

TERRANCE (TERRY) STEWART, ICMA-CM, MPA

Cape Coral, Florida

E-mail

Phone

SUMMARY

A seasoned manager with innovative leadership expertise. Achievement-oriented, outcome focused and accountability driven, with proven communications, organizational and analytical skills. More than twenty-five years of upper management experience, including departmental and executive level positions. Specific expertise in the following areas:

- Leadership and Organizational Management
- Lean Government
- Strategic Planning
- Personnel Selection and Team Building
- Finance and Budgeting
- Management-Labor Relations
- Community Relations
- Public Safety

RELEVANT PROFESSIONAL EXPERIENCE:

Interim City Manager, City of Delray Beach, Florida

6/15/2014 to 12/31/2014

The last position served was as the Interim City Manager for Delray Beach. The city was in the midst of ending its relationship with its city manager and at the same time, its long time Deputy City Manager was retiring. My original contract ran through 8/11/14. However, in order to get through a search and selection process for its next manager, the contract was extended. A new manager was hired and my work there was completed on 12/31/14 with the new manager starting on 1/5/15.

Delray Beach is an ocean front community located in Palm Beach County, Florida. It has a thriving downtown core and over the past two decades has transformed itself into a highly desirable place to visit and live. It was recently designated as the most fun city to visit in America and has literally dozens of special events each year. There is significant resident and business community involvement and it is a two time recipient of the All American City award. The City Commissioners expressed a desire for the manager to not be tied to his/her desk and to reach out to the community to build relationships. I am confident that all will agree that was accomplished.

The three most significant issues currently facing the City of Delray Beach were:

- ❖ **Finance and budget.** Like many cities, Delray Beach has had to deal with tight budgets due to the economic downturn. The community is saddled with very high employee pension costs and the need to find relief in that area. While there, I worked with the negotiations team to help bring forward recommendations that will significantly reduce a crippling unfunded liability in the Police/Fire pension plan.
- ❖ **Information Technology failures along with inadequate and ineffective Purchasing system and controls.** The city's IT software infrastructure is severely antiquated, dating back to the early 1990s. It lacks many important analytical tools necessary for proper

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financial and purchasing controls. My experience in having IT in the City of Pembroke Pines under my direct supervision stood me in good stead in dealing with this problem. Part of the purchasing issue relates to the IT problem noted above and in equal measure is the result of inadequate and improper oversight. During my tenure, we stemmed the flood of improper purchasing actions, corrected previously flawed processes and established a reporting tool set that enables effective financial oversight and hired a top shelf Chief Purchasing Officer. And staff is working cooperatively with the Office of the Inspector General (OIG) in assisting that office in its audit of the city's current purchasing practices.

- ❖ **Redevelopment.** Though there are some undeveloped properties, by and large, the city is mostly built out. Redevelopment and the changes to the city's Land Development Code will be vital to the continued success of the community. When I arrived there was already an LDR revision process underway. I worked diligently to move this along successfully and it should be finalized shortly.

During my brief time there, I worked to infuse an atmosphere of greater accountability, ethical conduct and high performance. We developed an action plan to resolve the IT deficiencies and were well into implementing that plan. The purchasing matter is one that caused great discord in the city and lead to an initial Palm Beach County OIG investigation along with a current audit of purchasing practices and procedures by that same office. On my arrival, there was a tenuous and guarded relationship at best with the OIG. By the time I left, the IG, Mr. John Cary, opined that he felt the relationship of trust and cooperation with Delray Beach should be the model of how all cities in Palm Beach County would interact with his office.

Town Manager, Town of Fort Myers Beach, Florida

2/2010 to 1/2014

Fort Myers Beach is a barrier island community surrounded by the Gulf of Mexico and Estero Bay and located in Lee County on Florida's west coast. It has a permanent population of just fewer than 6,500 but due to its status as a major tourist destination, that population will swell to 45,000 to 50,000 during the five month seasonal period. The island is also at the mouth of the Caloosahatchee River and its surrounding marine environment is subject to the environmental impact of overly abundant or inadequate water releases from Lake Okeechobee.

