Commissioners have said. Recently the Mayor called a special meeting hoping to have Ms. Lipscomb resign her position. The Mayor was merely engaged in a political power play, and her procedures were unprofessional.

Ms. Lipscomb has grown in her position as City Manager. She understands the responsibilities of her role. She has different political beliefs than some Commissioners. Although she expresses her opinions, in the end she follows what the Commissioners decide.

Ms. Lipscomb is not an overly warm person in her associations with the public. She could foster better relationships with valuable members of the community.

Ms. Lipscomb has changed the image of Casselberry from that of an adult entertainment district to an art community. The completion of Lake Concord Park has significantly changed the City's image. This park had been in the planning stages for several years. When Ms. Lipscomb accepted the position she revisited the plans and brought the park to completion. Now the park hosts many jazz concerts and is an attraction for many residents.

Some Commissioners are critical of Ms. Lipscomb, but Mr. Miller would like her to remain as City Manager. She has been a tremendous asset, successfully accomplishing many big projects.

Words or phrases used to describe Ms. Lipscomb:

- Positive attitude,
- Outgoing,
- Creative,
- Imaginative,
- Personable, and
- Responsible.

Reference Notes Barbara Lipscomb

Strengths: People skills and leadership skills.

Weaknesses: Shows her emotions; can be passive about building public relationships.

Howard Wiggs – Commissioner, City of Lakeland, FL 863-834-6000

Mr. Wiggs has known Ms. Lipscomb since 1993 and worked with her from 1993 to 2004.

Ms. Lipscomb was a reliable resource for her elected officials. She provided them with good information from conclusive data. She understood that her position as an Assistant City Manager was to offer the Commission valid facts and figures so they could make good policy decisions. Occasionally she did not agree with the opinions of the Commission, but she made certain Commissioners understood all sides of an issue before taking a vote. They trusted that she would provide them with well thought out, well researched information.

Ms. Lipscomb is very bright, professional, and hardworking. She is very dedicated to her position and has a committed work ethic. She is open minded and willing to listen to different points of view. She keeps calm during difficult situations. If the Commission decided against her opinion she never lashed out or lost her temper. She understood political reasoning and would not protest.

Ms. Lipscomb is very blunt. To some this approach was refreshing, but others did not like her style of communications. She was straightforward and could be abrupt at times, but usually this occurred because she had done her research and was well informed.

The City of Lakeland had signed a previous contract with an electrical company. That contract was financially very detrimental to the City. The City lost \$90 million over seven years as a result, and the loss was a big drain on City finances. Ms. Lipscomb and the City Manager were compelled to create new ways of reducing costs, which required constant juggling. Ms. Lipscomb remained very composed. Her input was a key component in several economic development projects and efforts to recruit businesses to the area. She was creative and persistent in making a reduced budget work properly for the City.

Words or phrases used to describe Ms. Lipscomb:

- Professional,
- Hardworking,
- Dedicated,
- Open minded,
- Bright, and
- Principled.

Strengths: Work ethic; and supportive of the Commission.

Weaknesses: Straightforward to a fault.

Reference Notes

Barbara Lipscomb

Russ Blackburn – City Manager, City of Gainesville, FL 352-334-5010

Mr. Blackburn has known Ms. Lipscomb since 2005. She was his Assistant City Manager from 2006 to 2007.

Ms. Lipscomb is a competent public servant. She understands local issues. She is very objective and works well with people. She is thorough in her work and follows through with any task she is given. She is a good writer and speaker. She communicates well and keeps others informed. When necessary she listens well, and she is very organized.

The homeless population has presented challenges in Gainesville. Ms. Lipscomb devised a ten year plan to decrease the number of homeless people and address some of their issues. She broke down barriers between advocacy groups and the City, and proposed ideas such as alternate meal sites. The plans she instituted then continue to work well to this day.

Ms. Lipscomb has good insight. She sees where changes or improvements could be made and knows how to execute them. The receptionist in the front office area was supervised by the Clerk's office. The particular receptionist on staff was neither busy, nor doing a good job. Ms. Lipscomb fought to transfer jurisdiction to the City Manager's office. After the change was made she demanded higher expectations and more feedback on her work performance. This employee left soon afterward. Whenever Ms. Lipscomb spots a problem or observes the need for change she acts on it.

Ms. Lipscomb makes good decisions. She holds discussions with people to gain a better understanding of issues and stay informed. When she organizes a process into an outline she includes, involves, and approaches others to gain acceptance. She is a good consensus builder.

Ms. Lipscomb hired a very good Parks and Recreation director. She identifies good quality personnel to hire. She treats others with respect. She develops people. She encouraged her executive secretary to finish her G.E.D. and continue on to college. This secretary is still pursuing her Bachelor's degree. Ms. Lipscomb persuaded this person to pursue more than she originally thought herself was capable of achieving.

Ms. Lipscomb was a candidate for Gainesville's City Manager position before Mr. Blackburn was hired. Although many respected her and liked her, she was not chosen. However, she is a solid public professional and an experienced, strong manager. He was happy to see that she was offered the opportunity she needed for advancement in Casselberry.

Words or phrases used to describe Ms. Lipscomb:

- Competent
- Professional,
- Passionate,
- Objective,
- Organized, and
- Thorough.

Reference Notes Barbara Lipscomb

Strengths: Good public servant; understands local issues; and works well with people.

Weaknesses: None identified.

Eugene Strickland – Former City Manager, City of Lakeland, FL 863-683-8048

Mr. Strickland has known Ms. Lipscomb since 1986. She assisted him when he was City Manager, until he retired in 2000. He recruited her for the Assistant City Manager position.

Ms. Lipscomb is intelligent, energetic, and loyal. Many people respect her. She had no hidden agendas. She was involved in the community and fostered good relationships with the citizens.

Ms. Lipscomb listens well and resolves problems. She checks her resources and investigates the issues. She often resolved problems on her own but kept the City Manager informed of her actions. She met regularly with departments and staff. She worked alongside them to make herself knowledgeable about the inner workings of each department. She wanted an insider's view. Still, she never overstepped her bounds. Whenever a problem arose in a department she usually was already well aware of the issues and therefore better prepared to handle the situation.

Ms. Lipscomb was very engaging with her elected officials. She has a bubbly personality and is very open. She kept them well informed and current. They never complained about her work.

Ms. Lipscomb was a good team player. As one of two Assistant City Managers she frequently had to collaborate. She was in charge of operational items. She prepared the budget information and summaries. She willingly took on difficult assignments as they arose. She is dedicated to her job and willing to work long hours to accomplish what is needed. She remains objective and is very reliable.

Ms. Lipscomb is well suited for any City or County Manager position. She aspired to become a Manager while in Lakeland and prepared herself accordingly.

Words or phrases used to describe Ms. Lipscomb:

- Energetic,
- Objective,
- Willing to take on tough tasks,
- Involved in community,
- Reliable, and
- Has no hidden agenda.

Strengths: Listens well; good team player; and willing to work hard.

Weaknesses: None identified.

Reference Notes

Barbara Lipscomb

John Pavlis –Police Chief (Retired), City of Casselberry, FL 321-436-9100

Mr. Pavlis worked with Ms. Lipscomb from 2007 until 2008 when he retired from the Police Department. Mr. Pavlis and Ms. Lipscomb still interact as members of the Police Officers Pension Board.

Ms. Lipscomb has a good working relationship with her department directors. She holds weekly meetings with all of them together and also meets with each one individually. During such one-on-one meetings tasks, priorities, and issues are discussed in more detail. She provides input on their activities and invites their comments. She is a strong leader; she leads but also listens. She values other people's points of view.

Ms. Lipscomb began her work as City Manager at a very difficult time. Casselberry's budget was overstressed. She quickly took charge, examining the budget thoroughly. She quickly identified the actions which were needed. She reduced the staff by twenty percent. Such decisions were tough but necessary. She worked diligently to cut costs, working from both the long and short term plans she had developed. Having someone with long term vision taking the lead was a positive change for the City.

Ms. Lipscomb is very involved in each department of the City government. She keeps herself informed and up to speed on their issues. She is ready and willing to provide direction when necessary. She has good relationships with her staff. She attends staff social functions and, rather than simply make an appearance, she interacts with employees. Relationships are important to her, and she understands the role communications plays in establishing them.

Overall Ms. Lipscomb has a good relationship with her Commissioners. Some individual Commissioners can be problematic, but she does her best to meet their needs. She communicates with each one and listens to their perspectives. She works hard to please them. She helped the staff review agenda items for Commission meetings. She wanted presentations done correctly and for her employees not to be embarrassed in front of the Commissioners. She constructively criticized staff presentations so they could learn and grow. The staff had generally been very lazy, with a sloppy work ethic, before she arrived in Casselberry. She demanded better performance and provided good leadership for how to achieve this.

Ms. Lipscomb reviewed many projects which had been on the books for a long time in Casselberry. She revived many of the more useful projects. Intersections and roadways were repaired, and several beautification projects were completed. Lake Concord Park was the most predominant of these previously stalled projects.

Ms. Lipscomb is well educated and has good experience in public administration. She is a past President of the Florida City and County Managers Association. She is very involved in businesses in Florida and keeps current on views and trends statewide. She is a very good City Manager and will succeed wherever she goes.

Reference Notes Barbara Lipscomb

Words or phrases used to describe Ms. Lipscomb:

- Direct,
- Good work ethic,
- Respectful,
- Positive,
- Fair, and
- Good leader.

Strengths: People skills.

Weaknesses: None Identified.

George Brooks – Retired Employee Relations Director, Lakeland, FL 863-644-1864

Mr. Brooks has known Ms. Lipscomb since 1998. She hired him as the Employee Relations Director of Lakeland and was his direct supervisor.

Ms. Lipscomb is a detail oriented person. She is organized and up to date. She knew the City and its staff very well. She met frequently with the departments, and listened to their issues and concerns. She took those concerns back to the City Manager then they addressed any problems together. She was active in the community in an effort to foster good relationships. She attended meetings and activities to both socialize and take the pulse of the citizenry.

Ms. Lipscomb is very decisive. She makes tough decisions and makes them quickly. Through the open relationships she fosters, she stays well informed and is often aware of problems before they fully develop. She explores all sides of a situation before making her decisions. She supported the City Manager by offering counsel on how to move forward on issues. She presented balanced facts and information from various perspectives so that proper solutions could be identified. She was a good team player who followed her City Manager's directions.

Elected officials in Lakeland loved her. She worked well with them, meeting with them frequently. She brought important issues to their attention and followed through with clear recommendations and resolutions.

Ms. Lipscomb is a good leader. As a department director, Mr. Brooks found her very easy to work for. She encouraged all employees to continue pursuing their education. She became a Certified Public Manager and inspired others to reach for that as well. Ms. Lipscomb looked for new and better ways to make municipal processes function more smoothly. She supervised a pay study which had not been completed in fifteen years. She conducted her research using market studies to see where salaries were too high or too low; then she helped realign salaries and pay scales. She assisted in the writing of a whole new pay performance process.

Ms. Lipscomb is well qualified and educated, and will do any City or County Manager job well.

Reference Notes Barbara Lipscomb

Words or phrases used to describe Ms. Lipscomb:

- Easy to work with,
- Organized,
- Decisive,
- Took leadership seriously,
- Open, and
- Compassionate.

Strengths: Keeps herself informed; and attention to detail.

