

PRESCOTT VALLEY TOWN COUNCIL
APPLICATION

02-01-11P05:04 RCVD

Name Judy Smeltzer Date 2/1/11

Location Address 7920 Lost Horse Circle

Mailing Address Same

How long have you been a resident of Prescott Valley? 1994 - 15-16 yrs.

Home Telephone: 928 710 2083 Work Telephone: 928 776 4479

EDUCATION

Number of Years: 4 Field: Business Administration & Education

EMPLOYMENT HISTORY
(Present, Previous, Previous)

Employer Address Phone No.	Position Held
<u>Home Owners Association Mst Co PO Box 10000 Prescott 928 776 4479</u>	<u>Chief Operating Officer</u>
<u>Wend Klein Homes</u>	<u>Director Corp Operations</u>

Have you ever held a public office? YES NO

Was this public office Elected or Appointed?

What was the office you held? _____

What volunteer work have you done for the Town? none

See Reverse

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See Reverse

What experience do you feel qualifies you for the position of Councilmember? _____

see attached

What personal qualities do you feel you possess that would assist you as a member of the Prescott Valley Town Council?

see attached

Please attach resume.

Printed Name Judy Smeltzer
Signature *Judy Smeltzer*

Additional paper may be used for further comments.

What experience do you feel qualifies you for the position of Councilmember:

Professional business experience directly relates to the position of Councilmember, particularly those related to Chief Operating Office of Homeowners Association management Company.

Have serve on various athletic boards.

Directly supported board of directors while a profession at Yavapai Community College.

What personal qualities do you feel you possess that would assist you as a member of the PV Town Council?

- High in integrity
- Straight forward in my approach
- Smart
- Sensible
- Demonstrated strong leadership abilities
- Not afraid to make tough decisions
- Cooperative and supportive

JUDY SMELTZER

judy.smeltzer@yahoo.com

928-710-2083 mobile

Senior-Level Executive Operations · Business Development

Profile & Value

Cultivate and manage human capital—Effectively lead, coach and mentor professional staff while promoting a culture of high standards, sustainability, respect, and accountability.

Skilled, versatile, and resourceful—Characterized as a talented, results-oriented, visionary, driving all facets of an organization, from business development, to human resources, to service management.

Strategy and business development acumen—Define the direction of an organization and align policies, practices, and resources to realize growth, revenue, operational performance, and profitability.

Strong approach to facing business challenges—Considered an innovative executive who recognizes opportunities and applies sound judgment and timing to solve problems and orchestrate solutions.

Distinctive leadership style—Recognized for leading by example, with courage, integrity, and passion at the core of all business decisions.

Areas of Expertise

Organizational Growth and Development

Policy Development

Policy Administration

Employee Relations

Contract Negotiation

Strategic Planning

Business Development

Governance

Financial

Performance Management

Group Facilitator

Human Resources Management

PROFESSIONAL EXPERIENCE

—CHIEF OPERATING OFFICER—

Homeowners Association Management Company, Arizona, New Mexico, Colorado 2005 to Present
Leading homeowners association management company, overseeing the business practices, governance, and staffing of over 160 diverse communities comprising 40,000 homeowners in three states and eight cities or towns.

Direct and lead the overall company performance to ensure sustained improvements in service, processes, client satisfaction and profitability.

Management and Leadership Successes

- Redesigned entire human resources function of the organization to include policy development, recruitment strategies, performance management, benefit and recognition programs, employee relations, and training and development.
- Identified and acquired new business and managed all aspects of client start-ups—from scope of service through execution and relationship management.
- Established long-term, comprehensive training programs that aligned with service and performance expectations.
- Enjoyed a client retention rate of 98%.
- Increased client base by 68% over a 5 year period.
- Experienced net profit growth of 20% from 2005.
- Implemented strategies to leverage resources necessary to sustain and grow client base.
- Engaged by clients to conduct policy review and/or development, design human resources practices, and improve overall business practices.

—DIRECTOR OF CORPORATE OPERATIONS—

Neal Klein Construction Corp., Prescott, Arizona

July 2001 – September 2005

\$45 million per year residential construction company specializing in semi-custom and custom builds in scattered sites.