Working in this smaller community, after serving in much larger communities for twenty years prior, provided an opportunity to see that all forms of local government deal with similar issues and challenges. The larger organizations were fortunate to have a deeper range of resources to address those issues and challenges and required greater focus on visioning, strategic planning, delegation, project oversight, mentoring, etc. The small organizations require all of those skill sets but having fewer resources also requires a manager to be more hands on both in the work environment and in the community.

You will note that many of the accomplishments with the Town were related to interaction with Lee County government, including the Sheriff's Office.

ACCOMPLISHMENTS: FORT MYERS BEACH

- Worked with the Mayor and Council to encourage the Lee BOCC to elevate the priority of the Estero Blvd rebuild, one that had languished for thirty years
- Brought to fruition a six year \$20 million rebuild of the water distribution system.
- Initiated the first phase of a major rebuild of the Storm Water Management system along with an assessment funding study for the \$18-20 million financing of that project.
- Assisted the Town Council in understanding the wisdom of diversifying the town's revenue stream through adoption of the Public Service Tax. An offsetting reduction in the Ad Valorem tax enabled a broad based acceptance by the community.
- Initiated an internal audit of the Building Department Services Contract with Lee County, enabling a reduction in contract cost by over 90%, thus saving \$250,000 annually.
- Guided Town Council to call for municipal consortium to review the Animal Services contracts with Lee County to enable a more fair and equitable division of costs. Lowered annual cost from approximately \$80,000 to approximately \$29,000
- Marshaled the North Estero Blvd project to completion with rave reviews
- Worked together with Council and community members to persuade the RSW International Airport to submit a study to the FAA calling for new aircraft rules for over flights of the island to adhere to new path and altitude requirements.
- Upgraded the Code Enforcement process with adoption of the IPMC, certified enforcement personnel and improved case management processes.
- Worked with council to achieve a successful property lien reduction process through an ordinance aimed at reducing the number of long term outstanding property liens.
- Fort Myers Beach Chamber of Commerce 2012 "Professional of the Year".
- Implemented a reporting methodology to keep the elected body better informed.
- Developed an excellent relationship with the Lee County Sheriff's Office (LCSO) and Sheriff Mike Scott. LCSO provides police protection services for the town.
- Achieved grant funding to enable the completion of a major archeological and historical site, the Mound House. Final restoration and museum completion now underway after years of languishing prior to my arrival.
- Authorized a marine bird conservation project that entailed a partnership including, the State DEP, the town and beachfront property owners. The town's Environmental Scientist, Keith Laakkonen received an award from the Audubon Society based upon this project.
- Worked closely with Lee County and Turtle Time, Inc. to protect the island's nesting turtles.

City Manager, Cape Coral Florida

2/2002 to 11/2009

The City of Cape Coral is a full service, robust coastal community of just over 162,000 residents situated in southwest Florida. It is a peninsula bordered by the Caloosahatchee River on the east and Matlacha Pass and the Gulf of Mexico to the west and has over 400 miles of internal, navigable waterways. The community has a strong water sports orientation. In geographic size, it is Florida's third largest city at 120 square miles. The U.S. Census Bureau designated it as the fifth (5th) fastest growing city in the nation in 2006 and 2007. It is projected to eventually to over 400,000. Because of its size and stage of development, and being an entirely pre-platted community, portions of the Cape are almost rural in nature, with the majority being suburban and including a swiftly evolving downtown urban center. The city had a total budget for fiscal year 2006-07 of \$1.2 billion, with a general operating fund of \$162 million. There were just fewer

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than 2,000 budgeted personnel positions. Due to the declining economy in 2008-2009, the overall budget was just under \$500 million with an employee count of approximately 1,500.

It was a pleasure to work with the Mayor and City Council in successfully guiding the City through an initial growth period that saw the city's population increase by 55,000 residents. This was combined with a three hundred fifty percent (350%) increase in single-family home construction from 1,800 units in 2001 to nearly 8,000 units in 2005. The city was then faced with the same difficult circumstances affecting most cities as a result of the downturn in the worldwide economy. The city suffered a fifty percent loss in total taxable property values for the tax years 2007-2008 and 2008-2009 but managed to keep services at or near previous levels.