Weaknesses: None identified.

Anne Furr – Former Commissioner, City of Lakeland, FL 863-687-8910

Ms. Furr has known Ms. Lipscomb since 1989. She was a Commissioner until 2000. She later worked with Ms. Lipscomb in Ms. Furr's current position as the Director of the Downtown Development Authority.

Ms. Lipscomb was one of two Assistant City Managers in Lakeland. She acted as liaison to the Parks and Recreation, and Employee Relations departments. With her help these departments thrived. The City of Lakeland was known for its beautiful landscape and parks. Even during tough economic times Ms. Lipscomb made sure the Parks and Recreation department had the funding it needed to provide additional parks and beautification projects. She oversaw the improvement of safety and security within the parks as well.

When Ms. Lipscomb started in Lakeland she appeared to have a chip on her shoulder. As she continued her attitude began to soften because she grew to understand the City and opened up to its people. One year she participated in Lakeland Leadership with thirty other chosen personnel. This made her aware of the community leadership and how best to interact with them. She no longer makes snap decisions as she first did. She takes time to gather solid information so she can make informed decisions. She is good with numbers and people, and willing to take risks.

Ms. Lipscomb continues to learn and become educated in her field. She is a Certified Public Manager. She attends conferences and seminars to expand her knowledge and stay current with trends. She networks with the many people who attend these conferences and fosters longer term relationships with them.

When Ms. Lipscomb first became Assistant City Manager the City of Lakeland did not have many women in top administrative positions. She turned out to be an inspiring leader for other women. She was successful, bright, and ambitious. She knew how to take charge in a dignified manner. She did not offend or insult others. She was conscious of race, gender, and ethnicity but favored no particular group. She had good relationships with all sectors of the population, and people enjoyed being around her.

Reference Notes

Barbara Lipscomb

Ms. Lipscomb was a good sounding board for the Commissioners. They could rely on her for accurate information and to follow through on their requests. She knew where to find the information they needed. She shared trends which other cities were experiencing and shared options for implementing new strategies within Lakeland's operations. If Ms. Lipscomb did not agree with a decision or position, she voiced her concerns. She provided reasons for her opinions but always sustained the Commission's choice once it reached a decision.

Lakeland has a large homeless population. Ms. Lipscomb was given the task of improving their plight. She worked with three local ministries, local churches, and the Police Department to identify many activities which could improve the situations of homeless citizens. One approach was to purchase bus tickets for homeless persons so they could travel to be in touch with a responsible family member. She brought together the appropriate people and facilitated the project. There are still many homeless people in Lakeland, but they are well treated. They have received considerable assistance and have been provided many tools to help them improve their lives.

Ms. Lipscomb is a solid professional and a good candidate for any City or County Manager position.

Words or phrases used to describe Ms. Lipscomb:

- Bright,
- Responsible,
- Good with numbers,
- People person,
- Educated, and
- Likable.

Strengths: People skills.

Weaknesses: None Identified.

Jim Ruf –Former Chief of Police, City of Casselberry, FL 321-436-7986

Mr. Ruf has known Ms. Lipscomb since 2007. She promoted him to his former position as Chief of Police.

Ms. Lipscomb is a strong woman and makes the tough decisions. To cut costs, many people had to be laid off when she first started. The Police Department lost 25 positions. These choices were necessary but hard for her to implement as such a new City Manager. She remained calm during difficult times. She knows how to work with a challenging budget and choose the options needed for the City to save money. She gives reasons for her decisions and is able to gain the support of her staff.

Reference Notes

Barbara Lipscomb

Ms. Lipscomb listens to her staff. If they offer an alternative suggestion to a problem, she considers it. She is willing to change her opinion or direction. One example involved a police officer whom Ms. Lipscomb did not think of very highly. He made a bad first impression on her. However, Mr. Ruf had observed that he had great talent and capabilities. He reviewed the officer's skills with Ms. Lipscomb and noted his accomplishments. She began to see the good in this particular officer and willingly changed her perspective. Later she promoted him to Chief of Police after Mr. Ruf retired.

Ms. Lipscomb is articulate and effective when speaking, and works well with the public. She has a good sense of the issues. However, she could try to voice her opinions more powerfully when she addresses the Commission.

Ms. Lipscomb has pulled several projects out from planning limbo and brought them to completion. The biggest was Lake Concord Park. The park had been in planning stages for many years. She recognized the benefits of completing this new park. She discovered grants which were available to fund the endeavor. The park now brings art, culture, and jazz to the community. Free jazz festivals are regularly held there. Boardwalks, play grounds, and a water fountain provide recreational activities for community families, improving the quality of life in Casselberry. Amazingly the park also serves as a storm water conservation facility. She has been successful with so many new initiatives because she gathered the right people to guide the projects to completion. For the Lake Concord Park project she hired a former city engineer as the Parks and Recreation Director. Along with other City employees he developed a good formula for success.

Ms. Lipscomb is a good, strong, and well qualified candidate for any City or County Manager position.

Words or phrases used to describe Ms. Lipscomb:

- Well organized,
- Honest,
- Team player,
- Professional,
- Creative, and
- Competitive.

Strengths: Decision making skills.

Weaknesses: Does not express her opinions forcefully enough.

Compiled by: Lynelle Klein
Colin Baenziger & Associates

Internet Research

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

[**CB&A Note:** Casselberry, during the time Ms. Lipscomb was there, was known for having a very difficult City Commission to work for. That she was there for five years is a testimony to her abilities.]

Orlando Sentinel

January 24, 2012

**Casselberry fires City Manager Barbara Lipscomb
City wants successor who will focus on economic development**

By Martin E. Comas, Orlando Sentinel

Casselberry will start a search for a new city manager following a City Commission vote on Monday to fire **Barbara Lipscomb**.

City leaders said it was time for a new top manager at City Hall and are looking for someone who can lure shops and other businesses into Casselberry, especially along the U.S. Highway 17-92 corridor.

"Not to take anything away from Barbara. She's done a lot of good things for us," Commissioner Jon Miller said. "But I don't think she's the city manager that can take us to that next level."

Lipscomb, 60, was hired in December 2006 and was tasked with helping to revitalize the aging 17-92 strip. She earns \$144,200 annually plus benefits. She will remain Casselberry's city manager until the city attorney puts together a severance agreement, a process that could take several days.

After **Lipscomb**'s departure, city Finance Director Randy Newlon will serve as interim city manager.

"I'm looking for someone who can bring us economic development and someone who can help us work with the county," Commissioner Colleen Hufford said. "With Barbara, it reached a point where it was really time to look for someone who can take us into the next 5 to 10 years."

Orlando Sentinel
September 3, 2011

Scout wants to honor forgotten Casselberry cemetery's dead

By Eloísa Ruano González, Orlando Sentinel

At the corner of a busy Casselberry intersection, the graves of settlers, Native Americans and Seminole Wars soldiers are caught in urban sprawl, all but forgotten.

Few of the thousands of people who drive by every day know about the Concord Cemetery and the mystery of who's buried in the unmarked graves. Except for a handful of gravestones and a marker the city installed a few years ago, there's little to indicate that the land is a century-old burial site.

Marshall Polston, a Boy Scout from the Dr. Phillips area, is trying to change that. Ideally, he wants to find out more about who is interred in the 1-acre burial ground across the street from a Home Depot. But he at least would like to erect a monument. He is working on the project with the city and members of the Sons of Union Veterans of the Civil War, the Sons of Confederate Veterans and the United Daughters of the Confederacy.

"The best way to honor them and restore their dignity is to place a monument there," said Marshall, 15.

It's not his first cemetery venture. For his Eagle Scout project last year, he cleaned up an abandoned Dr. Phillips-area cemetery where Civil War veterans had been buried. Debris had been dumped on the site after the 2004 hurricanes.

Marshall, who favors cowboy hats and flannel shirts and hopes to one day join the Air Force, learned about the Concord Cemetery from one of the Daughters of the Confederacy. But he credits his grandfather Roger Swanson for sparking his interest in U.S. history and a career in the service. His grandfather often shares stories about serving in the Army Air Forces during World War II, said Marshall, who is in the Air Force ROTC program at Dr. Phillips High School.

He also hopes to add flagpoles and a brick path to raise the visibility of the Concord Cemetery at U.S. Highway 17-92 and Plumosa Avenue. He already has raised \$2,000 for the project, and he plans to enlist his Scout troop to help.

For months, the teen has been trying to unravel the mystery of who is in the cemetery, which borders Lake Ellen. He has filled a red binder with copies of historical records, old newspaper articles and notes he has taken after talking to local historians.

"It's very difficult to figure out who's who," he said.

City records show 50 to 60 graves, but few have been identified. One is Stephen J.L. Hooker, a Seminole Wars-era soldier buried there in 1904. Hooker, who also fought in the Civil War, was one of Casselberry's first settlers. Some of Hooker's descendants also are buried at the cemetery,

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

once used as a burial ground by the Native Americans who lived in the area from about A.D. 800 to 1565.

A blockhouse was built in 1849 on the shores of what is now Lake Concord, across the road from the cemetery, according to city records. Fort Concord protected settlers after the Seminole Wars broke out, and the state militia battled Seminole Indians off and on from the early 1800s until the late 1850s.

A church built on the property in 1885 maintained the cemetery, but a fire destroyed it and all the burial records. The last burial was in 1921, according to city records.

Vandals later destroyed many of the grave markers. It's thought that fishermen also ran off with the gravestones to use them as anchors.

It hasn't been easy for Marshall to get support for his project, especially in this economy. It has required persistence and frequent phone calls, said his mother, Nancy Polston.

But the Scout said that "the soldiers deserve respect," and he went before city commissioners this month to get their support.

"They're interested," City Manager **Barbara Lipscomb** said. "They directed staff to work with him."

The city doesn't own the cemetery even though it has maintained the property through the years. So before any monument can be built, **Lipscomb** said, the land trustees have to give permission. And therein lies a problem.

The property was last registered to Caroline Lewis and Eliza and Georgia Hartley, according to county records. Little is known about the women except that they died long ago, said Donna Bundy, who is on the board of directors for the Central Florida Society for Historical Preservation in Longwood. The land was granted to the women in 1907, Bundy said.

The city needs to find the heirs to the land and acquire a title — which could take a year, **Lipscomb** said.

City Commissioner Susan Doerner said she has wanted to bring back the cemetery to "a condition that's respectful for everyone buried there," and Marshall's project would do that.

"I'm going to make sure this goes forward," Doerner said. "This is something of value."

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Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.

January 25, 2011

Casselberry OKs almost \$1 million for restaurant project

By: Joseph Freeman

Casselberry city commissioners voted 3-2 Monday to invest almost \$1 million in a restaurant project on Lake Concord, with the aim of spurring economic growth.

Keith Keogh, the well-known chef behind the proposed Estados 11 restaurant, recently told commissioners that he didn't think the project was financially feasible. So the city's Community Redevelopment Agency sweetened the deal, proposing an outright investment of \$920,000 instead of a grant-and-loan combination of the same amount.

Keogh, who has never started a restaurant before, was traveling and did not attend the meeting. But City Manager **Barbara Lipscomb** told commissioners he had responded positively to the terms of the new proposal. For the project to move ahead, Keogh would have to secure other investors as well.

Mayor Charlene Glancy and Commissioners Colleen Hufford and Jon Miller voted for the plan. Commissioners Sandra Solomon and Susan Doerner voted no.

