



## **PORT ORANGE CITY COUNCIL**

### **SPECIAL MEETING**

#### **Council Chambers**

**Tuesday, March 9, 2021 @ 5:30 PM**

### **SPECIAL MEETING AGENDA**

Pursuant to Section 3.06 of the Charter of the City of Port Orange, the Mayor has called a **Special Meeting** of the City Council to be held for the following purposes:

#### **OPENING**

1. Silent Invocation
2. Pledge of Allegiance
3. Roll Call

#### **DISCUSSION / ACTION**

4. Selection of Candidates for Interviews

#### **ADJOURNMENT**

**NOTICES** – PURSUANT TO SECTION 286.0105 OF THE FLORIDA STATUTES, IF ANY PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE CITY COUNCIL WITH RESPECT TO ANY MATTER CONSIDERED AT THIS PUBLIC MEETING OR HEARING, SUCH PERSON WILL NEED A RECORD OF THE PROCEEDINGS, AND THAT, FOR SUCH PURPOSE, SUCH PERSON MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. THE CITY DOES NOT PREPARE OR PROVIDE SUCH A RECORD.



FOR SPECIAL ACCOMMODATIONS, PLEASE NOTIFY THE CITY CLERK'S OFFICE (PHONE: 386-506-5563) AS FAR IN ADVANCE AS POSSIBLE, BUT PREFERABLY WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING OR HEARING DATE.



HELP FOR THE HEARING IMPAIRED IS AVAILABLE THROUGH THE ASSISTIVE LISTENING SYSTEM RECEIVERS CAN BE OBTAINED FROM THE CITY CLERKS' OFFICE.

**IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT (ADA)**, IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS AN ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE CITY CLERK FOR THE CITY OF PORT ORANGE, 1000 CITY CENTER CIRCLE, PORT ORANGE, FLORIDA 32129, TELEPHONE NUMBER 386-506-5563, [CITYCLERK@PORT-ORANGE.ORG](mailto:CITYCLERK@PORT-ORANGE.ORG), AS FAR IN ADVANCE AS POSSIBLE, BUT PREFERABLY WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING OR HEARING DATE. IF YOU ARE HEARING OR VOICE IMPAIRED, CONTACT THE RELAY OPERATOR AT 7-1-1 or 1-800-955-8771.

UPON REQUEST BY A QUALIFIED INDIVIDUAL WITH A DISABILITY, THIS DOCUMENT WILL BE MADE AVAILABLE IN AN ALTERNATE FORMAT. IF YOU NEED TO REQUEST THIS DOCUMENT IN AN ALTERNATE FORMAT, PLEASE CONTACT THE CITY CLERK WHOSE CONTACT INFORMATION IS PROVIDED ABOVE.

ANY INVOCATION THAT IS OFFERED BEFORE THE OFFICIAL START OF THE CITY COUNCIL MEETING SHALL BE THE VOLUNTARY OFFERING OF A PRIVATE PERSON, TO AND FOR THE BENEFIT OF THE CITY COUNCIL. THE VIEWS OR BELIEFS EXPRESSED BY THE INVOCATION SPEAKER HAVE NOT BEEN PREVIOUSLY REVIEWED OR APPROVED BY THE CITY COUNCIL OR THE CITY STAFF, AND THE CITY IS NOT ALLOWED BY LAW

## City Council Special Meeting

March 9, 2021

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TO ENDORSE THE RELIGIOUS BELIEFS OR VIEWS OF THIS, OR ANY OTHER SPEAKER. PERSONS IN ATTENDANCE AT THE CITY COUNCIL MEETING ARE INVITED TO STAND DURING THE OPENING INVOCATION AND PLEDGE OF ALLEGIANCE. HOWEVER, SUCH INVITATION SHALL NOT BE CONSTRUED AS A DEMAND, ORDER, OR ANY OTHER TYPE OF COMMAND. NO PERSON IN ATTENDANCE AT THE MEETING SHALL BE REQUIRED TO PARTICIPATE IN ANY OPENING INVOCATION THAT IS OFFERED. A PERSON MAY EXIT THE CITY COUNCIL CHAMBERS AND RETURN UPON COMPLETION OF THE OPENING INVOCATION IF A PERSON DOES NOT WISH TO PARTICIPATE IN OR WITNESS THE OPENING INVOCATION.



# CITY COUNCIL AGENDA ITEM

REQUESTED COUNCIL MEETING DATE 3/9/2021

Consent item: No

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**SUBJECT:** (4) Selection of Candidates for Interviews

**DEPARTMENT:** Administrative Services

**GOAL:**

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**RECOMMENDED MOTION:** Move to approve a short-list of candidates who will move on to the interview stage.

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**SUMMARY:** The City Manager recruitment window has closed and City Council will be narrowing the list of candidates for interview on March 18th and 19th.

The City received 90 applications. As of 3/2/2021, five candidates have withdrawn, leaving the City with 85 active applicants for consideration.

Executive Search Firm, Colin Baenziger and Associates will assist the Council in completing the short listing process.

Project No.: Funding Account No.:

Presenter:

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**ATTACHMENTS:**

|     |                                                                  |                                                                       |
|-----|------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1.  | Port Orange - CM Candidate List                                  | Port Orange - CM Candidate List .xls                                  |
| 2.  | Straw Preference Poll for Finalists - 2021.03.09                 | Straw Preference Poll for Finalists - 2021.03.09.docx                 |
| 3.  | Ballot Summary Spreadsheet - Finalist Selection - for 2021.03.09 | Ballot Summary Spreadsheet - Finalist Selection - for 2021.03.09.xlsx |
| 4.  | Akhimie, Vince - Resume                                          | Akhimie, Vince - Resume_Redacted.pdf                                  |
| 5.  | Baksh, Torrance - Resume                                         | Baksh, Torrance - Resume_Redacted.pdf                                 |
| 6.  | Bennett, John - Resume                                           | Bennett, John - Resume_Redacted.pdf                                   |
| 7.  | Bork, Michael - Resume                                           | Bork, Michael - Resume_Redacted.pdf                                   |
| 8.  | Bornstein, Michael - Resume                                      | Bornstein, Michael - Resume_Redacted.pdf                              |
| 9.  | Chabot, Joseph - Resume                                          | Chabot, Joseph - Resume_Redacted.pdf                                  |
| 10. | Clark, Wayne - Resume                                            | Clark, Wayne - Resume_Redacted.pdf                                    |
| 11. | Cole, Tiernan - Resume                                           | Cole, Tiernan - Resume_Redacted.pdf                                   |
| 12. | Collins, Larry - Cover Letter and Resume                         | Collins, Larry - Cover Letter and Resume_Redacted.pdf                 |
| 13. | Coppola, Lawrence - Resume                                       | Coppola, Lawrence - Resume_Redacted.pdf                               |

|     |                                            |                                                         |
|-----|--------------------------------------------|---------------------------------------------------------|
| 14. | Crooker, Michael - Resume                  | Crooker, Michael - Resume_Redacted.pdf                  |
| 15. | Cullen, Glenn - Resume                     | Cullen, Glenn - Resume_Redacted.pdf                     |
| 16. | Davis, Addison (Tad) - Resume              | Davis, Addison (Tad) - Resume_Redacted.pdf              |
| 17. | Davis, Carmen - Resume                     | Davis, Carmen - Resume_Redacted.pdf                     |
| 18. | Durbin, Jeffrey - Resume                   | Durbin, Jeffrey - Resume_Redacted.pdf                   |
| 19. | Eisenbeis, Jason - Cover Letter and Resume | Eisenbeis, Jason - Cover Letter and Resume_Redacted.pdf |
| 20. | Evans, Clark - Resume                      | Evans, Clark - Resume_Redacted.pdf                      |
| 21. | Eweh, Chika - Resume                       | Eweh, Chika - Resume_Redacted.pdf                       |
| 22. | Fletcher, Jerome - Resume                  | Fletcher, Jerome - Resume_Redacted.pdf                  |
| 23. | Fox-Howard, Brenda - Resume                | Fox-Howard, Brenda - Resume_Redacted.pdf                |
| 24. | Garcia, Annamarie - Resume                 | Garcia, Annamarie - Resume_Redacted.pdf                 |
| 25. | Garnier, Todd - Resume                     | Garnier, Todd - Resume_Redacted.pdf                     |
| 26. | Garside, Matthew - Resume                  | Garside, Matthew - Resume_Redacted.pdf                  |
| 27. | Geoghegan, Brian - Resume                  | Geoghegan, Brian - Resume_Redacted.pdf                  |
| 28. | Gleason, James - Resume UPDATED            | Gleason, James - Resume UPDATED_Redacted.pdf            |
| 29. | Gotshall, Brad - Resume                    | Gotshall, Brad - Resume_Redacted.pdf                    |
| 30. | Guerra, Juan - Resume                      | Guerra, Juan - Resume_Redacted.pdf                      |
| 31. | Guest, Ronnie - Resume                     | Guest, Ronnie - Resume_Redacted.pdf                     |
| 32. | Haskin, Kenny - Resume - Revised           | Haskin, Kenny - Resume - Revised_Redacted.pdf           |
| 33. | Hayes, Robin - Resume                      | Hayes, Robin - Resume_Redacted.pdf                      |
| 34. | Henessee, Shawn - Resume                   | Henessee, Shawn - Resume_Redacted.pdf                   |
| 35. | Hildebrandt, Konrad - Resume               | Hildebrandt, Konrad - Resume_Redacted.pdf               |
| 36. | Hoblin, Michael - Resume                   | Hoblin, Michael - Resume_Redacted.pdf                   |
| 37. | Howell, Freddy - Resume                    | Howell, Freddy - Resume_Redacted.pdf                    |
| 38. | Hutka, Thomas - Resume                     | Hutka, Thomas - Resume_Redacted.pdf                     |
| 39. | Johnson, Chris - Resume                    | Johnson, Chris - Resume_Redacted.pdf                    |
| 40. | Kelly, Denise - Resume                     | Kelly, Denise - Resume_Redacted.pdf                     |
| 41. | Klein, Kenneth - Resume                    | Klein, Kenneth - Resume_Redacted.pdf                    |
| 42. | Ladner, Lynne - Resume                     | Ladner, Lynne - Resume_Redacted.pdf                     |
| 43. | Lawrence, William - Resume                 | Lawrence, William - Resume_Redacted.pdf                 |
| 44. | Layton, Christopher - Resume               | Layton, Christopher - Resume_Redacted.pdf               |
| 45. | Lear, Carollynn - Resume                   | Lear, Carollynn - Resume_Redacted.pdf                   |
| 46. | Leinen, Megan - Resume                     | Leinen, Megan - Resume_Redacted.pdf                     |
| 47. | Marchant, Benjamin - Resume                | Marchant, Benjamin - Resume_Redacted.pdf                |