Designed and executed corporate policies and procedures to increase revenues, streamline workflow and cultivate team-oriented environment.

Operational Accomplishments

- Elevated the company's overall handling of job site personnel through the design of safety programs and the incorporation of performance management tools.
- Integrated production build schedules for up to 75 simultaneous builds resulting in improved utilization of resources, achievement of build deadlines, and overall increased net profit.
- Reduced cancellation rate for custom projects by 10%.
- Streamlined functions from initial custom home design to contract, reducing timeline by 15 days.
- Improved post-build warranty and customer tracking system by launching a centralized customer service department.
- Established comprehensive human resources department.

—TRAINING AND DEVELOPMENT CONSULTANT—

JL Communications, Prescott, Arizona

October 1995 – August 2001

Owned and operated management and customer service consulting company specializing in organizational development initiatives.

Consulted with organizations in the private and public sector throughout the U.S. Identified desired performance outcomes and designed customized training programs that aligned with those outcomes. Sample programs included: Commitment to Customer Care, Service Management, Stress Management, Presentation Skills, Supervisory Training, Group Facilitation, and Team Building.

—SPECIAL PROJECT ASSISTANT TO THE PRESIDENT—

Yavapai Community College, Prescott, Arizona

October 1994 - June 1998

8000 FTSE Community College.

As part of the leadership team, executed initiatives on behalf of the President encompassing state-wide endeavors, human resources improvements, educational program expansions, business partnership, and launching of organizational development department. Conferred with college staff and public to enhance projects and ensure positive relationships.

EDUCATION/MEMBERSHIPS

Bachelor of Science, Business Administration/Education, University of Wyoming, December 1989; CMCA, Certified Manager of Community Associations; Facilitator Certification, Interaction Associates, San Francisco, California; Society for Human Resources Management; Community Association Institute.

**Candidate Interview Questions
2011**

General #1 – As a Council Member you will be required to attend meetings throughout the day and evening hours. Does your schedule allow you to attend special meetings that may be called on short notice, as well as, full day and out of town meetings.

My schedule allows for up to 10-15 hours per month during the day and as needed for any evening/weekend meetings.

#2 – What special experience enable you to be an effective Council Member.

My position as Chief Operating Officer of HOAMCO provides directly related experience to that of a Council Member. At HOAMCO I oversee the operational function of over 170 communities (HOA's) and 40,000 homeowners. Each association works as a quasi-governmental entity by delivering public services specific to each association, through a form of taxation (assessments). Each association provides maintenance, administration and control of the projects through the establishment of property rights, binding covenants and restrictions and rules and regulations. In my capacity, I provide leadership to over 45 managers and their respective boards of directors. I often analogize the function of manger to that of a Town Manager and board of directors to that of a town council. I understand the role and responsibility of the parties involved and bring sound judgment, patience, and knowledge to the table.

Role #1 – What do you consider an appropriate relationship between the Council and staff?

I strongly believe that it is the role of the Council to set the direction and policy of the community. It is the role of the staff to implement the policy and direction. The Council does not supervise or micromanage the process, but simply requires that accountability be established to ensure that the overall direction that has been conveyed is being effectively followed. The Mayor should serve as the direct liaison to the Town Manager.

Role #2 – If it appeared that a clear majority of the people felt one way on a particular issue but you firmly believed the opposite action should be taken, which way would you vote and why.

Not all members have to agree on the direction that is taken. It is important to remember that a seven member council is in place for a reason, and that is so the majority of the members in place move the vote forward on each issue. Bringing diverse perspectives to the table is important and each perspective is valid. If I did not agree with an issue and am not convinced by my fellow council members that the opposing direction makes



sense, then my action would be to vote "nay" so that my opposition is noted for the record.

#3 What do you perceive is the job and responsibilities of a Councilmember

The Councilmember as the responsibility to:

- Be responsive to and responsible to the members of the Town
- Balance the needs and obligations of the Town as a whole with those of the individual citizens
- Be responsible for making sound policy
- Be responsible for ensuring overall supervision (not directly) of the Town, to include policy decisions, programs, finances
- Exercise sound business judgment
- Understand the Town's governance structure
- Establish means for owner input
- Conduct business in a transparent manner
- Provide complete and timely disclosure of conflicts of interest related to actions taken by the council

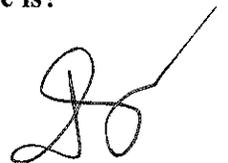
Issues #1 – What in your opinion is the most important issue facing the Town of Prescott Valley?