In 2005, Casselberry spent just over \$2 million on the 2-acre property wedged between U.S. Highway 17-92 and Lake Concord near the city's police department, and it razed a strip club on the site called Cabaret Internationale. In the years since, a number of proposals have been floated for the rundown property, but none have materialized.

Keogh has envisioned Estados 11 as the first restaurant in a chain. The menu would feature cuisines from Mexico, Cuba and Gulf states.

Residents who spoke at the meeting were largely in favor of the idea, with only a few voices arguing that Casselberry officials shouldn't gamble on a restaurant.

Commissioner Doerner joined the opposition.

"I don't mind small incentives, [but] a million dollars?" Doerner asked.

A restaurant, she said, "does not a city make."

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.
January 23, 2011

**Casselberry may spend almost \$1 million on restaurant project to stimulate growth
City Commission will consider proposal to invest in restaurant headed by Chef Keith
Keogh**

By Joseph Freeman

Casselberry officials are considering spending almost \$1 million to help develop a restaurant that they hope will kick-start economic growth. The move is an attempt to bring the chef who originally proposed the project, Keith Keogh, back to the bargaining table. Keogh told commissioners recently that he didn't think the project could work, in part because of the high cost of drainage work and other site preparation. The topic is up for discussion on Monday's City Commission agenda. After learning that the chef had reservations about the project, the city's Community Redevelopment Agency proposed an outright investment of \$920,000 in place of an earlier deal, which was a grant-and-loan combination of the same amount.

City Manager **Barbara Lipscomb** said that should the restaurant not pan out, the city would still own the land and could welcome other projects for the site, which is in a rundown section of U.S. Highway 17-92.

Keogh told the Orlando Sentinel that he had heard about the new offer but wants to wait and see what happens Monday before he makes any decisions. "It would really revitalize that area and make that property worth a lot more. I think that in the end, that's what everybody wants," he said. "I'm open to other proposals." The restaurant would be a professional departure for Keogh, a well-known chef who has worked at Orlando's theme parks and recently started his own online culinary school called Food University.

Casselberry bought the 2-acre property on Lake Concord near the city's police department in 2005 and knocked down a strip club called Cabaret Internationale. In the intervening years, a number of proposals for the property came and went, including a nursing school, a jazz café, a spa restaurant and a bike shop. Keogh envisioned the restaurant, called Estados 11, as the first in a chain, and commissioners authorized the city staff to work with him on the proposal. Focusing on cuisines from Mexico, Cuba and Gulf states, Estados 11 would fall "a little bit below a Bonefish and above a Red Lobster" in price, Keogh said.

Mayor Charlene Glancy is a big backer of the idea because of the potential growth it could spark. "It's a golden opportunity," she said. "We're not at risk. We won't spend a penny until he has his financial backing, until he is 100 percent ready to go. Right now, we're sitting on a piece of property that we can't sell because of the economy."

City officials have mostly supported the idea, but City Commissioner Susan Doerner has consistently opposed it. She said a city shouldn't put up money for a restaurant that may or may not succeed. "I have no problem with redevelopment, but you have to make sound business decisions. You don't give taxpayer's money away to really risky ventures."

Orlando Business Journal
September 20, 2010

Metroplan OKs \$23M for 11 new road projects

By Melanie Stawicki Azam

Central Florida will get to do 11 additional local road projects soon, thanks to \$23 million in surplus federal economic stimulus funding.

The excess money — originally awarded to Florida through the American Recovery and Reinvestment Act of 2009 — is part of \$340 million left over from earlier road and bridge projects statewide that were completed under budget.

“It’s been an incredible savings in road projects,” said Florida Department of Transportation spokesman Steve Olson.

As a result, Metroplan Orlando, the regional transportation planning agency for Orange, Osceola and Seminole counties, approved 11 local shovel-ready projects at its Sept. 8 meeting, adding them to the state’s five-year work program. The projects fall under the Florida transportation department’s FasTrack program, an expedited process for awarding surplus state stimulus funds to local district projects.

“One of the very few benefits of the economic slowdown is that bids on other road projects came in lower, which freed up dollars for these additional projects,” said Orange County Commissioner Bill Segal, who chairs the Metroplan Orlando board. “In many cases, they have been ready to go for some time. We couldn’t be happier to now have the construction dollars necessary to move forward.”

The local cities and counties awarded the money said they will bid out the projects within the next few weeks. Based on a widely used industry figure of 28 jobs created per \$1 million, the \$23 million could create up to 650 road construction jobs. Construction is expected to begin in the next 12 months.

The biggest of the 11 new projects include:

- \$5.7 million to widen to four lanes and realign Hoagland Boulevard from Fifth Street to U.S. 92 in Osceola County.

That will be bid out in November, said Jason Boulnois, Osceola County acting public works director and county engineer. Construction should begin in January and take about 18 months to complete. The project will widen the road from two to four lanes and straighten out some of its curves. “It goes by the Kissimmee airport,” said Boulnois. “It’s a potentially important corridor for economic development.”

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

- \$4 million for a pedestrian overpass for Cross Seminole Trail at Red Bug Lake Road and State Road 426 in Seminole County.

Seminole County expects to advertise this project in the next three to six weeks, said Antoine Khoury, assistant county engineer. Construction will start as early as the beginning of second-quarter 2011 and take about a year to complete. “It gives the trail users on the west side of State Road 426 a way to cross Red Bug Lake Road safely,” he said.

- \$2.5 million to resurface and reconstruct North Winter Park Drive from Red Bug Lake Road to Seventh Street in Casselberry.

The project may be bid out in the next 30 to 45 days, said Casselberry City Manager **Barbara Lipscomb**. “The road is in really bad shape.”

- \$2.3 million to resurface Pleasant Hill Road from U.S. 17-92 to Reedy Creek Bridge in Osceola County.
- \$2 million to resurface Canoe Creek Road from 1.7 miles south of Joe Overstreet Road to South Kenansville Road in Osceola County.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.
March 09, 2008

Casselberry chooses Century Retail to anchor new downtown

By Amy C. Rippel

A business, residential and entertainment complex that could change the face and future of Casselberry is one step closer to becoming a reality.

Since local leaders recently approved a new City Center developer, many hope the project could break ground early next year.

But city officials still have a lot of work to do. First, they must negotiate an agreement with the developer, Century Retail, for design and development.

Century Retail is the leasing arm of Century Realty Funds in Lakeland. Across Florida, the company has developed more than 30 retail centers, including Bear Lake Shoppes in the Wekiwa Springs area and Cambridge Oaks in Casselberry.

In the Atlanta area, the company is developing at least three sites similar in scope to the City Center project. Those sites include space for condominiums, offices and shopping, including grocery stores.

Century Retail development manager Braxton Bone said the biggest difference between the Atlanta projects and Casselberry's is that Casselberry is trying to shape a downtown around its project.

"It's very difficult," he said. "It's something that will be a learning process for everybody involved. But the correct people are in place. It will involve a lot of hard work and time."

Casselberry City Manager **Barbara Lipscomb** said city leaders are happy to see the project move forward, even though it is in its infancy.

"We believe this will build a tax base, improve the image of the city and have a significant impact for the residents of the city," she said.

The city envisions the project will become a venue for art, cultural and entertainment purposes. Situated near the municipal complex, the area includes commercial property, lakes and a golf course. Casselberry City Hall and the police station lie just north of the site.

City leaders have dreamed for years of re-creating Casselberry's identity with a new downtown, but they have had difficulty. The original developer, Unicorp National Developments, cited a cooling real-estate market when it dropped its plans in 2006.

Internet Research
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Note: This research will be presented in reverse chronological order

A Texas partnership then submitted the lone proposal when the city put out a second call, and Casselberry later decided to abandon the proposal and seek other ideas. This time, city leaders chose Century Retail over the Rey Group.

Bone hopes Century Retail will sign an agreement with Casselberry in the next two months. After that, Century Retail will come up with its own vision for the 15 acres on the east side of U.S. Highway 17-92 at Triplet Lake Drive.

City officials already have an idea of how they want the land developed, but Century Retail needs to make sure those ideas will work, Bone said.

"I don't think it will be dramatically different," he said. "We would make it a little more cohesive."

An artist's rendering that Casselberry commissioned for the City Center shows the project will include residential buildings, a large plaza for concerts with an interactive fountain, pedestrian walkways with water fountains and artworks.

The proposal also includes an amphitheater, park, restaurant space and sculpture gardens.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.
Feb 14, 2008

City manager to get pay raise

CASSELBERRY -- City Manager **Barbara Lipscomb** will receive a 3 percent raise after her first year on the job. That will bring her salary to \$144,200.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.
November 22, 2007

City manager leads association

CASSELBERRY -- The Florida City and County Management Association announced this week that **Barbara Lipscomb** was elected president and officially sworn in at the organization's annual business meeting in DeLand.

Lipscomb, Casselberry's city manager, will serve a one-year term as president.

Lipscomb said she wants to ensure that the organization remains a forum for innovation and problem-solving in local management.

Lipscomb has also worked in Gainesville and Lakeland.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.
Jul 19, 2007

Casselberry eyes 20% budget cut; New city manager proposes dropping 26 positions to save \$1 million

CASSELBERRY -- A dramatically smaller budget proposed for next fiscal year, which cuts spending by nearly 20 percent, was presented at a workshop this week.

The proposed spending plan, presented by new City Manager **Barbara Lipscomb**, slashes 26 full-time and two part-time positions, saving the city nearly \$1 million. But the cuts won't mean wholesale layoffs.

Lipscomb said the proposed \$45.2 million budget reflects a combination of reducing the city staff, and property tax reform imposed by the state Legislature.

Casselberry saw a loss of about \$972,000 in its general fund based on the Legislature's action. A large part of the city's general fund is taken up by personnel costs, so a job freeze and ultimately a staff reorganization was necessary, she said.

Three full-time positions now occupied by two police lieutenants and a parks-and-recreation superintendent, and one part-time recreation clerk would be eliminated under the plan. The rest would be cut from vacant positions, and the elimination of the city's animal-control and police-communications departments.

The city's animal-control services will be taken over by the county, which provides the service to six other cities. A dozen city police dispatchers will be hired by the Seminole County Sheriff's Office, which will take over Casselberry's police communications.

The City Commission accepted the recommended budget but won't take any final action on it until after two public hearings in September.

The proposed budget eliminates the Police Department's DARE program, which is designed to teach schoolchildren how to avoid illegal drug use. Casselberry will continue its school resource-officer program, which assigns officers to each school in the city.

The budget includes an increase in stormwater fees from the lowest rate in the county -- \$2.90 -- to the highest: \$7.05. The increase is needed to pay for planned drainage-control projects during the next 10 years, officials say. The fee could be reduced after five years.

An economic development coordinator position is included in the spending plan, and \$100,000 is set aside for a neighborhood improvement plan.

The budget also includes a 3 percent pay increase for non-union employees.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Orlando Sentinel - Orlando, Fla.
Dec 27, 2006

New city boss to bring energy; Casselberry's next manager -- if contract talks succeed -- is called a go-getter.

The woman picked as Casselberry's next city manager describes herself as "a bit of a workaholic" who likes to lead by "empowering the staff."

The Casselberry City Commission selected **Barbara Lipscomb** for the job last week. Contract negotiations are under way.