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|-----|---------------------------------------------|----------------------------------------------------------|
| 48. | Marsh, Patrick - Resume                     | Marsh, Patrick - Resume_Redacted.pdf                     |
| 49. | McCarty, William - Resume                   | McCarty, William - Resume_Redacted.pdf                   |
| 50. | Min, Barnaby - Resume                       | Min, Barnaby - Resume_Redacted.pdf                       |
| 51. | Moye, Scott - Resume                        | Moye, Scott - Resume_Redacted.pdf                        |
| 52. | Nelson, Chris - Resume                      | Nelson, Chris - Resume_Redacted.pdf                      |
| 53. | Novak, Christopher - Resume                 | Novak, Christopher -<br>Resume_Redacted.pdf              |
| 54. | Null, Michael - Resume                      | Null, Michael - Resume_Redacted.pdf                      |
| 55. | ONeal, Wayne - Resume                       | ONeal, Wayne - Resume_Redacted.pdf                       |
| 56. | Ours, Alan - Resume                         | Ours, Alan - Resume_Redacted.pdf                         |
| 57. | Randall, Scott - Resume                     | Randall, Scott - Resume_Redacted.pdf                     |
| 58. | Rauback, John - Resume                      | Rauback, John - Resume_Redacted.pdf                      |
| 59. | Reese, Michael - Cover Letter and Resume    | Reese, Michael - Cover Letter and Resume_Redacted.pdf    |
| 60. | Robertson, Quinn - Resume                   | Robertson, Quinn -<br>Resume_Redacted.pdf                |
| 61. | Rooney, Mark - Resume                       | Rooney, Mark - Resume_Redacted.pdf                       |
| 62. | Rorie, Jonathan - Resume                    | Rorie, Jonathan - Resume_Redacted.pdf                    |
| 63. | Rose, Christopher - Resume                  | Rose, Christopher -<br>Resume_Redacted.pdf               |
| 64. | Schofield, Robert - Resume                  | Schofield, Robert -<br>Resume_Redacted.pdf               |
| 65. | Schofield, Sky - Resume                     | Schofield, Sky - Resume_Redacted.pdf                     |
| 66. | Schuster, Gregg - Resume                    | Schuster, Gregg - Resume_Redacted.pdf                    |
| 67. | Shackley, Randy - Resume                    | Shackley, Randy - Resume_Redacted.pdf                    |
| 68. | Shaw, Dane - Resume                         | Shaw, Dane - Resume_Redacted.pdf                         |
| 69. | Sheridan, Jeffrey - Resume                  | Sheridan, Jeffrey -<br>Resume_Redacted.pdf               |
| 70. | Sivick, Robert - Resume                     | Sivick, Robert - Resume_Redacted.pdf                     |
| 71. | Smiley, Avanulas - Resume                   | Smiley, Avanulas -<br>Resume_Redacted.pdf                |
| 72. | Sossamon, Leonard - Cover Letter and Resume | Sossamon, Leonard - Cover Letter and Resume_Redacted.pdf |
| 73. | Stark, Dennis - Resume                      | Stark, Dennis - Resume_Redacted.pdf                      |
| 74. | Strahl, David - Resume                      | Strahl, David - Resume_Redacted.pdf                      |
| 75. | Theofanous, Melinda - Resume                | Theofanous, Melinda -<br>Resume_Redacted.pdf             |
| 76. | Trombino, Paul - Resume                     | Trombino, Paul - Resume_Redacted.pdf                     |
| 77. | Tucker, Christina - Cover Letter and Resume | Tucker, Christina - Cover Letter and Resume_Redacted.pdf |
| 78. | Tucker, Kris - Cover Letter and Resume      | Tucker, Kris - Cover Letter and Resume_Redacted.pdf      |
| 79. | VanHaute, Paul - Resume                     | VanHaute, Paul - Resume_Redacted.pdf                     |
| 80. | Walls, Raymond - Resume                     | Walls, Raymond - Resume_Redacted.pdf                     |
| 81. | Ward, William - Cover Letter and Resume     | Ward, William - Cover Letter and Resume_Redacted.pdf     |
| 82. | Weiss, Brian - Cover Letter and Resume      | Weiss, Brian - Cover Letter and Resume_Redacted.pdf      |

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|-----|---------------------------|----------------------------------------|
| 83. | Wiggins, Lillie - Resume  | Wiggins, Lillie - Resume_Redacted.pdf  |
| 84. | Wolfe, Kelly - Resume     | Wolfe, Kelly - Resume_Redacted.pdf     |
| 85. | Wright, Kristina - Resume | Wright, Kristina - Resume_Redacted.pdf |
| 86. | Young, Joseph - Resume    | Young, Joseph - Resume_Redacted.pdf    |
| 87. | Zoukee, George - Resume   | Zoukee, George - Resume_Redacted.pdf   |

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|--------------------|------------------------------|
| Robin Fenwick      | Created/Initiated - 3/1/2021 |
| Heather Carrizales | Approved - 3/1/2021          |
| Jamie Miller       | Approved - 3/4/2021          |
| Matthew Jones      | Approved - 3/4/2021          |
| Robin Fenwick      | Final Approval - 3/4/2021    |

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## PORT ORANGE CITY MANAGER CANDIDATE LIST

February 22, 2021

| <i>No.</i> | <i>Name</i>                        | <i>Current / Most Recent Position</i>                                                                                          |
|------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 1          | <b>Akhimie, Vince</b>              | Assistant City Manager, City of Lake City, FL 10/2019 - 08/2020                                                                |
| 2          | <b>Baksh, Torrance J.</b>          | Owner / Operator, Daytona Athletic Club, Port Orange, FL 2018 - Present                                                        |
| 3          | <b>Bennett, John O.</b>            | Interim Business Administrator, Town of Dover, NJ 09/2020 - Present                                                            |
| 4          | <b>Bork, Michael A.</b>            | Parks & Recreation Director, Fairbanks North Star Borough, AK 2011 - Present                                                   |
| 5          | <b>Bornstein, Michael "Mike"</b>   | City Manager, City of Lake Worth Beach, FL 2012 - Present                                                                      |
| 6          | <b>Bridges, Jeffrey K. "Jeff"</b>  | Town Administrator, Town of Sturbridge, MA 04/2019 - Present                                                                   |
| 7          | <b>Chabot, Joseph S.</b>           | Project Operations Manager, The Governor's Office of Storm Recovery, Farmingdale, NY 2020 - Present                            |
| 8          | <b>Clark, Wayne</b>                | Economic Development Director, City of Debary, FL 10/2020 - Present                                                            |
| 9          | <b>Cole, Tiernan</b>               | Assistant County Attorney, Charlotte County, FL 11/2019 - Present                                                              |
| 10         | <b>Collins, Larry L.</b>           | City Manager, City of Louisville, OH 2018 - Present                                                                            |
| 11         | <b>Coppola, Lawrence F. "Lary"</b> | Executive Director, Port of Allyn, WA 03/2015 - Present                                                                        |
| 12         | <b>Crooker, Michael R.</b>         | Town Manager, Town of Winterport, ME 2018 - Present                                                                            |
| 13         | <b>Cullen, Glenn F.</b>            | Administrator / CFO, Borough of South Plainfield, NJ 2002 - Present                                                            |
| 14         | <b>Davis, Addison D. "Tad"</b>     | Overseas Building Operations Director, State Department, Washington, DC 2018 - 2021                                            |
| 15         | <b>Davis, Carmen Y.</b>            | Jackson Medical Mall Foundation, Jackson, MS 03/2020 - Present                                                                 |
| 16         | <b>Durbin, Jeffrey L.</b>          | Town Manager, City of Fraser, CO 2004 - 2020                                                                                   |
| 17         | <b>Eisenbeis, Jason M.</b>         | City Administrator, City of Crystal City, MO 01/2013 - Present                                                                 |
| 18         | <b>Evans, Clark</b>                | T&T Construction of Central Florida, FL 11/2015 - 02/2021<br>HR Manager 04/2019 - 02/2021                                      |
| 19         | <b>Eweh, Chika</b>                 | Benefit Authorizer, Social Security Administration, Queens, NY 08/2020 - Present                                               |
| 20         | <b>Fletcher, A. Jerome</b>         | Assistant Chief Administrative Officer, Montgomery County, MD 2019 - Present                                                   |
| 21         | <b>Fox-Howard, Brenda</b>          | Interim Town Manager, New Gloucester, ME Present                                                                               |
| 22         | <b>Garcia, Annamarie</b>           | Embry-Riddle Aeronautical University, Daytona Beach, FL 1995 - 2003 and 2008 - Present<br>Title IX Investigator 2020 - Present |
| 23         | <b>Garnier, Todd</b>               | VP for Finance and Administration, Mansfield University, PA 05/2020 - Present                                                  |
| 24         | <b>Garside, Matthew J. "Matt"</b>  | Town Manager, Town of Poland, ME 2017 - Present                                                                                |