ACCOMPLISHMENTS: CAPE CORAL

- Implemented and supported the "Lean Government" process management initiative based upon Toyota Corporation concepts. The ROI with this program was 13.5.
- Was awarded the International City Management Association (ICMA) recipient of its Strategic Leadership and Governance Award in recognition of the successful implementation of the "Lean Government" initiative, September of 2009.
- Guided a complete revamp of organizational performance measures to those that are outcome focused and results oriented.
- Implemented Process-Based Leadership training throughout the organization.
- Guided the implementation of a first ever "Business Plan" for the city.
- Implemented quarterly operational and financial reporting that is tied to the City Council's strategic objectives.
- Established new and additional financial reporting publications to better enable the general public to grasp the complex municipal budget.
- Initiated more in-depth financial forecasting to better predict future impacts on revenue streams.
- Guided the city through the 2004 and 2005 hurricane seasons including a direct hit by Hurricane Charley and indirect impact from three other storms that left over \$650 million in property damage and \$20 million in recovery and cleanup costs.
- Filled seven of the top ten department level positions within my first year and assembled a management team widely regarded in the community as being top-notch and exceedingly effective. This team overcame a structure of organizational silos and worked in a highly cooperative manner to serve the best interest of the community.
- Immediately recognized a failing Information Technology infrastructure. Hired new management and worked with the city council toward investing several million dollars to bring it from the brink of collapse.
- Upon a majority decision of the council, lead the City's effort to establish a Municipal Charter School System. The first school opened August of 2005. The fourth, a high school opened the 2009-2010 school year. In 2012, the high school was recognized as the 12th most challenging high school in the nation.
- Served a dual role as the Economic Development Director during my last two years
- Florida Recreation and Parks Association 2009 Agency of the Year, Category II
- Improved the Fire/Rescue department to a level that supported an enhanced ISO insurance rating of Class 3 from a 4/9 rating

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- Police Department both state and nationally accredited, and recognized as a “Flagship Agency.” Consistently ranked among lowest crime rates in Florida
- Nationally recognized and award winning Fleet Management program
- International and State Economic Development awards to the city
- The City’s Cape TV public information channel received two 2009 “Telly” awards (14,00 entries) and two Silver “Communicator awards (9,000) for excellence in programming
- 2009 named as one of nation’s Top Ten Digital Cities, populations 125,000- 250,000

Assistant City Manager, Pembroke Pines, Florida

1994-2002

I was promoted to Assistant Manager after completing several projects on behalf of the City Manager’s Office. The first such project was an analysis of the city’s medical insurance program to determine if it would be feasible to transition to a self-funded methodology. Partnered with the City Manager in administering the day to day operations of the City, in establishing and implementing long range planning, development of goals and objectives, preparation of the proposed budget document, labor negotiations, project management, needs analysis, mentoring and development of subordinates.

Departmental areas of responsibility included all city departments at various times with continued oversight in Finance, HR and IT throughout my tenure. Entrusted with final approval on all purchases and payables for all City departments. Also served as the City Manager’s liaison with the Police/Fire Pension Board and played an active role in preparation of municipal pension legislation. Served as the CM’s representative and hearing officer in all final disciplinary action hearings. Assisted the City Manager in preparation of the Municipal Charter School charter document for the very first Municipal Charter School in the State of Florida.

Assistant Fire Chief, City of Pembroke Pines, Florida

1989-1994

Fire Chief, City of Lauderdale Lakes, Florida

OTHER EXPERIENCE

Adjunct Professor, Nova Southeastern University, Ft. Lauderdale, Florida

Adjunct Professor, Broward Community College, Ft. Lauderdale, Florida

EDUCATION:

Master of Public Administration Degree, Sigma Beta Delta National Honors
Nova Southeastern University, Fort Lauderdale, Florida 1998

Bachelor of Science Degree in Business Administration, (With Distinction), with a specialty in Legal Studies. Alpha Chi National Collegiate Honors
Nova University, Fort Lauderdale, Florida 1990.