Lipscomb is now an assistant city manager in Gainesville, where Mayor Pegeen Hanrahan described her as "very, very sharp, very hardworking, creative. Has a real kind of 'get-it-done' attitude. Not your typical bureaucrat."

Casselberry officials hope **Lipscomb** can bring some stability to the city, where the political scene has been marked by bitter fighting and high turnover in the city manager position during the past two years.

If the contract negotiations succeed, **Lipscomb** will find something that has been missing the past few years -- a clear majority on the City Commission.

The commission had been split between two factions, resulting in many 3-2 votes. Now, the commission consists of Mayor Bob Goff and four commissioners who have been critical of him.

"There seems to be a group that's united right now," **Lipscomb** said.

Lipscomb, 55, has been assistant city manager in Gainesville for about three years and is president-elect of the Florida City and County Management Association. She previously worked for Lakeland for 18 years.

Lipscomb said her biggest accomplishments in Gainesville included economic development and redevelopment projects.

In Casselberry, **Lipscomb** will have to help revitalize the aging commercial strip along U.S. Highway 17-92 and move along the faltering City Center project.

Lipscomb said she is glad the commission has approved an economic-development director position. That's an important step, she said.

"Hopefully, we will get that position filled as quickly as possible and put together a program to look at some of the vacancies, as well as any other types of economic initiatives," she said.

Much of **Lipscomb**'s success in Gainesville came when she was interim city manager.

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Hanrahan said **Lipscomb** aggressively did what she thought was best for the city -- including tackling a longstanding issue that others had shied away from.

Gainesville had been paying for streetlights and fire hydrants in some areas outside the city, Hanrahan said.

Lipscomb "came in and made a firm proposal that we actually pay for that in a more equitable way in order to not put that burden on city residents," Hanrahan said.

The decision freed up millions of dollars for other projects, such as park improvements.

Despite her work, **Lipscomb** came in second when Gainesville selected a permanent city manager, with commissioners voting 4-3 in favor of another candidate, Hanrahan said.

The reason, the mayor said, was that, "because she was willing to take on some difficult issues, she did ruffle some feathers."

Hanrahan called **Lipscomb** "a super hard worker" who often would be at City Hall on Sunday afternoons.

"Just very, very dedicated," she said.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
August 27, 2006

Gainesville's Southwest Downtown Parking Garage

Author: *JEFF ADELSON*

When John Caputo and Connie Derway decided to move to Gainesville last year, they thought the city-owned Southwest Downtown Parking Garage would be an ideal location for a deli.

But 11 months after signing a lease with the city, Caputo and Derway said their plans have been thrown into disarray by construction, electrical and plumbing problems and a lack of assistance from city staff. Months of delays and repairs have burned through most of the \$300,000 the couple had saved to invest in the Grapevine Deli and an ice cream parlor next door, they said.

While the deli opened earlier this month, Caputo, Derway and others involved in the process said the couple's struggle to get to this point shows serious issues with the way the city built and managed the garage and exposes an attitude of indifference from staff.

The deli's problems compound issues already facing the \$7.9 million garage, which is often empty and has racked up a \$140,600 deficit in the two years it's been open, according to Gainesville's Finance Department. The garage is losing an average of about \$5,600 a month. City officials had previously counted on revenue from the leased spaces to help bring the finances back in line.

Gainesville Transportation Manager Brian Kanely, who oversees the garage, said it could be years before the facility is in the black, but noted that the finance department's figures may include about \$10,000 spent on another city parking lot.

"We were told, 'When it comes to the city you're going to have problems,'" Caputo said. "But this is worse than any other place we've lived in."

The problems cover a range of areas, according to the owners. None of the retail spaces in the parking garage were designed with bathrooms, which health codes require for businesses, requiring Caputo and Derway to pay to have the facilities built in the deli.

The fire sprinkler system for the building was installed improperly, requiring significant plumbing work to bring the store up to city codes.

Much of the store's electrical system is wired primarily for institutional purposes and is incompatible with regular commercial equipment. There was also no main shutoff for electrical power to the store and no way to hook up a generator so that food could stay refrigerated in the event of a power outage.

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Note: This research will be presented in reverse chronological order

Problems with the air conditioning in both spaces prevented them from being cooled to the level required by the health department. Air conditioning problems have kept them from opening the ice cream parlor.

It took weeks for city employees to respond to complaints Caputo and Derway described as minor, such as getting access to electrical and plumbing cabinets or installing mailboxes in the garage for the rented spaces.

City officials declined to comment specifically on Caputo and Derway's complaints about the space. But Gainesville City Manager Russ Blackburn said the issues with the garage are under review and acknowledged that the city may not have handled the situation as well as it could have.

"I see a lot of room for improvement," Blackburn said. "Part of that is that we are not in this business very often of interfacing with a tenant, so we are reviewing those issues."

Handling questioned

The problems with the garage's retail spaces involve several city departments and the Community Redevelopment Agency, which was brought in as a liaison about six months ago to manage the situation.

And some current and former Gainesville employees and city officials are questioning how the city has allowed the situation to drag on for so long and why city staff did not better respond to the issues.

"Managing the parking garage is very different than anything the city or the (Community Redevelopment Agency) has done before," said Karen Slevin, who was manager of the redevelopment agency before leaving to become executive director of Catholic Charities in Gainesville earlier this year.

"I think it's a mess. You can't ask people to do what they're not really trained to do," she said. Slevin, current redevelopment agency employees and Caputo and Derway's current general contractor all confirmed aspects of the couple's complaints. Sham Sundar, the redevelopment agency's liaison on the project, said employees in the city's general government were often unhelpful when he or one of the owners approached them with issues, such as getting permission to fix problems or installing equipment.

"It was a new endeavor for the city so there should be some leeway, but the time that it took to get some of the issues resolved was entirely too long," Sundar said.

While Grapevine has had issues, officials say they have not had similar issues with Paul Brophy, the owner of the Shamrock bar, who has leased the third retail space and plans to open an Irish pub called Dubliners. Brophy could not be reached for comment.

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Note: This research will be presented in reverse chronological order

Blackburn assigned Assistant City Manager **Barbara Lipscomb** to head a team of employees looking into what still needs to be done on the retail spaces.

"This is just coming up to us, this litany of complaints and concerns and that is frustrating," **Lipscomb** said. "I don't know if people had been involved earlier if some of these things could have been resolved or not. I don't know. I wasn't involved."

Caputo and Derway are demanding Gainesville provide rental credit for \$43,000 spent on installing a bathroom in the facility, which the city agreed to pay for in the lease. In addition, they have asked that their lease be extended by a year to compensate for the time spent getting the deli approved and opened.

The couple is also considering legal action against the city.

Lipscomb said addressing how much the city should reimburse and what needs to be done to move forward is her focus, not sorting out what issues may have happened previously.

"I'm only dealing with this issue," she said. "I don't think anybody needs to be faulted and blamed at all at this point."

At one point, the owners needed a letter from the city to prove to regulating agencies that water was going to be supplied to the space. But the city's Facilities Management Department dragged the process out so long that Slevin said she ended up just writing the letter herself.

"Of course they're going to get their water from the city," Slevin said. "It's a city garage." Blackburn said a group of city employees is reviewing what the city's responsibility is in the situation and determining how much reimbursement the couple will receive.

"We were very pleased to get a tenant, but I'm not entirely sure that we were as clear as we should have been about what were his responsibilities," Blackburn said. "I'm also not sure we were as clear as to what our responsibilities were."

But others were more critical of the city's handling of the situation.

Gainesville City Commissioner Ed Braddy said the city is at fault for the situation, both as a property owner and the entity responsible for the regulatory processes faced by the business.

"In this case, we are the owner as well as the process," Braddy said. "We're breaking down on both of those fronts."

The garage's problems likely stem from a lack of expertise by city staff, Slevin said.

"I don't know that we got the best support or direction in what these retail spaces should have because what would a city government know about building a retail space?" Slevin said. "We're not in the retail space business."

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Note: This research will be presented in reverse chronological order

Elusive parking profits

In addition to the leasing issues, the garage has yet to turn a profit on its main function: parking. While busy on weekend nights, only about 348 cars a month have parked there during daytime hours since October, according to the Public Works Department.

The city charges \$1 an hour for daytime parking in the garage, with a \$6 maximum day-time fee. After 9 p.m., a \$5 flat fee is charged.

"Eighty-five or 90 percent of our revenue is coming strictly off the bar crowd three nights a week," said Kanely, who manages the garage for the city.

The garage's 850 spaces were designed to be able to accommodate future development, and the facility might not cover its operating costs until 2009, when the Gainesville Greens condo tower opens on a city parking lot next door, Kanely said. The city is now negotiating with the condo's developers to lease spaces in the garage for residents' parking.

But Slevin and Braddy said it may be time to turn the day-to-day operation of the garage to a private firm, which might be able to better handle the facility.

"We need more garages in other places, but we have to get a better handle on how garages operate before we even consider another one," Slevin said.

But Kanely said the problems are not based on the garage's management, but its size and the development of the downtown.

"In my opinion, we're doing a good job of managing the garage," Kanely said. "I think any operator would have the same issues we're having and still have the same bottom line."

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
April 16, 2006

**City moves to 'coordinate' its message
Some fear Gainesville policy will limit public debate**

Author: *JEFF ADELSON*

Gainesville city employees should ensure their public statements are in line with official policies before answering questions about issues facing the city, according to unwritten rules laid out by top officials. It's a move that city officials said could help them better communicate and inform the public, but some worry it could limit public debate.

Over the past year, the city has placed greater emphasis on encouraging employees to work with City Manager Russ Blackburn and the Marketing and Communications Department to ensure the city has a "coordinated" response to questions about city policies and activities.

"We want to make sure we have all the oars pulling in the same direction," said city Public Information Officer Bob Woods, who heads the city's Communications and Marketing Department.

The move toward a more unified message within general city government is accompanied by incidents that suggest some members of the City Commission are concerned about public comments made by its charter officers, who run each of the six major divisions of city government.

The most recent and high profile example of this concern surrounds the resignation last month of Gainesville Regional Utilities General Manager Mike Kurtz. Some city commissioners pointed to Kurtz's advocacy, in speeches to business and community groups, for a 220-megawatt coal-fired power plant to meet the area's future energy needs as one reason they supported a proposal that gave him a year's severance pay, about \$166,000, in exchange for his resignation.

"It's certainly within the duties of a charter officer to propose and recommend courses of action to the City Commission and to support those to the City Commission in the context of direct discussions in the context of a meeting or one-on-one discussions," Commissioner Craig Lowe said. "However it would not be the right thing for a charter officer to essentially conduct a campaign or act as a spokesperson for a particular policy that the commission has not adopted."

Recent concern over comments by city employees also followed a story in The Sun quoting Dom Nozzi, a senior city planner, on transportation issues.

During a speech in Palatka earlier this year, Nozzi argued that alternative modes of transportation were more effective at combating congestion than building new roads. Nozzi, who is not involved in Gainesville's transportation planning, stated that the opinions he gave were his own, and not the views of the city.

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Note: This research will be presented in reverse chronological order

But Mayor Pegeen Hanrahan said the story could lead readers to think Nozzi was speaking for the city.

"That really created a little bit of an overcorrection with respect to who's authorized to speak on different issues and what is the message we're trying to get across," said Hanrahan, who has noted that she considers it part of a department head's responsibilities to respond to media requests about their area of expertise.