Withdrew 3/5/2021

## PORT ORANGE CITY MANAGER CANDIDATE LIST

February 22, 2021

| <i>No.</i> | <i>Name</i>                            | <i>Current / Most Recent Position</i>                                                                             |
|------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| 25         | <b>Geoghegan, Brian J.</b>             | Township Manager, Howell Township, NJ<br>2017 - Present                                                           |
| 26         | <b>Gleason, James P.<br/>"Jim"</b>     | City Manager / CEO, City of Mascotte, FL<br>2011 - 2020                                                           |
| 27         | <b>Gotshall, Bradley<br/>"Brad"</b>    | Township Manager, Lower Paxton, PA<br>11/2018 - Present                                                           |
| 28         | <b>Guerra, Juan G.</b>                 | Finance Director, Gunnison County, CO<br>12/2020 - Present                                                        |
| 29         | <b>Guest, Ronnie J.</b>                | City Manager, City of Carrizo Spring, TX<br>01/2020 - Present                                                     |
| 30         | <b>Haskin, Kenny</b>                   | City Manager, City of Texarkana, AR<br>2013 - Present                                                             |
| 31         | <b>Hayes, Robin R.</b>                 | City Manager, City of Mount Dora, FL<br>09/2016 - Present                                                         |
| 32         | <b>Henessee, Shawn W,</b>              | County Manager, Clark County, WA<br>07/2018 - 03/2020                                                             |
| 33         | <b>Hildebrandt, Konrad</b>             | City Manager, City of Riverton, UT<br>03/2018 - 02/2020                                                           |
| 34         | <b>Hoblin, Michael K.<br/>"Mike"</b>   | Chief of Staff, Rockland County, NY<br>2019 - Present                                                             |
| 35         | <b>Howell, Freddy L.</b>               | Emergency Services Director,<br>Bryan County, GA 2013 - Present                                                   |
| 36         | <b>Hutka, Thomas J.</b>                | Public Works Director, Broward County, FL<br>2009 - 2020                                                          |
| 37         | <b>Johnson, Chris S.</b>               | Administrative Services Director / CEO,<br>Washington State University, Pullman, WA<br>2015 - Present             |
| 38         | <b>Kelly, Denise</b>                   | Urban Strategist / Research Analyst,<br>Lindy Institute for Urban Innovation, Philadelphia,<br>PA 2019 - Present  |
| 39         | <b>Klein, Kenneth W.<br/>"Ken"</b>     | Snohomish County, WA 2014 - Present<br>Assistant County Manager 2017 - Present                                    |
| 40         | <b>Ladner, E. Lynne</b>                | City Manager / CAO, City of Hart, MI<br>07/2018 - Present                                                         |
| 41         | <b>Lawrence, William R.<br/>"Bill"</b> | City Manager, City of Bowling Green, FL<br>04/2019 - Present                                                      |
| 42         | <b>Layton, Christopher J.</b>          | Interim Manager, Town of Plymouth, NC<br>01/2020 - Present                                                        |
| 43         | <b>Lear, Carolynn J.</b>               | New Hampshire Department of Revenue,<br>Concord, NH 06/2013 - Present<br>Assistant Commissioner 04/2018 - Present |
| 44         | <b>Leinen, Megan</b>                   | carolynnj.w@gmail.com                                                                                             |
| 45         | <b>Marchant, Benjamin B.</b>           | Interim Township Manager,<br>Manheim Township, PA 2021                                                            |
| 46         | <b>Marsh, Patrick</b>                  | City Administrator, City of Fitchburg, WI<br>09/2015 - Present                                                    |
| 47         | <b>McCarty, William D.</b>             | Budget and Management Director, City of<br>Springfield, IL 05/2011 - Present                                      |
| 48         | <b>Min, Barnaby L.</b>                 | Deputy City Attorney / Chief of Staff,<br>City of Miami, FL 10/2013 - Present                                     |
| 49         | <b>Moye, Scott M.</b>                  | County Manager, Ware County, GA<br>08/2016 - Present                                                              |

## PORT ORANGE CITY MANAGER CANDIDATE LIST

February 22, 2021

| <i>No.</i> | <i>Name</i>                        | <i>Current / Most Recent Position</i>                                                                                 |
|------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 50         | <b>Nelson, Christopher "Chris"</b> | CEO/Founder, MovePro, Daytona Beach, FL<br>2018 - Present                                                             |
| 51         | <b>Novak, Christopher "Chris"</b>  | Materials Manager, Custom Culinary, Joliet, IL<br>2020                                                                |
| 52         | <b>Null, Michael D. "Mike"</b>     | City of Green Cove Springs, FL 2003 - Present<br>Assistant City Manager 02/2014 - Present                             |
| 53         | <b>ONeal, D. Wayne</b>             | City Manager, City of Fraser, MI<br>01/2017 - 08/2020                                                                 |
| 54         | <b>Ours, Alan M.</b>               | County Manager, Glynn County, GA<br>08/2010 - Present                                                                 |
| 55         | <b>Randall, Scott S.</b>           | General Manager, PGA West Master Association,<br>Cathedral City, CA<br>11/2016 - Present                              |
| 56         | <b>Rauback, John F.</b>            | Finance Director, Bryan County, GA<br>02/2018 - Present                                                               |
| 57         | <b>Reese, Michael D.</b>           | Local Government Affairs Director, Ice Miller<br>Whiteboard, Columbus, OH 03/2016 - 07/2020                           |
| 58         | <b>Robertson, Quinn M.</b>         | Town Manager, Town of Colonial Beach, VA<br>2018 - Present                                                            |
| 59         | <b>Rooney, J. Mark</b>             | Town Manager, Town of Westerly, RI<br>05/2018 - Present                                                               |
| 60         | <b>Rorie, Jonathan N.</b>          | City of Peachtree City, GA 2011 - Present<br>City Manager 2015 - Present                                              |
| 61         | <b>Rose, Christopher M.</b>        | Management and Budget Director,<br>City of Miami, FL 08/2013 - 01/2021                                                |
| 62         | <b>Schofield, Robert M. "Mike"</b> | Captain, Police Department, Kansas City, MO<br>2018 - Present                                                         |
| 63         | <b>Schofield, Sky W.</b>           | US Army 2008 - Present<br>Senior Operations Manager, Panama City Beach,<br>FL 2016 - Present                          |
| 64         | <b>Schuster, Gregg</b>             | Interim Township Administrator,<br>Maplewood Township, PA 11/2020 - Present                                           |
| 65         | <b>Shackley, Randy</b>             | Insurance Agent, Brightway Insurance,<br>Port Orange, FL 08/2008 - Present                                            |
| 66         | <b>Shaw, Dane</b>                  | Executive Director, Black Belt Fatherhood<br>Initiative Project, Selma, AL 11/2012 - Present                          |
| 67         | <b>Sheridan, D. Jeffrey</b>        | City Manager, City of Webster City, IA<br>2019 - 2021                                                                 |
| 68         | <b>Sivick, Robert J. "Bob"</b>     | County Administrator, Waushara County, WI<br>05/2017 - 02/2021                                                        |
| 69         | <b>Smiley, Avannulas R. "Vann"</b> | Executive Director, One Washington, State of<br>Washington 12/2018 - Present                                          |
| 70         | <b>Sossamon, Leonard B.</b>        | Interim City Manager, Port Richey, FL 2019-<br>2020; Previously County Manager for Hernando<br>County, FL for 7 years |
| 71         | <b>Stark, Dennis W.</b>            | Transportation Specialist/Customer Service/<br>Logistics, Stevinson Lexus,<br>Frederick, CO 05/2015 - Present         |
| 72         | <b>Strahl, David "Dave"</b>        | Interim Village Manager, Schiller Park, IL<br>01/2019 - Present                                                       |
| 73         | <b>Theofanous, Melinda</b>         | Community Director, Concord Management,<br>Maitland, FL 08/1998 - Present                                             |

## PORT ORANGE CITY MANAGER CANDIDATE LIST

February 22, 2021

| <i>No.</i> | <i>Name</i>                        | <i>Current / Most Recent Position</i>                                                                            |
|------------|------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 74         | <b>Trombino, Paul</b>              | State of Iowa 2019 - Present<br>Director & Homeland Security Advisor<br>2021 - Present                           |
| 75         | <b>Tucker, Christina</b>           | Strategies Inc., FL 09/2008 - 06/2010 and<br>05/2013 - Present<br>Vice President 12/2019 - Present               |
| 76         | <b>Tucker, Kris</b>                | Town Manager, Town of Standish, ME<br>2017 - 2018                                                                |
| 77         | <b>VanHaute, Paul</b>              | County Manager, Putnam County, GA 02/2010 -<br>Present                                                           |
| 78         | <b>Walls, Raymond D.<br/>"Ray"</b> | CFO, Orange County Convention Center, FL<br>01/2018 - Present                                                    |
| 79         | <b>Ward, William R.</b>            | Pima County Community College District,<br>Tucson, AZ 2000 - Present<br>Vice Chancellor 2006 - Present           |
| 80         | <b>Weiss, Brian D.</b>             | Commanding Officer (equivalent to City<br>Manager), Naval Air Station Jacksonville, FL<br>2017 - Present         |
| 81         | <b>Wiggins, Lillie G. M.</b>       | Trainer, VITAS Innovative Hospice Train the<br>Trainer Presenter, Port Orange, FL 2011 - 2015                    |
| 82         | <b>Wolfe, Kelly S.</b>             | Managing Director of Strategic Partnerships, Love<br>Without Boundaries Foundation, Edmond, OK<br>2017 - Present |
| 83         | <b>Wright, Kristina L.</b>         | Community Development Director, City of<br>Neptune Beach, FL 2019 - Present                                      |
| 84         | <b>Young, S. Joseph</b>            | Business Development Director,<br>Sampson Construction Co., Lincoln, NE<br>11/2018 - Present                     |
| 85         | <b>Zoukee, George M.</b>           | Real Estate Investor, Knoxville, TN<br>1998 - Present                                                            |
|            | <b>Barton, Alexa M.</b>            | Withdrew                                                                                                         |
|            | <b>Blair, D. Aaron</b>             | Withdrew                                                                                                         |
|            | <b>Irby, Glenn A.</b>              | Withdrew                                                                                                         |
|            | <b>Kerby, Joseph M.</b>            | Withdrew                                                                                                         |
|            | <b>Krieger, Arthur J.<br/>"AJ"</b> | Withdrew                                                                                                         |

City of Port Orange, FL

**Straw Preference Poll RE: City Manager Finalist**

March 9, 2021

**Please place a check mark next to your top 5 choices to interview  
to become your next City Manager.**

|    | Candidate                  | Select |
|----|----------------------------|--------|
|    |                            |        |
| 1  | Bornstein, Michael "Mike"  |        |
| 2  | Clark, Wayne               |        |
| 3  | Davis, Carmen Y.           |        |
| 4  | Garside, Matthew J. "Matt" |        |
| 5  | Haskin, Kenny              |        |
| 6  | Hayes, Robin R.            |        |
| 7  | Ours, Alan M.              |        |
| 8  | Rooney, Mark               |        |
| 9  | Sossamon, Leonard B.       |        |
| 10 | Weiss, Brian D.            |        |
|    |                            |        |

Submitted by (please check the box next to your name):