A.A. Degree, with honors 1975, A.S. Degree in Fire Science Technology, with honors 1974
Broward Community College, Fort Lauderdale, Florida

PROFESSIONAL AFFILIATIONS

- International City Management Association (ICMA) Credentialed Manager
- Florida City/County Management Association (FCCMA)
- National Association of County Administrators
- Former FCCMA District VI Board Member
- Chair of FCCMA Membership Committee 2009-2010
- Co-Chair of FCCMA Emerging Professionals Committee 2008-2009
- FCCMA Nominating Committee member 2007-2008 and 2012-2013
- Past member of the Broward City/County Managers Association: Vice President for year 2000; served two terms as Secretary /Treasurer

GENERAL INFORMATION:

- Founding member and past Governing Board member, City of Cape Coral Charter Schools
- Lee County United Way Board of Directors, member and Leadership giver 2002-2014
- Co-author of NFPA Fire Protection Handbook 20th Edition Vol. II, Section 12, Chapter 12, Disaster Planning and Response Services
- ICMA Retirement Corporation Client Advisory Board member 2005-2008
- Board of Directors Cape Coral Chamber of Commerce 1/09 to 11/09
- Former State of Florida Worker's Compensation Employer's Advisory Committee member
- Past Lee County American Red Cross Board of Directors member
- United Way Campaign Chair for the City of Pembroke Pines, 1992 through 1999. Member of United Way of Broward Allocations Committee 1994-1996, Campaign Cabinet member Vice-chair of Government Committee 1998-1999
- High School Student Mentor through Nova Southeastern University's Enterprise Ambassadors USA program, 1996 to 2002, Broward County, Fl.
- Current Executive Board member Symphonic Chorale of Southwest Florida
- Former City Staff Liaison with the City of Pembroke Pines Arts and Culture Advisory Board
- Honorary Board member and amateur actor/singer with the Pembroke Pines Theatre of the Performing Arts.
- Former Broward Addiction Recovery Center Advisory Board member
- Former member of the City of Pembroke Pines Labor Negotiations team negotiating with all three labor units: Police , Fire and General Employees, 1994 to 2002
- Miramar/Pembroke Pines Chamber of Commerce: Board of Directors 1997-1999, founding Chair of Diversity Committee, Leadership Class X graduate, Leadership Committee member. The Chamber's 1998 Pinnacle Award recipient and 1998 Distinguished Leadership Alumni
- Black belt practitioner of traditional Haiyashi-ha Shito-Ryu Japanese Karate
- Performs as a singer in several annual fundraising events throughout the community
- National Anthem singer for various community and sporting events



CITY OF ARCADIA

Today

APPLICATION FOR EMPLOYMENT

"AN EQUAL OPPORTUNITY EMPLOYER"

Applications are Public Record

A Drug Free Workplace

FOR OFFICE USE ONLY

Dept.: Rate: Position: Date: Requisition#:
Check the type of work you are interested in: Full-Time Part-Time Temporary

Position Applying For: City Administrator

Last Name

HOW DO WE CONTACT YOU?

Stewart Terrance E
Last Name First Name Middle Initial

Mailing Address
Cape Coral Lee Florida
City County State Zip

Home Phone Alternate Phone Email Address

ARE YOU UNDER 18 YEARS OF AGE? YES NO X

TYPE OF LICENSE: Driver's X Chauffeur's CDL - Class: State: Florida
Drivers License Number Exp date:
Is your license currently suspended or revoked? Yes No X If yes, Why?
Has your license ever been suspended or revoked? Yes No X
If yes, what year? In what state? Why?

HAVE YOU EVER SERVED IN THE U.S. ARMED FORCES? Yes No X If yes, complete the following:
Branch of Service Enlistment Date Discharge Date Type of discharge

DO YOU CLAIM VETERAN'S PREFERENCE? (ATTACH PROOF OF ELIGIBILITY WITH EACH APPLICATION) Yes No X If yes, please specify:
As a veteran of any war (as defined in the rules of Div. Of Veteran's Affairs). You must attach a DD-214.
As a veteran with a compensable service connected disability. You must attach proof of disability from Division Of Veteran's affairs or Department of Defense.
As the un-remarried spouse of a veteran who was killed in action or who died of a service connected disability.

As the spouse of a veteran who cannot qualify for employment because of a total and permanent service connected disability, or who is missing in action, captured or forcibly detained by a foreign power.

If you feel you did not receive veteran's preference in accordance with Florida Administrative Code, you have the right to an investigation by filing a complaint with the Division of Veterans Affairs, P.O. Box 1437, St. Petersburg, FL 33731. Phone: (800) 827-1000, within 21 days from the date you received notification that a non-preference applicant was appointed.