Blackburn refers to the current communications model as "cooperative," and said city employees are encouraged to check in with top communications or administrative officials before commenting on policy issues. The unwritten policy does not mean employees are prohibited from talking to the media or - as is the case in some organizations - that only a single official can comment on city issues, he said.

Having communications staff work with employees can also help ensure that they are communicating effectively and clearly so the public can understand policies and issues, Blackburn said.

"I think if you look around, many communities have PIOs (public information officers)," Blackburn said. "The sheriff's office has a PIO, the county has PIOs. The whole idea is to ensure that we're thinking about our message and providing it in a manner that's succinct, that's clear and to ensure that (the media does) have access to the policy discussions and the issues."

The move toward developing a stronger, city-wide message has its roots in the creation of the communications department two years ago, after a delegation of residents and officials returned from a fact-finding trip to Norfolk, Va., and New Haven, Conn. One of the messages the delegation said they took from the experience was the need for the city to do a better job of marketing itself.

Since its inception, the department has grown to include the city's broadcast division and other responsibilities and operates with a \$400,000 budget.

Employee effect

Both Alachua County and Tallahassee, a comparable city to Gainesville, have communications offices. They also have what officials refer to as open communications policies in which officials are encouraged to comment on issues involving their departments. As with Gainesville, both these governments encourage employees to contact their communications offices if they are contacted by the media to let them know a story might be in the works, but do not encourage them to do so before speaking with the media.

In Gainesville, the extent of the policy's effect on employees is unclear. Many department heads and other employees will take questions from the media without apparently contacting communications staff, something that Woods said was acceptable under the policy.

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Note: This research will be presented in reverse chronological order

The purpose of Gainesville's policy is to ensure employees commenting on an issue understand how they fit into the city's overall vision, Blackburn said. "We're open to others speaking, but we do want to make sure they have the full picture and they have the information they need," Blackburn said.

'Chilling '?

But though the policy may not be designed to prevent city employees from speaking, such regulations can have a "chilling effect" on employees, said Sandra Chance, director of the Breechner Center for Freedom of Information at the University of Florida. This may discourage them from speaking freely for fear of retribution, Chance said.

This can impact officials whose comments would be in line with city policies as well as those with legitimate disagreements with the direction the city is heading and "whistle-blowers" who may fear pointing out issues of waste or situations where the government is not serving the best interests of its citizens, she said.

"Sometimes policies created with the best of intentions end up creating a very difficult situation," Chance said. With charter officers, who report to seven commissioners who are often divided on the issues, it can be more difficult to determine when and how to make public comments on issues.

Some commissioners said Kurtz's advocacy was not outside the bounds of his office. Commissioner Ed Braddy characterized Kurtz's presentations as "informational" and said the utility head would not have been doing his job had he not tried to provide information to groups about the plan. But Braddy has also been critical of advocacy by charter officers.

Manager's advocacy

Last year, then-interim City Manager **Barbara Lipscomb** was rebuked by Braddy after presenting and advocating a plan, known as the Southeast Gainesville Renaissance Initiative, that she developed without official direction but with the tacit support of a majority of commissioners.

In her presentation of the plan, which envisions building mixed-income owner occupied housing on the site of the Kennedy Homes low-income apartment complex, **Lipscomb** promoted the policy during commission debate on the topic.

This, Braddy said, was overstepping her boundaries because she tried to sway votes even after commissioners had moved to vote on the topic. Blackburn said the relationship between staff experts and elected officials is built into the city's governing structure.

"The commission may direct (staff) to explain alternatives to the public and that's certainly the commission's prerogative," Blackburn said. "But the whole concept (of) our form of government

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Note: This research will be presented in reverse chronological order

is that the elected officials, who don't have to be experts, represent the public and make the policy decisions."

City Commissioner Jack Donovan, who agreed that Kurtz overstepped his boundaries in the power plant debate, said it was perhaps time that the city look into making more clear policies to delineate how charter officers should promote policies that have not been approved by the commission.

"I sure think the commissioners ought to communicate clearly to the charter officers how they feel about public discussion of policy," Donovan said.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
August 10, 2005

City official to retire amid overcharges

Author: *JEFF ADELSON*

The head of a city of Gainesville department criticized for not sharing information about overcharges by the city's insurance brokerage firm will retire next month, according to an e-mail from the interim city manager Tuesday.

Administrative Services Director Glenda Currie told interim City Manager **Barbara Lipscomb** Sunday evening that she would be leaving city government, **Lipscomb** wrote in an e-mail to city commissioners. City policies require 30 days notice before retirement, but this time will be taken up with a combination of vacation and administrative and personal leave, **Lipscomb** wrote.

The announcement comes in the midst of city inquiries into why Currie and two of her subordinates did not inform commissioners or the interim city manager about a repayment by Arthur J. Gallagher and Co., a Chicago-based brokerage, for \$1.3 million in overcharges over 14 years. It was unclear Tuesday whether Currie, who has been a city employee for 23 years, made her decision based on the investigation.

Staff learned about the overcharges when company representatives presented them with a check in late June, but did not tell commissioners about them during heated debate over whether to renew the company's contract at two subsequent meetings. Since the incident, some commissioners have raised the issue of whether trust exists between the commission and its staff.

Lipscomb has previously said she learned about the overcharges only after asking Currie about a similar situation in Lakeland after a new contract with Gallagher had already been signed.

Currie did not respond to requests for comment Tuesday, and she has made no statements to the news media since the overcharges were revealed two weeks ago.

In an e-mail to commissioners after they were told about Gallagher, Currie said she thought it was in the best interest of the city to keep the company under contract until the city's insurance coverage could be placed and city staff could ensure all the money owed had been repaid. Coverage through Gallagher was necessary to protect the city through the hurricane season and ensure city access to the company's files, she wrote.

"There was, and is, only a desire to ensure that our insurance coverage is bound timely and that the city gets the best recovery possible," Currie wrote.

Reasons unknown

Though rarely in the spotlight, Currie's department is responsible for many crucial city functions including the city's budget, finances, human resources and insurance.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

As its head, Currie manages more than 130 employees and a budget of more than \$30.1 million. Several staff members in Currie's department were unable Tuesday to provide insight into the exact reasons for Currie's retirement. **Lipscomb**, Currie's direct supervisor, did not respond to several requests for comment Tuesday and did not answer questions about Currie's status following a Monday night City Commission meeting.

Interim Public Information Officer Bob Woods said Currie told **Lipscomb** that personal reasons, such as having a daughter about to leave for college, played a role in her decision.

"That's one of the factors, beyond that I wouldn't want to speculate," Woods said.

Though City Commissioner Jack Donovan said Tuesday that he felt Currie used poor judgment in her decision not to provide information to the commission, he described her departure as "a real loss to the city."

"I wish the timing were a little different because we'd have the time to clear it up," he said. However, the issues surrounding Gallagher may play into larger questions of the relationship between the commission and city staff.

Donovan said it would be appropriate to raise questions about whether the decision not to reveal information about Gallagher could have been caused by staff not trusting the City Commission's response.

"Should the City Commission do a check on whether this kind of thing could happen again because of some question of trustworthiness?" Donovan asked. "I think it will."

City staff have described Currie's record before the Gallagher incident as that of an exemplary and fastidious employee. Through financing and bonding recommendations, Currie may have saved the city millions of dollars, said city Human Resources Director Tom Motes.

Lipscomb appointed city Finance Director Mark Benton, who worked under Currie, to replace her in an interim capacity Monday.

Benton was one of the two other city staff members who initially knew about Gallagher's reimbursement.

Benton declined to comment on the situation.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
August 4, 2005

Gainesville commission picks new city manager

Author: *JEFF ADELSON*

The Gainesville City Commission Wednesday selected Russ Blackburn, the former Martin County administrator, as the top pick to be its next city manager.

The decision, which received unanimous support from the commission, came after statements by commissioners and a pair of votes that revealed a commission split among three of the four finalists.

Initially, Blackburn received support from Commissioners Ed Braddy, Rick Bryant and Jack Donovan; interim City Manager **Barbara Lipscomb** received support from Mayor Pegeen Hanrahan and Commissioner Chuck Chestnut; and Michael Wright, Tallahassee's assistant city manager for development and transportation, received support from Commissioners Craig Lowe and Warren Nielsen.

After four commissioners supported Blackburn on the second set of ballots, the entire body voted to begin contract negotiations with him to show support for his selection.

"My challenge as leader of this organization will be to bring it to the next level," Blackburn said after the commission vote.

Blackburn, 52, resigned after eight years as Martin County's administrator in May, reportedly under pressure from members of his County Commission. Since then, he has been working as a consultant.

Mayor Pegeen Hanrahan will meet with Blackburn, possibly within the next week, to negotiate a contract. The commission set a salary range of \$135,000 to \$170,000. Blackburn said he could be ready to start within 30 days.

In a separate vote, the commission selected **Lipscomb** as its second choice for the position, should Hanrahan and Blackburn be unable to reach an agreement.

Gainesville has been without a permanent chief administrator since Wayne Bowers, who held the position for more than nine years, left in October to take a job as city manager in Greenville, N.C. Since then, **Lipscomb**, who served as his assistant city manager, has filled the role in an interim capacity.

In Gainesville's council-manager form of government, elected representatives on the commission set city policies. A hired manager is responsible for carrying out the commission's directives and overseeing the day-to-day functions of general government.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

After the commission meeting, Blackburn said his first priority would be to receive an update from staff on progress made by city staff on goals and objectives set by the commission in the past year. A more long-range priority would be to improve the structure of the city's government, he said.

"My goal would be to help (Gainesville) be one of the best performing mid-sized cities in the nation," Blackburn said.

In advocating for Blackburn, commissioners referred to his experience, his focus on building a strong internal organization for the city and emphasis on performance, value and customer service in government.

"The comment I heard that really gripped me was the 'culture of performance,'" said Commissioner Ed Braddy, referring to a response given by Blackburn during an interview by the commission. "It's so vital that everyone in an organization has buy-in, from the top-level management to the lowest employee."

Before the commission's balloting, commissioners praised each of the three candidates that ended up receiving votes from the commission.

Commissioner Chuck Chestnut also made a brief appeal to restart the manager search to find a more qualified and diverse pool of applicants, echoing statements from a memo he sent to commissioners earlier this week. Chestnut's suggestion did not find support among the other commissioners.

Absent from Wednesday's meeting was discussion of the city's ongoing investigation into more than \$1.3 million in overcharges by its insurance brokerage. City staff did not tell commissioners or **Lipscomb** about the overcharges, which occurred over 14 years, during recent discussions over whether to award the company a new contract.

Most commissioners have said recently that that issue did not play a significant role in their decision-making process.

In explaining their desire for an outsider, rather than **Lipscomb**, several commissioners referred to the need for "an infusion of new blood" into Gainesville's government.

"After a period of time there seems to be a kind of stasis that gets applied. People get used to their positions and the way they've done things," Commissioner Warren Nielsen said. Though he initially voted for Wright, Nielsen said before the vote that he and Blackburn were essentially tied in his opinion.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
August 2, 2005

Gainesville's housing rehab program receives \$120,500

Author: *JEFF ADELSON*

Gainesville's housing division received a shot in the arm Monday, when city commissioners directed about \$120,500 in federal funds to its housing rehabilitation program.