☐ Bastian    ☐ Burnette    ☐ Foley    ☐ Stiltner    ☐ Tramont

**City of Port Orange, FL**  
**Summary of Preferences for City Manager, Round # \_\_\_\_**

**March 09, 2021**

| <b>Council Member<br/>Candidate</b> | <b>Bastian</b> | <b>Burnette</b> | <b>Foley</b> | <b>Stiltner</b> | <b>Tramont</b> | <b><i>Total</i></b> |
|-------------------------------------|----------------|-----------------|--------------|-----------------|----------------|---------------------|
|                                     |                |                 |              |                 |                |                     |
| <b>Bornstein, Mike</b>              |                |                 |              |                 |                | <b>0</b>            |
| <b>Clark, Wayne</b>                 |                |                 |              |                 |                | <b>0</b>            |
| <b>Davis, Carmen</b>                |                |                 |              |                 |                | <b>0</b>            |
| <b>Garside, Matt</b>                |                |                 |              |                 |                | <b>0</b>            |
| <b>Haskin, Kenny</b>                |                |                 |              |                 |                | <b>0</b>            |
| <b>Hayes, Robin</b>                 |                |                 |              |                 |                | <b>0</b>            |
| <b>Ours, Alan</b>                   |                |                 |              |                 |                | <b>0</b>            |
| <b>Rooney, Mark</b>                 |                |                 |              |                 |                | <b>0</b>            |
| <b>Sossamon, Len</b>                |                |                 |              |                 |                | <b>0</b>            |
| <b>Weiss, Brian</b>                 |                |                 |              |                 |                | <b>0</b>            |
|                                     |                |                 |              |                 |                |                     |
| <b>Total</b>                        | <b>0</b>       | <b>0</b>        | <b>0</b>     | <b>0</b>        | <b>0</b>       | <b>0</b>            |

Compiled by: \_\_\_\_\_



## **SUMMARY**

Over twenty-five years of progressively responsible senior executive experience in municipal management, working effectively with boards, elected officials, staff, citizens, business and community leaders, and other agencies, with expertise in:

- Community relations
- Customer service
- Staff development
- Media relations
- Finance, budget, grants
- Intergovernmental relations
- Contract negotiations
- Utilities management
- Strategic planning
- Policy analysis
- Capital projects
- Team building

## **EDUCATION**

**Florida State University, Center for Public Management** Tallahassee, Florida  
Completed Certified Public Manager Program and earned CPM professional designation.

**University of Washington** Seattle, Washington  
Master of Science and Bachelor of Science degrees

**University of Michigan** Ann Arbor, Michigan  
Completed 50 semester hours beyond the Master's degree in an interdisciplinary program combining Public Administration, Planning, and Engineering Applicant for the PhD, having completed all but the dissertation

## **SUMMARY OF PROFESSIONAL EXPERIENCE**

### ***Management Consulting***

**Vince Akhimie, P.E., CPM** (formerly **Akhimie-Kask, Inc.**, Seattle, WA), offering contractual management services; for examples, for the **City of Avon Park, FL** from March to November 2013; consulted with Hartman Consulting and Design from January to November 2006. Have always consulted between career appointments which is discontinued during full-time jobs. (Continually and intermittently from 1983 – Present)

### ***Municipal Management***

#### **Village of Oak Park, Illinois (Chicago Metropolitan Area)**

Oak Park has a population of 53,000. Managed the Department of Public Works with 135 FTEs in eleven divisions, including Utilities (Water and Wastewater), Engineering, Streets, Solid Waste, Waste Reduction, Traffic Engineering, Street Lighting, Signs and Signals, Fleet Maintenance and Central Garage, and Parks and Forestry. (1992-1995)

#### **City of Miami Beach, Florida**

The City of Miami Beach is a resort community of 90,000 in summer months and 140,000 winter months. I managed Department of Public Works, 150 FTEs in 8 divisions, including Environmental Services, an annual operating budget of \$45 million and a multi-year \$400 million Capital Improvements Program. (1994-1997)

#### **Board of County Commissioners, Polk County, FL**

Polk County has a population of 600,000 with a land area of 2,000 square miles in Central Florida. Managed the County's Utilities Division with 236 full time employees, a \$182million 5-year capital improvement program and an annual budget of \$126 million including Billing & Finance Administration and Engineering. (1997-2002)

#### **Board of County Commissioners, DeSoto County, FL**

DeSoto County, FL has a land area of 637 square miles and a population of 32,000. Hired by the County Administrator to implement and did implement a new \$30 million comprehensive water and wastewater utility for DeSoto County, with a first-year budget of \$21 million. (2003-2004)

PROFESSIONAL EXPERIENCE (continued)

**City of Oviedo, Florida**

Managed the City's Public Works Department including Parks projects, beautification and right of way, Water and Wastewater Services, Solid Waste, Fleet, and Capital Projects, with 75 FTEs, annual budget and \$50 million five-year Capital Improvements Program. (2004-2006)

**City of Riviera Beach, FL**

For the City of Riviera Beach in Palm Beach County, Florida, managed the Department of Public Works with 50 FTEs, assisted in managing the City's Utility District with 70 FTEs and coordinated with Library Services. (2006 to 2010)

**City of Bremerton, WA**

For the City of Bremerton, WA with a utility service area total of population of 60,000, managed an annual operating budget of \$63 million, a multi-year C.I.P. of \$107 million, and 120 FTEs including 22 engineers. Developed new park on waterfront combined with stormwater out fall project. (2010 to 2011)

**City of Avon Park, FL**

Served as the Director of the Department of Public Works which included Utilities (Water, Wastewater, Reclaimed Water, and Storm Water), Streets and Street Lighting, Engineering, Solid Waste, Transportation, Parks, grant writing, budget preparation and management, capital improvement projects management and representing the City on intergovernmental matters as assigned.(2013-2014)

**City of Daytona Beach, FL**

For the City of Daytona Beach in Central Florida with population of 62,316 and land area of 64 square miles, Managed 156 FTE's, a \$44 million operating budget and \$130 million five-year 2017 to 2022 C.I.P. Chaired the East Volusia Regional Water Authority (EVRWA) and assisted with homeless shelter development as directed by City Manager. (2015-2017)

**City of Lake City, FL**

Served as **Assistant City Manager**. Was also directly in charge of the Departments of Information Technology, Lake City Gateway Regional Airport, Public Works, Natural Gas, Utilities Administration, Water, Wastewater, and Distribution and Collections.(Oct. 2019-Aug 2020)

**Additional Relevant Experience:**

Served as **Traffic & Parking Director** (working title **Commissioner of Transportation**) for the City of Stamford, CT, and **Executive Director** of the Greater Stamford Transit District for five year **Director of Planning and Development** for Atlantic County Transportation Authority, Atlantic City, NJ (now South Jersey Development Authority) for four years and as **Director of Transportation** for the nine-county Kentucky-Indiana Regional Planning and Development Agency (MPO) in Louisville, KY for five years, as **Traffic Eng.** for Polk County, FL for five months, as **Senior City Planner** and **Senior Civil Engineer** for the City of Ann Arbor, Michigan for seven years, and as a **Consulting Engineer** for one year with Lewis-Redford Engineers (now ENTRANCO Engineers), Bellevue, WA, Seattle area

**PROFESSIONAL AFFILIATIONS & CERTIFICATIONS**

**Certified Public Manager (CPM)**, Florida State University Center for Public Management (2002 to Present)

**Florida City and County Managers Association**, Member (2003 to Present)

**American Public Works Association (APWA)**, Lifetime Member (1988 to Present)

**American Water Works Association (AWWA)**, Florida Section, Member (1993 to Present)

**FEMA / NIMS Emergency Management Certifications** ICS 0200, 0300, 0400, and 0700 (2007)

**Management and Strategy Institute, Lean Six Sigma Certification** (2018)

Vince Akhimie, CPM, P.E.

PROFESSIONAL EXPERIENCE (continued)

**State of Florida, Registered Professional Engineer** (1995-Present)

Board of Directors, Stamford **YMCA**, Stamford, Connecticut (1989-92)

Charter Member, **Louisville Economic Development Corporation (LEDco)**, Louisville, KY (1980-82)

Gold Mountain Golf Course Board, **Member**, Bremerton, WA (2010-2011)

**Institute for Transportation Engineers (ITE)**, Member (1977-91), **Fellow** (1988-1991)

**PERSONAL**

Married, one son, one daughter, a son-in-law, a granddaughter, and a grandson. Enjoy playing tennis and golf and participating in civic activities.

# Torrance J. Baksh, MBA.

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## Objective

Organized and motivated individual seeking an available management position in an effort to utilize years of experience and knowledge to not just fulfill but exceed your company's strategic goals.

## Education

**MASTER OF BUSINESS ADMINISTRATION | 2008 | UNIVERSITY OF PHOENIX**

**BACHELOR OF SCIENCE | 2004 | STETSON UNIVERSITY**

• Major: Biology

## Certificates & Additional Education

- Completion of Project Management - short course eLearning College, 2020
- University of St Augustine – physical therapist, no degree obtained (2014-2016)
- Department of Law Enforcement Program – basic law enforcement, Daytona State, Daytona Beach (2010)
- State Officer Certification – Law Enforcement, 2010
- CPR certified, 2010
- Completion of professional standards for the substitute teacher, awarded by Orange County public schools, 2005
- Certified Nurse's Assistant (certification number 0900000011485, issued 09/25/2000)
- Cora Rehabilitation, Daytona Beach, internship
- USPD experimental research, 2003-2004

## Experience

### **OWNER/OPERATOR • DAYTONA ATHLETIC CLUB • 2018 – PRESENT**

Owner of an LLC with a primary focus on training young kids in soccer skills year-round. Works closely with local soccer organizations to grow the sport within the community.

- Organized, planned and facilitated weekly skills training
- Planned friendly scrimmages and training
- Supervised coaching subcontractors
- Planned and directed all functions of the company operations and financial management

### **OWNER/OPERATOR • TORRANCE J BAKSH • 2008 – PRESENT**

Owner of a painting and contracting sole proprietorship, managing a crew of 2-3 subcontractors. This company was responsible for all interior and exterior painting for a development with 300+ homes. Worked closely with major builders and contractors, painting corporations, and local businesses to complete project on time and on budget. Assumed leadership of an established family business.