Your qualifications for employment are based on the rating of your knowledge, abilities, and skills for the position(s) you apply for; and, if you qualify, your name is placed on an application register. Applications remain active for six (6) months. Your availability is your responsibility. Notify us if you change your name, address, or phone number. Your name will be removed from the register if you cannot be contacted for an interview three times or if you are interviewed three times, without a job offer. Applications may also be rejected for the following reasons: (1) Failure to complete application; (2) Failure to provide required documents when requested; (3) Not fully meeting all job requirements; (4) Failure to obtain a passing score on any required tests. Applicants failing the drug/alcohol screen are ineligible for consideration of employment of one year. A new application must be submitted to regain active status.

Have you filed an application with the City of Arcadia within the last six (6) months? Yes No X
 Have you ever worked for the City of Arcadia? Yes No X If yes, date(s) _____ Position Title: _____
 Check status: Citizen of the United States X
 Legal Alien (Alien Number _____)
 (Proof of U.S. Citizenship or Immigration status will be required upon employment.)

LAW VIOLATION RECORD: Have you, as an adult over the age of 18, ever been convicted, placed on probation, received a suspended sentence, deferred or adjudication withheld, or forfeited bail in connection with any offense (except minor traffic violations) in any civilian or military court? Yes No X Show all convictions; including driving while intoxicated convictions.

OFFENSE	DATE	PLACE	SENTENCE OR FINE

EDUCATION: Circle the highest grade you completed in school: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

NAME AND LOCATION OF HIGH SCHOOL AND/OR COLLEGE	AREA OF STUDY	# HRS COMPLETED		DEGREE
		Semester	Quarter	
Nova Southeastern University	Public Adm			MPA
Nova University	Business			BS
Broward Community College	Fire Science			AS
Broward Community College	General			AA

SPECIAL SKILLS, APTITUDES AND OTHER QUALIFICATIONS:

Typing Speed _____ WPM Office machines you operate efficiently: Dictaphone Computer X
 Other: _____

What type of Computer/Software do you have experience operating: PCs, Excel, Power Point, _____

LIST ANY MACHINERY OR HEAVY EQUIPMENT THAT YOU HAVE OPERATED:

Can you read schematics? Yes No **X**
 Can you read blueprints? Yes **X** No not an expert

LICENSURE, REGISTRATION, SPECIAL CERTIFICATIONS: Water License, Notary Public, Journeyman, etc.

License, Registration or Certification	Number	Date Received	Expiration Date	State licensing Agency

RELATIVES EMPLOYED BY THE CITY OF ARCADIA: Do you have any relatives by blood or marriage including elected officials, working for the City of Arcadia? Yes No If yes, complete the following:

FULL NAME OF RELATIVE (S)	DEPARTMENT	RELATIONSHIP
N/A		

REFERENCES: List three (3) references who are not relatives:

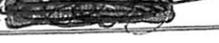
NAME	COMPLETE ADDRESS	PHONE	OCCUPATION	YEARS KNOWN
[REDACTED]	[REDACTED]	[REDACTED]	Municipal Attorney	25
[REDACTED]	[REDACTED]	[REDACTED]	Sheriff's Deputy	13
[REDACTED]	[REDACTED]	[REDACTED]	County Commissioner	6

Occasionally the format of an employment application makes it difficult for an individual to adequately summarize one's background. Use the space below to provide any additional information necessary to describe your full qualifications for the position(s) applied for.

Human Resources Use: (Please Initial/Date)

1. Are you currently employed? Yes No. If yes, may we contact your current employer? Yes No.
2. Have you ever been discharged or asked to resign from any position? Yes No. If yes, give details. _____
3. List below all jobs for the last ten (10) years, include prior experience, if relevant. List paid and volunteer experience; include exact dates of military service. List specific duties, skills and equipment operated and supervisory experience.