The money, earmarked by the commission during its distribution of a federal Community Development Block Grant, or CDBG, and HOME funds for the coming year, will help relieve the program's four-year waiting list, commissioners said.

"The thing we like about the city's housing division is if we have a problem with the way it's being run we can give our own staff a hard time," Mayor Pegeen Hanrahan said after a representative of the Central Florida Community Housing Agency suggested it could also use more money for rehabilitation projects. That agency will receive \$146,500 in federal money from the city next year for rehabilitation and other projects.

Gainesville received about \$2.5 million from both federal funds this year, with about \$1.6 million going to city departments and administrative costs. The rest was distributed to specific projects and outside agencies involved in social programs and redevelopment projects.

The money used for the city's rehabilitation program was originally destined for the Dignity Project, which had intended to use it for construction of ramps and homes for the disabled. But the program withdrew its request last week, likely because it seemed to be too large a project for it to effectively manage, said Jim Hencin, Gainesville's Block Grant Manager.

Representatives from the Dignity Project could not be reached for comment Monday night. Closely following recommendations from interim City Manager **Barbara Lipscomb**, the city provided money to 20 programs in Gainesville dealing with issues such as poverty, homelessness, elder care and domestic violence.

The city also will reserve \$50,000 of the federal money for facilities or improvements that may be recommended by the committees involved in the countywide summit to end homelessness in 10 years. More than \$238,000 will go to infrastructure improvements in targeted areas and about \$28,500 will go to city recreational programs and improvements.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
July 27, 2005

City's refund exceeds a million

Author: *JEFF ADELSON*

During the past 14 years, Gainesville's insurance broker has kept about \$1.3 million in refunds that were supposed to go to the city and Gainesville Regional Utilities, according to city officials.

City staff were informed of the problem in June, when Arthur J. Gallagher and Co., an international insurance broker based in Illinois, gave the city a check for about \$1.3 million, interim City Manager **Barbara Lipscomb** said after Monday night's City Commission meeting.

But city staff did not bring the issue up to commissioners or to **Lipscomb** when an extension to the company's contract was debated by city commissioners earlier this month, prompting **Lipscomb** and some commissioners to voice concerns about the way the situation was handled.

"I'm really infuriated at how this whole process has gone on," Commissioner Ed Braddy said Tuesday. "It does everything to reinforce the cynicism that many people have about government."

Gainesville city staff have been assigned to inspect Gallagher's files and report back on the causes and extent of the problem, which could exceed the amount offered by the company, **Lipscomb** said. The money returned to Gainesville includes overcharges on insurance for the city government, GRU, Ironwood Golf Course and Gainesville Regional Airport.

"We don't know if this was a case of negligence or fraud and we may never know," **Lipscomb** said. **Lipscomb** and other city staff said she found out about the problem Friday evening.

Alachua County, which also uses Gallagher, received a \$117,000 payment from the company at around the same time as Gainesville, county spokesman Mark Sexton said Tuesday. The company had overcharged the county in the same way as it did Gainesville.

City finance and risk management staff are auditing Gallagher's files to determine whether the company owes Gainesville any additional money and will contact the State Attorney's Office and state insurance regulators to gather more information, **Lipscomb** said. Officials are also discussing whether to exercise an "escape clause" to end the city's contract with the firm, she said.

Representatives of Gallagher did not return calls for comment Tuesday. Gallagher is the world's fourth largest insurance brokerage firm and has been the city's insurance broker since 1987.

Insurance finder

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Under the contracts the company has with Gainesville and Alachua County, the company is allowed to keep a 7.5 percent commission on all insurance it places for the city. As a brokerage, Gallagher is hired by the city to find appropriate insurance policies and consult on insurance issues for the city's property, casualty and workers' compensation programs.

Most insurance carriers offer larger commissions to brokerages, but Gainesville requires anything in excess of the contractual limit to be paid back to the city in order to discourage the broker from looking for high-commission contracts, said Steve Varvel, director of the city's Risk Management Department.

But for at least 14 years, Gallagher has not been repaying the extra money, which appears to have gone to the company's accounts, Varvel said. Gainesville finance and risk management officials didn't discover this until it was brought to their attention by the company, because they did not request invoices from insurance carriers, he said.

It is unclear whether the company's actions were deliberate, accidental or the work of a particular employee for the company, Varvel said.

In May, an Illinois investigation into claims that Gallagher steered clients toward particular insurance companies in exchange for millions of dollars in "contingent commissions" ended when the company agreed to pay back \$27 million to clients, prohibit the practice in the future and make other reforms. The issues in the Illinois investigation were not directly related to the problems with Gainesville's account, Varvel said.

City commissioners questioned the settlement during review of the contract at recent commission meetings, but were told it didn't apply to Gainesville by staff and Gallagher representatives.

Staff conduct

Since **Lipscomb** began informing city commissioners about the issue Monday night, the attention of some city officials has focused on the conduct of city staff as well as Gallagher.

A committee of city staff recommended in late May that the City Commission renew Gallagher's contract rather than hire a rival firm that had bid on the job, Varvel said.

Gallagher representatives approached the city's Risk Management Department in late June after reviewing its records and discovering the overcharges, Gainesville Finance Director Mark Benton said Tuesday.

But city commissioners were not informed of the company's problems when they debated which firm to contract with at meetings after the reimbursement was made. During the debates at meetings in late June and early July commissioners, led by Braddy and Commissioner Rick Bryant, questioned staff's judgment in choosing Gallagher over another brokerage firm, Brown and Brown, even though the latter offered a lower rate for its services.

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BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

City staff defended their recommendation, arguing that Brown and Brown did not have the necessary experience for the contract, particularly with regard to utility issues.

On July 11, the commission decided to renew its contract with Gallagher for one year. An unsuccessful move to award the contract to Brown and Brown was supported by Braddy, Bryant and Commissioner Chuck Chestnut.

The three staff members who originally knew about Gallagher's \$1.3 million check to the city - Varvel, Benton and City Administrative Director Glenda Curry - did not bring it up because it was seen as unrelated to the formal broker selection process and was still being investigated, Varvel said. "This was an issue we hadn't fully investigated or reviewed," he said. "We didn't know the extent of it or if the time periods were right."

But Mayor Pegeen Hanrahan said the commission should have had information that was available when making its decision. "I think we're all in agreement that we would have wanted to have that information," Hanrahan said.

The fact that staff made that decision, rather than elected representatives, cast doubt on other recommendations they could make, Braddy said.

Lipscomb said she did not agree with how her staff handled the situation. "I don't feel it was the appropriate response," **Lipscomb** said. "I felt like I should have been informed about all of the background and if I was informed I would have made sure the commission was informed."

'Best coverage'

In a Tuesday e-mail to commissioners, Curry wrote that staff did not alert commissioners to the issues with Gallagher because they were taking steps to ensure insurance coverage and determine exactly what happened to the \$1.3 million. After that, the city could exercise the termination clause of the contract, she wrote.

"I would like to suggest that you try to avoid falling prey to those who would suggest that there is some major conspiracy here," wrote Curry, who was on vacation this week. "There is not. There was, and is, only a desire to ensure that our insurance coverage is bound timely and that the City gets the best recovery possible."

The situation could have been caused by good intentions, Hanrahan said. "Frankly, I think it's questionable that that was really her call to make," Hanrahan said. "But if that really was the primary concern that she had - I don't think it was right, but I guess I can maybe understand the thought process behind it."

Others were less forgiving. Braddy responded to Curry's e-mail: "Frankly, Glenda, this is unacceptable. We will have a serious conversation about this when you return."

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

The Gainesville Sun
May 30, 2005

Dueling schedules:

A dispute over annexation boundaries between the city of Alachua and Gainesville evolved into a comparison of the schedules of the two city's managers last week.

Earlier this month, Alachua City Manager Clovis Watson requested a brief meeting with Gainesville Interim City Manager **Barbara Lipscomb** to discuss a piece of land claimed by both cities in a countywide boundary-setting process.

When Watson was told **Lipscomb** would be unable to meet, he wrote a letter to Alachua's mayor and other officials complaining about the "unavailability of **Ms. Lipscomb**."

Lipscomb responded with a letter of her own, explaining her schedule. "I am typically in my office at or prior to 7:30 a.m. and usually until 7:00 p.m. - 8:00 p.m., and beyond if there are scheduled meetings to attend," **Lipscomb** wrote. Watson replied that he was pleased "to find that you are at your job sometimes until 7 or 8 in the evening. That is an early night for me."

State leadership:

Gainesville Interim City Manager **Barbara Lipscomb** was honored earlier this month with a position that extends beyond Alachua County.

Lipscomb was elected secretary-treasurer of the Florida City and County Management Association during a statewide meeting in Tampa, she explained in a letter to the City Commission. The position is the third highest position in the professional organization for city and county administrators throughout Florida.

She could not be reached for comment on the appointment, but wrote to commissioners last week: "I am humbled that the members of the FCCMA Nominating Committee selected me for a leadership role and I am very excited about the upcoming year."

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
February 4, 2005

City asks county to sign off on annexation of Kanapaha Officials to meet to discuss idea

Author: *CINDY SWIRKO*

Kanapaha Botanical Gardens off of Archer Road has resurfaced as the subject of a Gainesville annexation attempt with an exchange of letters between top officials for the city and Alachua County.

Interim City Manager **Barbara Lipscomb** wrote to County Manager Randy Reid asking that the county sign off on a voluntary annexation within 60 days.

Reid this week wrote in reply that a host of issues have not been addressed or "even remotely resolved."

If the area is eventually annexed, it will provide a link to other unincorporated land that could be brought under city governance.

Staff members for the city and county plan to discuss the matter, said Karen Snyder of Gainesville's Office of Management and Budget.

"We are going to set up a meeting with the county to negotiate a potential annexation," Snyder said. "We're just happy with the fact that the county is willing to sit down and talk with us about it, that it's not a flat out 'no.'"

The Kanapaha matter has arisen at the same time that annexation is once again becoming a hot topic.

Residents of the Tower Road corridor near Kanapaha are exploring alternative forms of government such as annexation or incorporation as their own city.

Meanwhile, some city commissioners said recently the city ought to be more aggressive with annexations.

The annexation of Kanapaha has been floating around since the late 1990s. In 2001, the Alachua County Commission outlined issues that needed to be addressed.

They included the county's continued ownership of the gardens after annexation, extension of Gainesville Regional Utilities services, a timetable for annexation of surrounding areas and ensuring they are in compliance with county annexation policies.

Meanwhile, GRU in 2001 developed an agreement with Kanapaha Director Don Goodman for voluntary annexation if certain conditions are met.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Lipscomb wrote to Reid that the terms of the GRU/Goodman agreement had been reached and that the majority of issues with the county have been addressed.

The county maintains the GRU/Goodman agreement is not legal because Goodman has no authority to negotiate an annexation. Reid also said the county and city have not reached agreement on the other matters.

"The county is concerned about piecemeal annexation and the lack of an agreement of how annexations will be handled in terms of service delivery and fiscal impacts," Reid said. "The agreement with Don Goodman is not legal and that is well-documented with the city. I give Interim Manager **Lipscomb** the benefit of the doubt, but the fact is we cannot have documents circulated that are not complete. The county will discuss with the city an annexation policy on transition of property."

Lipscomb said Monday she had learned from city staff about the past annexation negotiations and decided to try to get some action on the matter.