- Business Planning: Deployed resources to achieve financial forecasts and business objectives
- Operations Management
  - Planned and directed all functions of the company
  - Coordinated inventory management and supply purchases
  - Developed and maintained full service contracts
  - Client consultations to provide bids and estimates
  - Developed customer service programs which increased profit margins by 10%
- Financial Management
  - Performed accounting functions in QuickBooks
  - Prepared invoices and managed accounts receivable
  - Maintained accounts payable
  - Executed strategies for maximizing profits

### **MANAGER • T&M COATING DAYTONA, INC • 2006-2008**

- Prepared estimates for prospective clients
- Standardized and applied accounts payable and receivable processes
- Formulated and executed legally binding contracts
- Planned and supervised multiple projects for timelines and efficiency
- Executed all material purchases for projects
- Dispatched subcontractors to job sites

### **ASSISTANT MANAGER • SHERWIN WILLIAMS PAINT STORE • 2005 – 2006**

- Managed all daily store operations
- Maintained accounts receivable on regular revolving accounts
- Abilities and privileges of a key holder
- Directly supervised employees
- Individually met and exceeded all sales goals

## **Technology**

Productivity Software: QuickBooks, Excel, Power Point, Word and Outlook

## **Miscellaneous**

- Financial Statement Presentation
- Benchmarking practices and research
  - implemented best practices for reducing product wastage in the painting industry

- Bioinformatics search, usage and application
- Physical Therapy practices and application
- Special Events Officer – Daytona Beach Police Department



## PROFILE

Almost 25 years of experience with Municipal Government. I possess a broad range of knowledge in each municipal area, including administration, legal, finance, building and public works. Responsibilities include preparation of budgets and the management of finances: procurement and labor relations.

## PROFESSIONAL EXPERIENCE

Town of Dover, Dover, NJ

Town Interim Business Administrator

September 11, 2020 -present

- Responsibilities include the daily operation of a municipality of approximately 20,000 with a 2020 budget of \$25 million. Also serving as the Qualified Purchasing Agent (QPA).
- The position includes setting up a proper organization chart for all employees and verifying individuals are serving under the correct Civil Service titles.
- Working closely with the interim CFO to bring the 2020 budget in with a surplus for the following years appropriation. Also, to prepare the budget for the 2021 fiscal year.
- Working to get moving forward with the Town's redevelopment plans.
- Seeking to secure location for a senior citizen center and establishing the funding for same.
- Reviewing and updating the Town's Personnel policies as well as the town's Purchasing procedures.

Township of Woodbridge, Woodbridge, NJ

Township Administrator

2017 – January 2020

- Responsibilities included the day to day operation of a Township with over 100,000 residents with 850 full-time employees as well as nearly 800 part-time employees. The Township has the following utilities: recreation, parking, marina, and sewer. The total operating budget for the Township is over \$170 million.
- The function of the Administrator is to implement the policy that is set by the Mayor and authorized by the Governing Body. This includes working with the Human Relations Department to coordinate the adoption of personnel policies, hiring, and firing personnel, discipline of employees, reviewing the pay scales of nonunion personnel and negotiating contracts with the 13 different bargaining units. All aspects of labor relations are included such as dealing directly with Civil Service, health benefits and other benefits provided or available to employees. Assuring that the safety of the workplace is paramount, and all training is done by the appropriate employees is also important.

- Preparation of the annual budget together with the CFO and presenting same to the Council for approval. Meeting with the various Department Heads to review their requests and review their expenses from the previous year. Monitor all expenses and revenues of the Township and track them monthly against the budget amount. Review the Capital requests from the Directors and work with the Mayor and the CFO in preparation of the Capital Budget on an annual basis. The Capital Plan for the Township is approximately \$15 million annually.
- Review certain contracts for purchases with the purchasing agent and assuring compliance with the Local Public Contracts Law.
- Monitor and assist with the Township's building program including the acquisition and reconstruction of an historic home for the first Township History Museum, the construction of the 3<sup>rd</sup> and 4<sup>th</sup> Senior Citizen Building, the acquisition and construction of a scout camp and pavilion, the acquisition and construction of a 100 slip marina with restaurant.

Borough of Lavallette, Lavallette, NJ  
Borough Administrator

May 2016 – December 2017

- Responsibility for the day to day operation of a Borough with 1800 full-time residents and 28,000 summer residents. The Borough has an electric utility, a water utility and a sewer utility which come under the jurisdiction of the Administrator.
- The total budget of Lavallette was approximately \$10 million and a full-time workforce of 50 employees.
- Other responsibilities included most of the duties performed in Woodbridge. The major difference was the size of the budgets and in the small community the administrator has much greater requirement for hands on as there is not a large team of administrators. In a larger municipality building consensus and coordinating the various directors is unique to a larger staff.
- Responsible for initiating a shared service for the Construction Office with the neighboring municipality of Seaside Park.
- Worked with FEMA in securing monies due the municipality due to the disaster of Super Storm Sandy. Recovered over \$7 million.

Borough of Oceanport, Oceanport, NJ  
Borough Administrator/Public Works Superintendent  
2017

2013-2017

- Responsibility for the day to day operation of a Borough with 6,000 residents and a budget of \$8 million.
- I was also the Superintendent of Public Works and oversaw the Department daily.



- During my tenure we closed the Borough Hall due to the extensive damage from Super Storm Sandy and relocated all Borough Offices and the Borough Library as well as the Police Force to temporary facilities.

Law Office of John O. Bennett  
Oceanport, NJ

2017-present

- Continue to attend the meetings for the Governing Body of the Borough of Keansburg and the Keansburg Board of Education.
- Continue to represent both public entities as the Board attorney.
- Responsibilities as the Municipal Attorney including advising the Mayor/Board President of the legal ramifications of their actions and those of the Governing Body. The Attorney gives advice not direct action. He is responsible to provide the legal assistance to the Administrators and other local officials as directed by the Governing Body.
- Reviewed contracts and prepared most of the resolutions and ordinances as directed by the local Clerk or Governing Body.
- Advice on Local Contracting Law and the Open Public Meetings Law as well as the negotiating of various Bargaining Units in multiple municipalities and then gave advice on the day to day compliance with terms of the contracts.

Dilworth Paxson, LLP  
Managing Partner

July 2002-December 2013

- Managed the Red Bank branch office of a national law firm based in Philadelphia. I was responsible for the supervision of 5-8 attorneys and support staff. The firm specialized in municipal law. All Attorneys were engaged this practice. Some of the positions I held in my name were:
  - Township Attorney – Colts Neck
  - Borough Attorney Keansburg Borough
  - Borough Attorney-Farmingdale
  - Solicitor for the Keansburg Board of Education
  - Borough Attorney – Little Silver
  - Borough Attorney- Stockton Borough
  - Borough Attorney - Oceanport Borough

Montclair University  
Adjunct Professor

2005-2013

I taught a course in State and Local Government which was overbooked every year. I did not use a textbook as I taught from my own experience and believed it was better than any dry text would be. My students overwhelmingly assessed my performance as superlative in the annual evaluations.

## EDUCATION

Seton Hall Law School, J.D.

West Virginia University, BA

Rutgers University

- Completed program for certification of Certified Public Works Manager - 2015
- Registered Municipal Clerk - 2017
- Qualified Purchasing Agent - 2018
- Certified Public Registrar - 2019
- Certified Public Manager. - July 2020

## ADMISSIONS

Admitted to the Bar in the States of NJ and Florida

New Jersey Institute of Municipal Attorneys

Bar Associations of Monmouth County and States of NJ and Fla.

International City/County Management Association (ICMA)

## OTHER GOVERNMENT EXPERIENCE

I served in the NJ Senate until 2004. During my tenure, I was the Deputy Majority Leader (2 years), the Majority Leader (10 years), and the Senate President (2 years). In 2002, I became the Acting Governor of the State of New Jersey.



## ***Michael A. Bork, MS, CPRP***

### **Professional Highlights**

- Passionate, authentic, and engaging leader, with over two decades of municipal management and non-profit leadership experience.
- Proven history of sustaining a developing, productive, happy, and satisfied workforce while maintaining the highest levels of public service.
- Innovative, effective, and authentic leader, who is able to form strong, vibrant teams.
- Experienced and polished educator, speaker, and consultant in leading organizational change, organizational coaching, succession planning, employee development, positive psychology, leadership development, and organizational well-being.

### **Professional Experience**

#### ***Parks & Recreation Director, Fairbanks North Star Borough*** **2011-Present**

- Direct the daily operations of a complex and diverse department, with responsibility to over 100 full-time employees, multiple facilities, and a \$10 million budget.
- Provide operational & strategic planning and leadership for the department specifically, and municipal borough generally, serving a community of 100,000.

#### ***Presenter/Adjunct Professor, University of Alaska Fairbanks*** **2017 - Present**

- Instructor - BA 390 - Organizational Theory & Behavior – Online - 2020
- Healthy Living Lecture Series – 2017-2019
- Guest Lecturer – Communications, Business - 2016-2020

#### ***CEO/Principal, Laughtership LLC “Spreading Mirth on Earth”*** **2016-Present**

- Speaking, consulting, and organizational training firm that focuses on workplace wellness, positive psychology, authentic leadership, emotional intelligence, optimism, resiliency, and therapeutic laughter.

#### ***Parks and Recreation Director, City of Moberly, Missouri*** **2009-2011**

- Managed workforce of 55 employees, 30 park properties and facilities, and an operational budget of \$7.3 million dollars. This position served a community of 35,000 residents.

#### ***Parks and Recreation Director, Monte Vista, Colorado*** **2006-2009**

- Directed operations of department with 5 full-time employees, 17 park properties and three recreation facilities, which served a population of 14,000 people.

#### ***Director of Parks, Recreation & Cultural Services, Valdez, Alaska*** **2003-2006**

- Served coastal community of 5,000 people, directing the operation of the recreation and park department, which included the Valdez Carnegie Library, Valdez Civic Center, Teen Center, indoor pool, trails, and open spaces.

#### ***Recreation Supervisor, Lincolnshire, Illinois*** **2001-2002**

#### ***United States Marine Corps, Air Support Operations*** **1993-1995**



## ***Michael A. Bork, MS, CPRP***



*Continued...*

### **Education**

|                                                                                                                             |             |
|-----------------------------------------------------------------------------------------------------------------------------|-------------|
| <b>Walden University</b> , Minneapolis, MN<br><b>Master of Science</b> - Industrial & Organizational Psychology             | <b>2016</b> |
| <b>Western Illinois University</b> , Macomb, IL<br><b>Bachelor of Science</b> - Recreation, Park and Tourism Administration | <b>2000</b> |
| <b>St. John's Northwestern Military Academy</b> , Delafield, WI<br>Residential College Preparatory School                   | <b>1993</b> |

### **Curriculum Vitae**

#### **Original Classes/Presentations**

- TEDx Fairbanks, 2017: Health, Happiness & World Peace Through Laughter
- Semper Melior: Always Better
- The Balloon Animal: The Most Stressed Creature in the World!
- Jazz Hands & Comic Sans: Public Speaking, Theatrically
- Crouching Confidence, Hidden Questions: Ninja Interview Skills
- If You're Happy and They Know It, Happy Staff!  
Positive Psychology & Authentic Leadership
- The Playground Leadership Development Series

### **Memberships/Leadership/Awards**

- **Alaska State Employees Association (ASEA)**
  - Local 52, FNSB Chapter President
  - Member of 2020 Contract Negotiation Committee
  - Statewide Board of Directors
    - Statewide Municipal Representative
- **National Recreation and Park Association**
  - Certified Park and Recreation Professional (CPRP)
  - 2-year graduate of NRPA Director's School
- **Alaska Recreation and Park Association**
  - Robert "Bob" Robertson Service Award, 2017
  - Professional Award, 2015
  - New Professional Award, 2006
  - At-Large Board member, Past President
  - Conference Committee Chair 2014, 2018, 2019
- **Laughter Yoga International University, Bangalore India**
  - Certified Laughter Yoga Teacher - 2017
  - Laughter Ambassador – 2017
  - Certified Laughter Yoga Leader - 2016
- **National Speakers Association (NSA)**
  - Professional Member since 2018

# MICHAEL BORNSTEIN



## **OBJECTIVE**

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Eager to lead the City of Port Orange governmental organization through the next phases of its history by successfully fulfilling the vision as directed by the City Council.