USE ADDITIONAL SHEETS OF PAPER AS NECESSARY. A RESUME MAY BE USED TO SUPPLEMENT BUT NOT SUBSTITUTE APPLICATION INFORMATION

CURRENT OR LAST EMPLOYER: City of Delray Beach		From: (mo.) 06 (yr.) 2014
Address: 100 NW 1st Ave, Delray Beach, Florida		To: (mo.) 12 (yr.) 2014
Job Title: Interim City Manager	# of Employees Supervised: 600	Full-time Part-time
Duties: Served as the top executive manager for the city on an interim basis until they could find a new city manager		Starting salary: \$
		Ending salary: \$ 160,000
		Department: City Manager
		Supervisor: 
Reason for leaving: Assignment completed		Phone Number: 
CURRENT OR LAST EMPLOYER: Town of Fort Myers Beach		From: (mo.) 02 (yr.) 2009
Address: 2523 Estero Blvd. Fort Myers Beach, Florida 33931		To: (mo.) 01 (yr.) 2014

Job Title: Town Manager	# of Employees Supervised: 52	Full-time 52 Part-time
Duties: Chief Executive officer for the Town		Starting salary: \$ 120,000
		Ending salary: \$ 120,000
		Department: Town Manager
		Supervisor: [REDACTED]
Reason for leaving: Resigned as I was uncomfortable with the direction of the Town		Phone Number: [REDACTED]
City of Cape Coral CURRENT OR LAST EMPLOYER:		From: (mo.) 02 (yr.) 2002
Address: 1015 Cultural Park Blvd. Cape Coral, Florida 33990		To: (mo.) 11 (yr.) 2009
Job Title: City Manager	# of Employees Supervised: 1,500	Full-time Part-time
Duties: Chief Executive Officer for the city		Starting salary: \$ 150,000
		Ending salary: \$ 172,000
		Department: City Manager
		Supervisor: [REDACTED]
Reason for leaving: With an election the council would have been split 4-4 on my tenure, I resigned rather than have situation unproductive for the city and uncomfortable for me.		Phone Number: [REDACTED]
CURRENT OR LAST EMPLOYER:		From: (mo.) (yr.)
Address:		To: (mo.) (yr.)
Job Title:	# of Employees Supervised:	Full-time Part-time
Duties:		Starting salary: \$
		Ending salary: \$
		Department:
		Supervisor:
Reason for leaving:		Phone Number:

APPLICANT CERTIFICATION – READ CAREFULLY BEFORE SIGNING: I hereby certify that each answer to the questions herein and all other information furnished is true and correct. I further certify that all such answers and information constitutes full and complete disclosure of my knowledge with respect to the question or subject matter. I understand that any incorrect, incomplete, exaggerated or false information furnished by me will subject me to disqualification or to discharge at any time. If employed by the City of Arcadia, I agree to comply with all its orders, rules and regulations. I hereby authorize my former employers, schools and character references to give any information regarding my employment and to furnish any other information they may have concerning me. I understand that final approval of employment may depend upon satisfactory completion of a criminal background check, consumer credit check report, driver's license verification, and a post-offer employment physical examination and/or fitness for duty exam, including a drug/alcohol screen per F.S. 112.0455.

Date: April 02, 2015



Signature of Applicant:

**VOLUNTARY - CONFIDENTIAL
EQUAL EMPLOYMENT OPPORTUNITY INFORMATION**

The following information is voluntary and will be used in our Affirmative Action Program reporting. The information is confidential. It is kept separately from your application and is not used to evaluate your qualification. Thank you for your cooperation.

Name: Terrance E. Stewart Date: April 02, 2015 Female Male X

CHECK THE RACE/ETHNIC GROUP WITH WHICH YOU IDENTIFY:

White X Black Hispanic Asian or Pacific Islanders American Indian or Alaskan Native

CHECK IF ANY OF THE FOLLOWING ARE APPLICABLE:

Vietnam Era Veteran Disabled Veteran Status Disabled Individual

Position(s) Applied For: City Administrator

For Affirmative Action Officer's Use Only - Placement Information

Dept./Div. #: _____ Position: _____ Date of Placement: _____

Cut Here-----

Name Terrance E. Stewart

Thank you for submitting your application to the City of Arcadia. We would like to know how you heard about the open position. Please complete this form by checking the appropriate referral source.

The City's Web Site
 City Employee Referral, Name _____
 Florida League of Cities
 Walk - In
 Heartland Workforce

Peace River Shopper
 X Other FCCMA/ICMA Senior Advisor
 Walk-in
 Other _____

This form would not allow me to insert this information above so it is placed here.

1. Are you currently employed? Yes No X If yes, may we contact your current employer? Yes No
2. Have you been discharged or asked to resign from any position? Yes No X If yes, give details.