"I'm new here. Everybody is talking about this annexation stuff. I was under the impression there was an agreement related to annexation," she said. "If there were things out there that are under annexation agreements, let's just bring them in. There are not many in that position. I didn't think it would be that big of a deal. I'm not looking to take county property or hurt the county."

County land must be adjoining city land to be considered for annexation. The gardens cover 62 acres not including Lake Kanapaha. The city's Split Rock Park is north of the site. That provides the link, Snyder said.

Gainesville would also like to annex nearby county land that houses a GRU wastewater facility. Two adjacent private parcels may also be targeted for annexation, Snyder said.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

WCJB TV 20 News
11/10/2004

"Mean" Streets

Author: *David Snyder*

Many people in Gainesville take pride in being thought of as a city that takes care of its people.

But there are now stinging accusations that Gainesville is one of the meanest cities in America to people who are homeless.

A new report released by the National Coalition for the Homeless said Gainesville is the fifth-meanest city in the country to homeless people. It singled out a crackdown on panhandling and the closing down of a homeless camp in Southeast Gainesville last June.

Many city leaders say the ranking itself is mean. Gainesville wasn't even mentioned in last year's homeless report.

Interim City Manager **Barbara Lipscomb** said, "It won't be solved overnight, it wasn't created overnight. And I think the problem has a multiplicity of issues: there's mental health problems, drug and substance abuse problems, there are people who pretty much can't work and function in society."

City leaders say they are working on a ten year plan to eliminate the problem of homelessness in Gainesville.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Gainesville Sun, The (FL)
October 20, 2004

Communications office created by interim manager

Author: *JEFF ADELSON*

In one of her first moves as Gainesville's interim city manager, **Barbara Lipscomb** set in motion Tuesday a series of organizational changes within city government.

The changes are designed to ease the interim period following the resignation of City Manager Wayne Bowers, who left his position Friday to take over as city manager of Greenville, N.C., **Lipscomb** said.

She was chosen to lead the city during the search for a permanent city manager. **Lipscomb** has expressed interest in being considered for the permanent position.

In the reorganization's most significant change, **Lipscomb** created a Marketing and Communications Office to aid the city in communicating with employees and local news media.

Bob Woods, who had served as Gainesville Fire Rescue's public information officer since this summer, will be the acting director of the department.

Woods' experience as a broadcast technician and journalist made him well-suited for the job, **Lipscomb** said.

Along with communications staff shifted from other city departments, Woods will be responsible, among other things, for developing a complaint tracking system, assisting in community relations and opening up possibilities for the city to work with other agencies on marketing campaigns.

Teresa Scott, the city's director of public works, will take over as interim assistant city manager. Scott will continue to serve as head of public works and will oversee the building and facilities maintenance and recreations and parks divisions.

"I wanted to keep responsibility for public works because that was my first love," Scott said. "I'm looking forward to getting to work with (**Lipscomb**) and accomplishing what we can the next six to nine months."

The other divisions normally reporting to the assistant city manager will be divided between Economic Development Director Erik Bredfeldt and Community Development Director Tom Saunders.

The reassignments are subject to change to better use city resources, **Lipscomb** said. In addition, if someone else is chosen as the permanent city manager, he or she will be able to change the configuration to suit their needs, she said.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

The Lakeland Leger
September 24, 2004

Lipscomb Hired in Gainesville - Former Lakeland official will be interim city manager.

Author: *JEFF ADELSON*

Gainesville city commissioners appointed former Lakeland official **Barbara Lipscomb** as the city's interim city manager at a special meeting Wednesday.

Lipscomb, 52, who was an assistant city manager in Lakeland before moving to Gainesville, will take on City Manager Wayne Bowers' responsibilities after he leaves his position Oct. 15 to take over as city manager of Greenville, N.C.

Bowers said at the meeting that he was confident in **Lipscomb's** abilities and hired her as a second in command because he believed she could perform his duties if necessary. "I hired someone who could step in," Bowers said. "Who knows what could happen to the city manager?" Commissioners also expressed confidence in **Lipscomb** and appointed her with a unanimous vote.

Lipscomb has served as Gainesville's assistant city manager since February. The assistant city manager reports to the city manager and directly oversees a half-dozen city departments, including recreation and parks, economic development and legislative affairs and grants.

Lipscomb left Lakeland for the Gainesville job last year after turning down a city manager's job in the newly created city of Miami Gardens.

Although commissioners discussed whether it would be better to seek different candidates for the interim and permanent positions, they did not bar **Lipscomb** from applying for the job. She said she currently planned to apply when the time came. "Frankly, I may feel differently six months from now," she joked.

The next several months will be made easier for **Lipscomb** because most of the city's department heads are experienced and are expected to stay with the city for the foreseeable future, Bowers said. Gainesville Fire Rescue Chief Richard Williams, who has worked with the department for 29 years, is the only high-ranking city official expected to leave in the near future.

Working with experienced city employees will free **Lipscomb** to focus on larger city issues and fulfill the commission's requests, Bowers said. Gainesville Police Officer Jeff McAdams, who also serves as head of the union chapter that represents GPD employees, said he was concerned with **Lipscomb's** lack of experience in labor relations.

"If a person has never dealt with labor relations it makes a labor union president nervous," said McAdams, who is also running for a seat on the Alachua County Commission. **Lipscomb** pointed out that she has a certificate in labor relations, but admitted that she does not have a "wealth of experience" in the area.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

The Miami Herald
December 7, 2003

MANAGER CHOICE SAYS NO TO CITY

Author: *TRENTON DANIEL, tdaniel@herald.com*

Miami Gardens, which is struggling with a \$4.3 million debt to the county, suffered a setback when Lakeland's Deputy City Manager **Barbara Lipscomb** decided not to accept an offer to become the municipality's first full-time manager.

"I regret that I cannot accept the position at this time," **Lipscomb** wrote in an undated letter to Mayor Shirley Gibson that was received Wednesday. "This has been a very difficult decision for me. . . . The community requires immediate attention and I am not able to respond as quickly as needed."

Lipscomb's letter gave no explanation for her decision. She did not return calls from The Herald Thursday and Friday seeking comment.

Lipscomb, who was named city manager on Gibson's recommendation, has 17 years of experience as a city official. Gibson said **Lipscomb's** tenacious nature and innovative ways suited her well for the Miami Gardens job.

Gibson picked her from a list of five finalists and she was approved in a 6-1 vote at a City Council meeting Nov. 19.

Miami Gardens, which became the county's third-largest city behind Miami and Hialeah after incorporating six months ago, immediately became the largest predominantly black city in Florida. But the city has started out with multimillion-dollar debt.

It was unclear Friday what Gibson's next move would be to hire a manager. Cynthia Curry, who served as Miami Gardens' interim city manager until Nov. 28, said the mayor would move quickly to fill the position, pulling from the list of four other finalists.

"The city is in a very vulnerable position, so I think the mayor would move quickly," said Curry, who is a former assistant county manager. "My guess would be that she would go back to that pool. Those candidates have been exposed to the council members."

The other applicants include Frank Spence, former Miami Springs city manager; Russell Benford, village administrator of Hawthorne Woods, Ill.; Danny Crew, former city manager of Gastonia, N.C.; and Lisa Gordon, assistant city manager of Austin, Texas.

Lipscomb's decision provided more ammunition to critics of Miami Gardens' incorporation. They have already cited the financial deficit as a reason for the city to return to county jurisdiction.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

“When I was told [about **Lipscomb**], I thought she made a smart move,” said Wilbur Coleman, a community activist who is spearheading a campaign to dissolve Miami Gardens. “With her coming to terms with the politics of the area, [she realized] it would have been a very short job opportunity.”

Coleman, who helped thwart a previous attempt to incorporate the smaller Destiny, said a low turnout for the incorporation vote earlier this year reflected discontent with creating a city. About half of the city's more than 100,000 residents are registered voters, but only 7 percent voted in May's poll to weigh incorporation.

Coleman held an anti-incorporation rally on Nov. 20 at the Carol City police station, where he drew more than 300 people. He has also asked area residents to push for a referendum early next year during the Florida primary.

Coleman wants the City Council to place the question on the ballot or face a petition drive to force the issue.

Wednesday, Coleman sent a written request to William Green, the transition coordinator who is acting manager, calling for the dissolution issue to be put on the agenda. Green said in an interview Friday he would “respond in a couple days.”

“As far as placing that on the ballot, that sponsorship has to come from a council member,” Green said.

Gibson has already said it will not happen.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

The Lakeland Ledger
October 24, 2003

Sizzling in the Boardroom Assistant city manager cooks at work, but don't ask her to make coffee

Author: *Eric Pera*

Occupation: Assistant city manager of Lakeland

Education: Bachelor's degree in geography, University of Georgia; master's degree in regional planning, University of North Carolina at Chapel Hill.

Hometown: Atlanta, but born in Birmingham, Ala.

Personal: Single and looking; daughter, Courtney, 22.

What inspires her: "The Creator."

Proudest accomplishment: "My daughter."

One thing people don't know about her: She has a chocolate fetish.

Motto: "Do unto others as you would have others do unto you."

She shares the city's No. 2 seat in management, earning \$91,100 a year. In public she's composed, sometimes to the point of detachment.

Friends and co-workers say she's smart, saucy, competent. Yet there's a side to **Barbara Lipscomb** that doesn't quite measure up to her persona.

This shy, unassuming administrator from the Deep South who survived colon cancer and is just now recuperating from broken ribs and other injuries sustained in a September auto accident is, bluntly speaking, a catastrophe in the kitchen.

"I can't even make coffee," **Lipscomb**, 51, says, laughing the kind of laugh reserved for women who can get away with such a revelation.

But what about instant? "I could probably finagle that."

Chances are, if she put her mind to it, this savvy, single mom raised in Selma, Ala., where the civil rights movement took flight, could create a heck of a cup of cappuccino.

It's just not on her agenda.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

For the moment, **Lipscomb** is focused on her career. Her goal is to become a city manager, something she now knows isn't going to happen anytime soon as long as she stays in Lakeland.

She didn't make the list of top applicants vying to replace Lakeland City Manager Roger Haar, who is retiring at the end of the year. Haar's replacement is expected to be announced some time in November.

Lipscomb had high hopes of becoming Lakeland's first black city manager, although her name never was mentioned in the back halls of city government as a leading contender. Undaunted, **Lipscomb** hopes to someday sit in the city manager's chair. If not Lakeland, somewhere. "I'd like to fulfill that career dream." As one of Lakeland's two assistant city managers, **Lipscomb** has seniority over Tony Delgado, 42, the city's other assistant city manager. A 17-year city employee, she's been in her job three years.

Lakeland has never had a female city manager, nor a black. In fact, other than **Lipscomb**, only two of the city's 42 top management positions are held by blacks --George Brooks, employee relations director, and Rosetta Lue, customer service director.

At least one observer of city government thinks **Lipscomb** has what it takes to go to the next level. "When I left (the City Commission in 1996), she was highly qualified. She's a learner, she's constantly learning ... she's very intelligent," says former Lakeland Mayor Frank O'Reilly, now a member of the Polk County School Board. "Her tendency is to listen, get all the facts together and put them in order, which is a great gift."

Even in her current capacity, **Lipscomb** has a vision for the city, which includes a greater emphasis on developing high-wage jobs in fields like technology. "I would like to see Lakeland continue to develop in terms of quality of life, and economically."