## **CAREER SUMMARY**

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23 years of City Management experience with increasing responsibility including managing a \$169 million City budget with over 340 full time employees. Built a reputation as a trusted and creative advisor, team builder, and collaborative leader.

## **PROFESSIONAL EXPERIENCE**

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### **2012 – Present      City Manager – City of Lake Worth Beach, Florida**

Facilitated the transformation of a dysfunctional City governmental entity with high staff turnover, minimal infrastructure investment, outdated Codes and Ordinances, numerous lawsuits, and a disjointed Vision into a stable, capable, and viable City for its residents, businesses, and employees.

- **Park of Commerce** – Fulfilled a longstanding City goal to construct infrastructure improvements for the Park of Commerce including roads, drainage, water, sewer and electric utility improvements. Phase 1A has been completed with phases 1B & 2 underway at a cost of over \$11 million. Successfully awarded a Federal EDA grant for \$1.4 million, a State Legislative allocation of \$1.4 million and a FDOT Local Agency Program grant of \$1.2 million.
- **Neighborhood Road Program** – a successful ballot initiative resulting in \$40 million for much needed road replacement projects. Water, Sewer and Drainage projects were integrated into the program including the replacement of all 1950's era steel water lines and the installation of 157 missing fire hydrants to ensure all underground work was done before the new roads were constructed. Meetings were held with the individual project neighborhoods to discuss the installation of traffic calming and streetscape enhancements where possible.
- **Comprehensive Plan and Land Development Regulations** – Updated and amended the Comprehensive Plan in 2017 (Evaluation, Appraisal and Report) and in 2018. The Land Development Regulations have been through six rounds of amendments and updates with a seventh underway. The result has helped foster infill development and redevelopment, creating Transit-Oriented Development zones, a Transfer of Development Rights program, all the while protecting the development patterns and character of the core neighborhoods.

- **Development Incentive Program** – Created a package of incentives to promote investment and development in key areas of the City. The incentives include water and electric rebates based on new customers and projected usage, infrastructure improvements prioritization, and density and height bonuses.
- **Public Safety** – Coordinated with Palm Beach Sheriff's Office (PBSO) for the installation of strategically placed and monitored Security Cameras and License Plate Readers. Implemented a joint effort with Code Compliance Division and Fire Inspector to focus on most difficult areas of City including the creation of a Code Officer position embedded in and paid for by PBSO. Added additional Deputies for improved presence downtown and at the public Beach and Parks. Created Ordinances that regulated single-serve alcohol sales at convenience stores, limited after hour loitering at public facilities, and implemented a soliciting on roadways ban.
- **Emergency Management** – Re-wrote and updated the Emergency Management Plan (EMP) to be consistent with County plan format and with updated City structure and resourcing. Each year prior to hurricane season, staff, PBSO and Palm Beach County Fire Rescue are put through a tabletop exercise as part of required training. The EMP has been activated several times during hurricane season and most recently during the COVID Pandemic.
- **Information Technology** - Worked with consultant to review the City's IT function and provide a plan of action regarding network security and potential exposure to hacking and attacks. The plan was funded and implemented using \$900,000 in Sales Tax revenue.
- **Energy Savings Performance Contract** – Through a contract with Siemens, the City replaced all of the aging and failing streetlights with high efficiency, dark sky compliant LED lights, reduced water consumption and electric use at facilities and parks, and built a 1.6 mw solar array on former landfill. Additionally, a new Advanced Metering Infrastructure (AMI) meter system for Electric and Water Utilities. The total cost of the program was \$22.5 million which was funded through the energy savings and efficiency resulting from these improvements.
- **Beach/Casino Project** – Completed construction of the \$11 million building renovation and park improvement which included a \$5 million County grant. The historic Casino building is home to four private businesses and a City run ballroom facility which has consistently been named a top wedding destination. The next phase planned for this summer includes seeking a potential Public Private Partnership to create a water feature/pool, additional parking and other amenities and upgrades.
- **Compensation and Classification Study** – The results of the study helped move the City towards a market driven position in the recruitment and retention of employees and has been useful in Union negotiations. While the City is not a market leader, it has become more of an employer of choice in an extremely competitive region.

- **City Events** – Invested in and prioritized community events including July 4<sup>th</sup>, Veterans Day, Bonfires at the Beach, Festival of Trees, Nighttime Christmas Parade, and Mother/Son Daddy/Daughter Dance. Partnerships were also strengthened with outside organizations for such events as the World’s Largest Street Painting Festival, the Neighborhood Association Presidents Council Great American Raft Race, the Finnish Community’s Midnight Sun Festival, and the CRA Day of the Dead.
- **Successful Ballot Initiatives** – Assisted the Commission in developing and educating the voters on important ballot questions including: The Neighborhood Road Program \$40 million Bond, a City name change from Lake Worth to Lake Worth Beach, an increase in the height limit for the historic Gulfstream Hotel redevelopment, and an increase in City Commission terms from two to three years.
- **Sea Level Rise and Flooding** – Actively participating in the Southeast Florida Regional Climate Action Plan, a four county collaboration, as well as a smaller seven city consortium with Palm Beach County to create and share best practices, policies and planning efforts to address a potentially wetter environment. Investing in drainage improvements including the installation of flapper valves on Intercoastal Waterway drainage outlets and actively seeking assistance from the State Legislature for matching funds for drainage infrastructure improvements.

#### **2000 – 2012 Town Manager – Town of Lantana, Florida**

Performed all duties and requirements as outlined in the Town Charter including presenting a budget, reporting to the Mayor and Commission, managing staff, and acting as an official representative of the City.

- **Neighborhood Revitalization** – Created and initiated the Comprehensive Neighborhood Enhancement Program (CNEP) to address neighborhood concerns and foster communication with Town Hall. \$3.5 million was invested into road and swale projects, targeted Code Enforcement efforts, street closures, traffic calming and security cameras .
- **Town Vision** – Working with consultants, the Town created Master Plans for the Public Beach, Bicentennial and Sportsman’s Parks, the Pine Ridge Neighborhood Industrial Area, and the Downtown.
- **AG Holley State Site** – Facilitated planning efforts with Urban Land Institute on a redevelopment plan of the State-owned and operated 1950’s era Tuberculosis Hospital site. Working with the Governor, the State Legislature, and the Department of Health, a large portion of the site was privatized for infill development putting it on the tax rolls. Additionally, new Town park facilities and a Police Operations Center were created as part of the negotiations.
- **Emergency Operations** – Managed the Town’s response through the relentless 2005-06 Hurricane Seasons (Hurricanes Wilma, Charley, Frances, Ivan, and Jeanne).
- **Fire Rescue Service** – Directed consultants in a study on reestablishing the Town Fire Rescue Department and leaving the Palm Beach County Fire Rescue service agreement. The plan was considered with the Council deciding to continue County service.

- **4 MGD Water Plant** – Coordinated with the Town Engineer and staff on the design, financing and construction of the anion exchange treatment plant required to meet new Federal standards. Directed efforts over a three-year period to successfully obtain a 20-year Consumptive Use Permit for SFWMD for the Town wellfield.
- **Police Department** – Negotiated police service contract with the Town of Hypoluxo and a dispatch service contract with the Town of South Palm Beach in order to create better efficiency of scale for budget and coverage. Conducted a Police Pension study to edify the Council on how the pension compared to other agencies. Recruited a well-respected and experienced Chief who mentored the current Chief.
- **Beach Seawall Project** – Coordinated with the Town Engineer on the design, state permitting, and construction of the \$2.6 million seawall over two phases, including an emergency declaration phase to save three Town structures that were in danger of collapsing due to damaging waves.
- **Public Park Land** – Negotiated a purchase of waterfront land in the downtown for future water access, public park space, and parking. The purchase price was 20% below appraised value. Oversaw the construction and opening of the Lantana Nature Preserve.
- **Lake Worth Lagoon** – Partnered with the County for the installation of mangroves, artificial reefs and oyster shell reefs to improve water quality and fish habitat.

#### **1998 – 2000 Development Services Director, Town of Lantana**

Managed the staff and budget for the Building Department, Code Enforcement Division, Planning, Economic Development and Town Capital Projects.

- **Code Revisions** – Drafted and coordinated with the Town Attorney a new Sign, Landscaping and Tree Preservation Codes.
- **Downtown Beautification** – Oversaw the completion of the downtown streetscape improvements funded through the Federal ISTEA Grant including custom lighting, landscaping, sidewalks and curbing.
- **Economic Development** – Encouraged and negotiated with developers and business owners to locate and invest in the Town.

#### **1997 – 1998 Legislative Affairs Coordinator, Palm Beach County**

Established the work program for the newly created position, coordinating with the County Administration and the County Commission.

- **Legislative Agenda** – Interfaced with the private sector lobbyist to create the County Legislative issue program for the Legislative Session and assisted in its implementation in Tallahassee.
- **Article 5 Referendum** – Ran a successful ballot initiative to ensure the State paid for its share of costs to operate the court system.
- **Channel 20 TV** – Hosted interviews of political leaders on the County's public television station.



**1995 – 1997    Assistant to the CEO, Clear Shield, Inc., Riviera Beach**

Responsible for product approval testing with engineer and test lab for polycarbonate hurricane panel product approval certifications, coordinated with patent attorney on research and patent applications, and provided operational troubleshooting among the various subsidiaries.