As with all municipalities during these down economic times, it is obvious that focusing on meeting the needs of the community while at the same time exercising sound fiscal management is paramount. We are in a 'back to basics' atmosphere, which calls for a focus on what is absolutely essential to the operation of the Town now with an eye to the future. The Town should not stagnate itself in response to these new realities. It just needs to rebalance. Basis services, such as health and public safety are essential and basic, but allowing for healthy community growth that invites industry, jobs, and education add to the overall quality of life and capabilities to enhance basic services. This is a time when tough decisions need to be made on several fronts, without sacrificing what is best in the best interest of the community as the economy slowly turns around.

#2 – As a Council Member, what issues or projects would you like to promote?

Projects or issues of interest are those that promote business and a retooling of our workforce. Partnering with the school district, community college, and other municipalities to bring educational programs and the resulting or related industries will work toward future economic and quality of life growth for the community. Other areas of interest include programs that support our youth.

#3 – In your view what is economic development and what is the Town Council's role is?



Economic development ties into the increased standard of living for the resident of the Town. The Town needs to have the ability to offer a talented and diverse workforce that entices industries to move here. Policies and codes approved by the Town need to be supportive of industry by not strangling their ability to run a successful enterprise, while at the same time include some regulation so that the values of the community is upheld and sustained growth is achieved.

#4 – What is your opinion in the implementation of a property tax?

I am in favor of a reasonable property tax, so long as it is invested in initiatives that allow for sustained job & economic growth that will ultimately enhance the quality of life of the citizens of Prescott Valley.

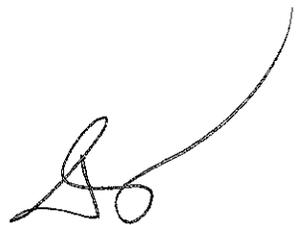
Future #1 – Identify Prescott Valley's strengths and what recommendations do you have for future planning.

- Businesses that have entered the Town in the last 10 years have promoted quality of life and employment. Continuing to move forward on the front is critical to the foundation of the community.
- Commitment to parks and recreation and community building initiatives
- Communication tools are excellent – keeps people engaged

Recommendations: Never lose sight of the vision of the community while make business and policy decision. If what is being brought to the table does not fit with the mission or values of the community, then do not move forward with it.

#2 – Based on the current economic conditions, how should Prescott Valley position itself for the future?

- 1) Ensure that basic services are being provided at adequate levels.
- 2) Focus on programs that will help retool the workforce so they may be competitive and thereby allow the Town to be competitive in bringing in industry.
- 3) Investigate grant or road (transportation) improvement funding opportunities.
- 4) Assess what programs have a direct impact to the value to the community when considering budget cuts.
- 5) Think outside the box.

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COUNCILMEMBER CANDIDATE QUALIFICATIONS

In accordance with ARS §9-232(A), a candidate for local office must be a qualified elector at the time of **filing the application**. These qualifications are:

1. Any candidate must be 18 years of age or over.
2. Candidates for local office must have resided in Prescott Valley for at least one year preceding the election. The one-year residency requirement also permits persons living in an area that is annexed to a city or town less than one year prior to the election to qualify as a candidate if they meet all other requirements of candidates. **(To meet all other requirements, such candidates must still have resided for one year prior to the election in the area which was subsequently annexed.)**
3. A person convicted of a felony cannot serve as a councilmember until he or she has had his or her civil rights restored.
4. A person cannot be a candidate for more than one public office if the elections for those offices are held on the same day and if the person would be prohibited from serving in the offices simultaneously.

What experience do you feel qualifies you for the position of Councilmember:

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Must be returned to the Town Clerk's Office no later than
5:30 p.m. February 1, 2011

**CANDIDATE INTERVIEW QUESTIONS
2011**

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