In Lakeland's black community, a prevailing sentiment exists that the only thing standing between **Lipscomb** and the city's top office is her skin color. Her godmother, Dorothy Robinson, 76, of Lakeland, says she doesn't think Polk County is ready for a black city manager. "I know she's qualified, but getting the job is another thing. I'm proud she's stayed this long and gotten this far."

Next to her job, and key lime pie, **Lipscomb**'s great passion is family, especially her daughter, Courtney, a graduate student at Florida A&M University, and her mother, Kathleen, of Atlanta.

Despite her bookish exterior, **Lipscomb**'s idea of fun is weekend jaunts to jazz clubs in Tampa and Orlando and shopping for clothes and shoes.

Pals poke fun at her shortcomings in the kitchen (they say her idea of a meal is going to Publix to buy a rotisserie chicken), but commend her for her work ethic, a trait they say is exhibited even during vacations. Says Doretha Brooks, wife of George Brooks, Lakeland's employee relations director: "We can do some shopping together, but she's always so serious. Wherever you go you can bet **Barbara**'s going to have two briefcases and her laptop."

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Ledger, The (Lakeland, FL)
June 14, 2002

FIREFIGHTER COULD FACE FIRING

Author: *JOHN CHAMBLISS*

LAKELAND -- A Lakeland firefighter charged Tuesday in connection with a domestic dispute for the second time in eight months could be fired for driving a firetruck with a suspended license, a city official said.

Glen Boyington, 32, was charged with aggravated stalking, trespassing and harassing phone calls. He was in the Polk County Jail without bail Thursday night.

Deputy Chief Gary Ballard said department officials were unaware that Boyington's driver license was suspended in April for unpaid tickets until he was arrested Tuesday night. Boyington was supposed to notify his supervisor of the suspended license, Ballard said. "We wouldn't have known that until something like this shows up," Ballard said, speaking of the arrest. "We would have to run a check on every single employee to find out."

Assistant City Manager **Barbara Lipscomb** agreed, saying that officials would have found out about the suspended license only if Boyington had properly notified his supervisor. Fire Department officials have not spoken with Boyington since the incident, but city and fire officials plan to meet with him when he is released.

Both Ballard and **Lipscomb** said Boyington could lose his job.

Lipscomb estimated that Boyington drove a fire truck with a suspended license as a replacement driver on two 12-hour shifts. The Tuesday arrest at his ex-girlfriend's home in Lakeland was a result of several stalking incidents, Lakeland police reported.

In late May, Boyington followed his ex-girlfriend from Tampa to Lakeland. When she stopped at a gas station, Boyington grabbed her cell phone and glasses and threw the items across the parking lot. On June 3, Boyington drove to his ex-girlfriend's house and told her he would "release a wrath on her" with his 9mm handgun, police reported.

On Tuesday, Boyington called her 50 times and broke into her home, police reported. Records show Boyington has additional arrests. Boyington was prohibited from driving a firetruck after a DUI arrest in October. Officials reinstated his driving privileges after the State Attorney's Office dropped the DUI charges in January.

In October, he was charged with written threats to kill, making harassing phone calls and violating an injunction of protection. He is scheduled to appear in Polk County Court on July 2 on those charges.

Fire Chief Mike Mohler was out of town and unavailable for comment.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

The Tampa Tribune
November 11, 2000

Lakeland top brass getting new look

Author: *STEVE NEWBORN*

LAKELAND - Several new faces will take over at the city's helm during the upcoming weeks. A changing of the guard is changing the face of Lakeland's top city officials.

No longer is the city's top job resting on the broad shoulders of Gene Strickland, who retired last week after 15 years as city manager. Monday, his longtime deputy Roger Haar sat in Strickland's familiar seat on the left side of the city commission dais.

Soon to start their jobs are a new head of Lakeland Electric and Water, the downtown development authority, two city commissioners and a new head of the city's planning department.

And Haar will have two right-hand men - make that persons - to help share the burden of running the city.

Strickland's longtime assistant **Barbara Lipscomb** moves up several rungs on the ladder to an assistant city manager. Joining her will be Tony Delgado, who for the past four years has been assistant director for The Lakeland Center.

"I'll miss that industry," Delgado said of his past in the entertainment business, "but I see this as a great challenge and a great industry to be in."

Haar said of the 11 people interviewed for the job, Delgado stood out as the most enthusiastic and people-friendly. It's part of his move to keep the lines of communication open between city hall and city residents.

"I was as surprised as anybody," Delgado said of his selection. "As Roger told me, we're trying to make the city more customer friendly."

The Chicago native will be paid \$75,000. **Lipscomb**, who has been Strickland's assistant since 1986, will be paid \$83,000. Her salary reflects her longer experience. Haar, who has been with the city since 1974, will be paid \$115,000 a year.

The trio at the city's helm are also a reflection of the city's diversity. Delgado becomes the city's highest-ever ranking Hispanic staffer; **Lipscomb** holds that title for black staff members.

Haar said he made no conscious effort to hire minorities and simply hired the best people for the job.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

"**Barbara** was the incumbent and Tony was doing a good job," he said. "[Race] did not influence my decision."

Lipscomb will oversee the city's parks and recreation department, The Lakeland Center, fire department, central services, risk management, employee relations and internal audit departments.

Delgado will oversee public works, community development, water utilities, the city airport and finance department.

They are not the only changes in the city administration. Other key posts that will soon be filled include:

New city commissioners Seth McKeel and Jim Verplanck will soon take over the seats now held by Don Gifford and Anne Furr. They will be sworn in in January.

Furr will take over as head of the Lakeland Downtown Development Authority. She replaces Jim Edwards, who resigned earlier this year to take a similar post in Hollywood, Fla.

Jim Studiale will replace Verplanck as head of the city's Community Development department. Studiale has been assistant manager of the department for years.

Keith Hulbert, who manages the Orlando area for Florida Power Corp., has been named the new director of Lakeland Electric and Water. He will replace the retiring Bob Siegel.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

Ledger, The (Lakeland, FL)
June 24, 1999

PROPERTY TAXES WILL STAY SAME

Author: *BILL RUFTY*

LAKELAND -- Lakeland residents probably will pay more on their sewer bills and more for burial plots in the city-owned cemetery after the new fiscal year begins Oct. 1, but property tax rates will remain the same as the past nine years, city officials said.

While some of the budget items may change as the final touches are added, the overall total will remain at \$316,753,793 -- the estimated revenues for the new fiscal year. That is a 7 percent increase over the 1998-1999 city budget.

For almost two months, City Manager Gene Strickland, Assistant City Manager Roger Haar and Assistant to the City Manager **Barbara Lipscomb** have met with department heads, listening to their requests and checking the available money.

They then met with Finance Director Jerry Reynolds while he and his staff began to put the new budget together. This week, Strickland is meeting with each city commissioner separately to explain the new budget. Some changes are still in the works.

The new budget will be released to commissioners and the public at the July 6 City Commission meeting. Workshops will be held between July 7 and July 21.

Public hearings will be held Sept. 7 and Sept. 20, with commissioners voting on the new budget at the last meeting. Both meetings will start at 5:01 p.m.

"Usually after the workshops there are some minor changes and we go back and revise those portions of the budget," Reynolds said.

About two-thirds of the budget is the city-owned utilities, especially Lakeland Electric, the city-owned electrical generating plant that has become a gold mine for other city services. Profits often subsidize the general operating budget.

Reynolds estimated that when finalized, the general operating budget will increase slightly more than 2 percent from last year's \$51.2 million. That budget includes the City Commission, city manager and staff, legal office, civil service, Community Development Department, Finance Department, police and fire departments, Public Works, Central Services and the Parks and Recreation Department.

The property tax rate will remain the same tax rate -- \$2.994 1/2 for every \$1,000 of value to a property, after the residential homestead exemption is subtracted. But the city still may wind up collecting more in taxes if the assessed value increases.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

For example, on a \$75,000 home with the standard \$25,000 homestead exemption, the city's tax rate would yield \$149.75. But in the new year, if the value of the home increases to \$80,000, the same tax rate will yield \$164.73 in city property taxes.

Reynolds said the city won't know how much additional tax the same rate will yield until the Polk County Property Appraiser's Office submits the new tax roll for Lakeland on July 1.

Two other sources of revenue for the city are expected to increase this year.

The administrative staff will propose that the price of cemetery lots in the city-owned Oak Hill Cemetery on Bartow Road southeast of the city increase by 25 percent. Rates would go from \$350 per adult plot for residents and \$450 for nonresidents to \$450 and \$550, respectively.

"The cemetery division has been operating at a deficit for the last three years," Reynolds said. "This will add \$50,000 more a year and make the operation self-sufficient."

To keep the waste-water treatment division self-sufficient, the city administration is recommending a 6 percent increase in sewer rates beginning Oct. 1. The maximum residential rate would go from \$26.70 a month to \$28.30 a month.

New expenses being discussed for the new budget include a net addition of 39 employees at a cost of \$1.4 million. Sixteen of the employees would be for Lakeland Electric, four for Community Development to help with neighborhood improvement, three for the fire department, five for parks and recreation, three for public works and 11 for The Lakeland Center.

The Lakeland Police Department will lose two administrative positions and the Waste Water Treatment Department will lose a position. The city currently has 1,954 full-time employees.

A 2 percent across-the-board increase for all veteran city employees, costing \$1.6 million, has been proposed, along with merit raises of up to 2 percent for some employees, costing \$996,000. Another \$227,000 has been recommended for pay increases because of job classification changes and promotions after Oct. 1.

Internet Research
BARBARA W. LIPSCOMB

Note: This research will be presented in reverse chronological order

The Tampa Tribune
September 3, 1998

Officer cleared in spray case

Author: *CANDACE J. SAMOLINSKI*

LAKELAND - A Lakeland police officer didn't use excessive force when he pepper-sprayed a 90-pound woman, according to a city report released Wednesday.

Officer Tim Vickers was justified when he used the spray on Mary Callaway of Lakeland, said **Barbara Lipscomb**, assistant to Lakeland City Manager Gene Strickland. **Lipscomb** investigated the incident for Strickland.

The city commission directed Strickland to look into it after Chimurenga Waller, state president of the National People's Democratic Uhuru Movement, addressed them Aug. 17.

The incident occurred in April when Vickers tried to arrest Callaway's son, Duane Lambert, on a trespassing charge. The two were in a car. Callaway and Vickers gave different accounts of the incident during a police internal affairs investigation.

Vickers said Callaway "slapped" him on the arm when he reached into the car to get Lambert. Callaway denied that.

Waller said the city's investigation was a "sham" and it failed to examine all the issues.

The commission was to investigate why Lakeland Police Chief Sam V. Baca sent three police officers to Callaway's ex-husband's home, said Waller, who spoke Wednesday on Callaway's behalf.

"The police sent a message to her that it would be her best interest to disassociate herself with the Uhuru movement," he said. "Lakeland police Chaplain Vincent Shannon left a card at the home."

On the back was written, "Ms. Callaway, Chief Baca asked me to speak to you," he said.

Lipscomb said Strickland did not direct her to investigate those claims.

The Uhuru Movement will hold a rally at 3:30 p.m. Friday in front of the police department. Strickland could not be reached for comment Wednesday.

Research completed by: Lynelle Klein
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