**1989 – 1995    County Commissioner Administrative Assistant, District III, Palm Beach County**

Working directly for the County Commissioner providing assistance with research, vetting of agendas, and coordination with County Administration. Assisted constituents, represented the Commissioner with district cities and community groups.

**EDUCATION**

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Florida State University, Bachelor of Science, Political Science  
President of the Student Body

**PROFESSIONAL AFFILIATION**

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Palm Beach County City Managers Association  
Florida City County Managers Association  
International City Managers Association

**PERSONAL**

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Wife, Debra Duran-Bornstein, Independent Court Reporter  
Daughter, Haley E. Bornstein, Travel Agency Owner  
Son, Robert Parks, Captain Boca Raton Fire Rescue

Hobbies: playing guitar, writing music, fishing, boating, motorcycling, cooking and history.

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## Education

### **Master of Public Administration, 2018 (3.79 GPA)**

LONG ISLAND UNIVERSITY – New York, New York

### **Bachelor of Business in Management, 2013**

IONA COLLEGE – New Rochelle, New York

**Honors & Awards:** Dean's List, Edmund Rice Leadership Award, Founding Father of Pi Kappa Phi Fraternity (Iota Omicron Chapter).

## Professional Experience

THE GOVERNOR'S OFFICE OF STORM RECOVERY, Farmingdale, New York

### **Project Operations Manager, 2020-Present.**

- Manage and facilitate \$400 million dollar portfolio of infrastructure projects and oversee allocation and distribution of funds.
- Coordinate with municipalities, contractors and state agencies to implement storm water resiliency infrastructure projects throughout New York State.
- Perform regular audits and compliance work to ensure projects are in adherence with state, federal laws and regulations.

THE VILLAGE OF SPRING VALLEY, Rockland County, New York

### **Deputy Village Clerk/Registrar, 2018-2019.**

- Processed bi-weekly payroll for 147 employees; encompassing an annual payroll of \$8.5 million dollars.
- Worked closely with Treasurer and Deputy Treasurer to rectify fiscal year 2017 audit issues with The Village's \$30.9 million dollar budget to assist with bonding process.

### **Housing Program Assistant**

- Responsible for applicant vetting, interviewing and evaluating financial resources to discern eligibility determinations for assistance according to guidelines set forth by the Department of Housing and Urban Development (HUD).

BOARD OF ELECTIONS, Rockland County, New York

### **Outreach Manager / Document Coordinator, 2014 – 2018**

- Performed executive administrative activities directly for the commissioner, produced reports and maintained correspondence.
- Provided stakeholder and constituent outreach through building positive relationships with county administrators and nonprofit, government, and educational institutions.

HISTORIC AREAS BOARD OF REVIEW, Town of Orangetown, New York

### **Board Member, 2014 – 2017**

- Served as board member for development of historic areas in the Palisades and Tappan Historic District, voting on approval to changes to exterior design of buildings constructed prior to 1918.

## WAYNE CLARK, AICP

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### CAREER SUMMARY:

Thirty years, including 20 as a department director, building and maintaining great communities by leading a wide variety of local government services, creating and actively implementing plans and strategies, directing efficient processes and overseeing a variety of infrastructure improvements

### EXPERIENCE:

|                       |                                |
|-----------------------|--------------------------------|
| <b>2020 – Present</b> | <b>CITY OF DEBARY, Florida</b> |
|-----------------------|--------------------------------|

#### **Economic Development Director** (10/20-Present)

- Direct Economic Development functions
- Services include:
  - Lead efforts to promote private development in the ≈ 300-acre Transit Oriented Mixed Use district adjacent to the DeBary SunRail station
  - Assist landowners/businesses/development professionals with the City's development review process; provide ombudsman services as needed
  - Develop detailed economic data to assist the business community and to market DeBary as a desirable place to do business
  - Coordinate business retention and expansion efforts
  - Manage the Economic Development Opportunity Fund and develop standards for incentives for business growth and recruitment

|                    |                                                       |
|--------------------|-------------------------------------------------------|
| <b>2017 – 2020</b> | <b>NEW HANOVER COUNTY, Wilmington, North Carolina</b> |
|--------------------|-------------------------------------------------------|

#### **Planning Director** (9/17-10/20)

- Direct Planning, Housing and Code Enforcement functions
- Department services include:
  - Development Review; Long Range Planning; Transportation Planning, Floodplain Management; Housing; Zoning Enforcement
  - Emergency Response/Hurricanes - Infrastructure Branch (Emergency Operations Center)
- Department budget ≈ \$1.5 million

**Major Achievements:**

- Coordinated the reorganization and update of six, decades-old development ordinances into a contemporary unified ordinance
- Implemented process changes to modernize development review in an urbanizing county including the multi-department development review committee and the content and presentation of public hearing items for boards and commissions
- Led department efforts to transition the planning development review process to a new organization-wide software (Tyler EnerGov)
- Coordinated the County partnership with the Public Utility Authority to develop a Preliminary Engineering Report for a 30-year utilities build-out plan in the approximately 30 square mile NE section of the county
- Led Emergency Operations Center Infrastructure Branch during several shifts for Hurricanes Florence, Dorian and Isaias including the post-landfall Florence shift with substantial flooding, resident evacuations and road closures
- Coordinated a major staff reorganization and training initiative to provide more diverse skills in key areas and to develop staff depth
- Achieved significant improvements in trust and positive working relationships with other government agencies and diverse stakeholders including business, environmental, development and neighborhood leaders
- Coordinated conveyance of surplus County property to Habitat for Humanity for workforce home ownership

**2007 – 2017 CITY OF PORT ORANGE, Florida****Community Development Director** (2/07-9/17)

- Led Planning, Engineering, Building and Code Enforcement divisions
- Department services included:
  - Planning Division: Development Review; Zoning; Long Range Planning; Transportation Planning; Economic Development; Community Redevelopment Agency (TIF District) Administration (2014 – 2017)
  - Engineering Division: Development Review; Capital Projects Management; Construction Inspections, Floodplain Management
  - Building Division: Permitting; Plan Review; Inspections; Post Disaster Damage Assessment (ESF 19)
  - Code Enforcement Division: Code Enforcement; Business Tax; CDBG and SHIP Program Administration (2007-2010); Special Events Permits
- Supervised staff of over 30
- Oversaw consultant support contracts for civil engineering design, surveying, traffic engineering, commercial real estate, nuisance abatement, code enforcement legal support, architectural design, building inspections and building plan review
- Department budget: \$3.2 million - \$1.6 million General Fund; \$1.6 million Building Special Revenue Fund

**Major Achievements:**

- Implemented process changes to streamline development review leading to successful economic development efforts including a new 100,000 + sqft headquarters for a technology company (Raydon), a 400,000+ sqft expansion of a food distribution facility (US Foods) and construction of the City's largest and 3<sup>rd</sup> largest commercial developments in its history (Pavilion/Altamira)
- Oversaw financial stabilization of the Building Special Revenue Fund from an inherited \$260,000 deficit to a greater than 100% reserve while maintaining high citizen and development industry customer satisfaction levels
- Supervised staff managing design and construction of capital projects including transportation improvements (roads, intersection improvements, traffic signals, trails/sidewalks), Riverwalk Park and the Police headquarters building
- Coordinated sale of three City-owned properties for economic development purposes resulting in over \$2 million in revenue and coordinated four economic incentive agreements including allowing for expansion of a manufacturer's corporate headquarters (Thompson Pump) and a waterfront mixed use project (RiverWalk)
- Implemented process changes that increased the number of proactive Code Enforcement cases from approximately 33% to over 50%
- Coordinated several neighborhood preservation initiatives to prevent decline during the recession including abandoned property registration, contracted nuisance abatement and use of a special magistrate to process cases
- Led a stable department during a high management turnover period of four City Managers in four years and replacement of six executive staff members in less than five months during 2014
- Coordinated functional reorganization to take City lead role in economic development efforts, Tax Increment Financing redevelopment efforts, floodplain management and several capital projects during the recession and periods of high management turnover
- Leadership XI Class President – Port Orange/South Daytona Chamber of Commerce
- Lean Six Sigma Yellow Belt
- Worked for the City of Asheville, NC as Development Services Director for two months in 2015 during an enduring 2013-2015 organizational turnover period (4 different City Managers and numerous department heads) before coordinating to return to Port Orange to work with the City Manager who ultimately stabilized the organization

|                                                       |
|-------------------------------------------------------|
| <b>1999 – 2007 CITY OF WILMINGTON, North Carolina</b> |
|-------------------------------------------------------|

**Development Services Director** (7/02-1/07)

- Supervised staff of over 80
- Department budget: \$7.1 million (General Fund)
- Department divisions included Engineering, Traffic Engineering and Planning
- Department services included:
  - Engineering Division: Capital Projects Design, Management and Inspections;

Surveying; Development Review; Annexation-area infrastructure improvements; Hurricane Damage Assessment

- Traffic Engineering Division: Traffic Signals and Signs; Street Light Management; Neighborhood Traffic Management (Traffic Calming); *SafeLight* Program (15 Red Light Cameras); Development Review
- Planning Division: Development Review; Zoning; Historic Preservation; Long Range, Transportation, Neighborhood and Environmental Planning; Floodplain Management; Metropolitan Planning Organization (MPO) Lead Agency; Transportation Demand Management

**Development Services Director (prior to multi-departmental reorganization)** (5/00-6/02)

- Supervised staff of 79
- Department budget: \$4.6 million General Fund; \$2 million HUD funds (CDBG, HOME, program income) and \$410,000 stormwater special revenue fund
- Department divisions included Planning, Engineering and Community Development.
- Planning and Engineering services (see above)
- Community Development Division services included:
  - HUD Programs – CDBG, HOME, Rehabilitation Inspections
  - Code Enforcement

**Planning Manager** (2/99-5/00)

- One of four Development Services managers on a self-directed team reporting to the City Manager
- Directed long range, transportation and sections of development review planning staff
- Coordinated Metropolitan Planning Organization (MPO) administration
- Staff support for four-county elected officials Regional Growth Management Team

**Major Achievements:**

**Department Administration**

- Over 90% consistency between staff recommendations and City Council decisions on items on the Council agenda. The Department averaged approximately 35% of the total items on City Council agendas (approximately 125 total agenda items per year)
- Directed development review and infrastructure planning efforts for major downtown redevelopment projects including streetscape improvements, returning the main street to 2-way traffic, two parking decks, a pharmaceutical company's global corporate headquarters (PPD) and the initial stages of a convention center
- Coordinated all annexation rezonings and select infrastructure improvements after the City incorporated almost 20 square miles, over 5,000 properties and about 20,000 residents in two large-scale annexations
- Streamlined the development review process to increase effectiveness and efficiency and to support economic development priorities
- North Carolina Department of Labor Gold Award for Departmental Safety Achievement (5 consecutive years)

## **Major Achievements (continued):**

### **Engineering/Traffic Engineering**

- Supervised staff managing and/or designing over 60 capital projects totaling approximately \$90 million including road improvements, extension of water and sewer lines in a 20+ square mile annexation area, parking decks, bike paths, stormwater facilities and the Riverwalk expansion
- Supervised initiation of the Neighborhood Traffic Management Program
- Staff maintained 185 traffic signals and managed over 9,000 street lights
- Staff maintained a 100% rate of responding to signal failures in less than one hour
- Coordinated damage assessment efforts after several hurricanes and tropical storms including Hurricane Floyd

### **Planning**

- Coordinated a complete update of the City's 20-year old development ordinances and the reorganization into a land development code format
- Coordinated expedited review for major economic development projects including a pharmaceutical headquarters (PPD), a movie/television studio expansion (EUE/Screen Gems) and a wireless telecommunications regional call center (Verizon)
- Coordinated implementation of the Vision 2020 Downtown Plan that was awarded an International Downtown Association award for Plan Implementation
- Developed the City's first Comprehensive Future Land Use Plan
- Oversaw development and implementation of a Transportation Demand Management program
- Coordinated development of four road corridor plans and the NorthSide Neighborhood Plan (a community redevelopment plan)
- Created the concept and script for a land use planning educational video that won the Best Informational Video award from the Alliance for Community Media and 2<sup>nd</sup> Place Government Programming – Public Education from the National Association of Telecommunications Officers and Advisors (NATOA)
- Coordinated speakers and a tour for the North Carolina Legislative Commission to Address Smart Growth Conference

### **Other Achievements**

- Public Servant of the Year 2005 – American Society of Public Administrators SE NC Chapter/University of North Carolina-Wilmington
- Co-leader of the team that developed the City's first Strategic Plan including authoring focus area sections for economic development and vibrant neighborhoods and coordinating team efforts to author the transportation systems focus area
- Inherited HUD programs on the verge of losing entitlement status. Passed on a stable program to the new department as part of a city-wide departmental realignment
- Supervised community development operations providing new home loans, rehabilitation loans and grants for approximately 100 homes per year
- Speaker at Transportation Summits, Regional Growth Summit, Smart Growth Conference and several other civic, special interest and citizen group meetings
- Interim supervisor for the WAVE Transit Manager (Cape Fear Public Transportation

- Authority, 22 buses, annual total ridership approximately 1 million) – 2/04-6/04
- City United Way Campaign Coordinator 1999

|                                                   |
|---------------------------------------------------|
| <b>1994 – 1999 CITY OF CORAL SPRINGS, Florida</b> |
|---------------------------------------------------|

**Senior Planner (department reorganization)** (4/97 - 1/99)

- Directed development review, zoning and long range planning staff
- Reviewed and edited all staff reports to the City Commission, Planning and Zoning Board, Development Review Committee and Architecture Review Committee
- Coordinated the Development Review Committee process
- Developed and implemented planning process and development code changes to implement economic development objectives to strengthen the tax base primarily related to community build out projections
- Supported and enhanced downtown revitalization efforts
- Continued the responsibilities listed below

**Senior Planner** (7/94 - 1/99)

- Coordinated all long range planning activities and supervised section staff
- Reviewed and edited reports for the Planning and Zoning Board, the City Commission and other committees
- Primary staff support for the Planning and Zoning Board and Growth Management and Environmental Protection Advisory Committee
- Processed complex code changes, rezonings and other Commission agenda items
- Served on a variety of interdepartmental service improvement teams
- Trained Code Enforcement staff in zoning interpretation issues
- Represented the Department on the Neighborhood Services Team in 1995-96

**Major Achievements:**

- Processed and presented over 75 agenda item cases before the Planning and Zoning Board and/or City Council
- Planning support for economic development (over 1 million square feet of new commercial/industrial development in four years)
- Coordinated a \$2.1 million Preservation 2000 Grant (aka Florida Forever) for purchase of open space
- Completed major revisions to the Zoning Code and Sign Code
- Successfully developed a Telecommunications Ordinance to comply with the 1996 Telecommunications Act (helped generate about \$200,000/year in revenue for facilities on City properties)
- Coordinated the Comprehensive Plan evaluation report and update
- Researched and implemented Architectural Design Guidelines
- Team Leader and presenter at numerous neighborhood meetings
- Organized four Earth Day events (1995-98)



|                                                                  |
|------------------------------------------------------------------|
| <b>1990 - 1994    TOWN OF HILTON HEAD ISLAND, South Carolina</b> |
|------------------------------------------------------------------|

**Geographic Information System Administrator** (9/93 - 6/94)

- Coordinated all Geographic Information System (GIS) activities in the Planning, Engineering, and Building departments
- Administered all aspects of the GIS including budget and supervision of staff

**Geographic Information System Analyst** (7/91 - 8/93)

- Produced data and prepared reports for comprehensive planning projects, growth management efforts and emergency preparedness
- Managed planning databases
- Coordinated computer resources for planning projects
- Trained Planning staff in the use of a GIS
- Initially hired as the Town's first Planning Intern in 1990 to assist with development review

**Major Achievements:**

- Developed a data sharing network with local utilities and County staff to reduce the cost of updating GIS data
- Researched and developed data for the Beachfront Management Plan
- Developed data to evaluate options for road network improvements
- Introduced methods to make GIS data and software accessible to all staff to increase the value of the product and efficiency of the GIS staff
- Developed a database to evaluate environmentally sensitive land for public acquisition
- Developed digital data to track the progress of major master planned communities (Sea Pines, etc.)

**EDUCATION:**

**CLEMSON UNIVERSITY**, Clemson, South Carolina

Master of City and Regional Planning

Bachelor of Arts in Sociology; Minor: Communications

**University of North Carolina - Chapel Hill, Institute of Government**

Municipal Administration Course, 2001

**FEMA CERTIFICATIONS:**

National Response Plan Introduction (IS-00800)

Introduction to the Incident Command System (IS-00100)

ICS for Single Resources and Initial Action Incidents (IS-00200)

Intermediate ICS for Expanding Incidents (ICS-300)

National Incident Management System (IS-00700)

## **AFFILIATIONS:**

American Institute of Certified Planners (AICP)  
American Planning Association (APA)  
Urban Land Institute (ULI)  
International Council of Shopping Centers (ICSC)  
International Economic Development Council (IEDC)  
Florida Economic Development Council (FEDC)

Daytona State College Facilities Planning Advisory Committee (2014 – 2017)  
Florida Benchmarking Consortium Building Service Area Lead (2008 – 2017)  
Florida Benchmarking Consortium Board of Directors (2012 – 2015)  
Wilmington Downtown Incorporated Board of Directors (2000-2007)  
President, Broward County Section, Florida APA (1998)  
Broward County Section, Florida APA Board of Directors (1996-1998)

# TIERNAN COLE

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## BAR ADMISSION

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Member of the Florida Bar in Good Standing - 2010 - Present.  
Member of the United States District Court for the Middle District of Florida - 2016- Present  
Member of the United States Court of Appeals for the Eleventh Circuit - 2017 - Present  
Presentator with the Florida Bar “Defending Drug Crimes” “Effective Cross Examination” “Immunity Defenses” - 2015 - Present

## EDUCATION

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**Florida International University College of Law,** Miami, FL  
Juris Doctor and Masters of Public Administration, May 2010

### Honors:

First Student to complete a Masters of Public Administration and Juris Doctor at FIU  
Dean’s List (Spring 2008, Fall 2008); Book Award for Non Profit Organizations;  
Presidential Management Fellows Nominee (Dual); Board of Advocates (Fall 2009 – Spring 2010)

### Activities:

Trial Team (Member); Student ACLU (President); Environmental Law Society (Vice President); Phi Delta Phi (Member)

**University of South Carolina,** Columbia, SC  
Bachelor of Arts in International Studies with a Minor in Religious Studies, May 2006

### Honors:

Dean’s List (Fall 2002 - Spring 2004, Spring 2005 – Spring 2006)

### Activities:

Student ACLU (Head of Forum Committee); Taught University 101

## EXPERIENCE

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**Charlotte County Board of County Commissioners, Office of the County Attorney** Port Charlotte, FL  
*Assistant County Attorney*, November 2019 - Present

Attorney in Charge of litigation matters involving the County in both State and Federal Court. These claims ranged from Tort Claims, Declaratory Actions, and employment matters. Advise other attorneys in the development of courses of actions involved with the county. Advise County Attorney and Department Heads in developing operating procedures and problem solving.

**Office of the Attorney General** Fort Lauderdale, FL  
*Assistant Attorney General*, December 2016 - November 2019

Attorney for the State of Florida specializing in Litigation for Tort Claims, Civil Rights Claims, and Forfeitures. Responsibilities include supervising paralegals, legal assistants and coordinating the legal actions of several departments in the state of Florida. Additional responsibilities include developing legal theories, mentoring additional attorneys and developing training programs.

**Public Defender of the 13th Judicial Circuit** Tampa, FL  
*Assistant Public Defender*, March 2011 - December 2016

Advocate for indigent individuals and juveniles accused of felonies and misdemeanors. Advocacy includes motion filing, trial practice, and plea negotiations. Additionally, I have been called upon to train attorneys in the litigation of Drug Crimes.

**ACLU of Greater Miami** Miami, FL  
*Board Member*, March 2008 – March 2011

Worked with and assist other lawyers, activists and concerned citizens in protecting Human Rights and the Constitution within Miami Dade. Head of Rights Restoration Committee and Homeless Advocacy Group.

**Florida International University College of Law Education Advocacy Clinic** Miami, FL  
*Certified Legal Intern*, August 2009 – May 2010  
Provided legal representation to low income families in order to maintain the rights of children in Miami Dade Public Schools.

**Legal Services of Greater Miami, Inc.** Miami, FL  
*Law Clerk*, March 2009 – August 2009

Worked as a general researcher and drafter for the South Dade office focusing on Section 8 housing issues and other civil litigation for low income persons. Assisted senior attorneys with combating deceptive lending practices, predatory lending practices, and misinformation spread among the underprivileged in Miami. Worked with senior attorneys in foreclosure defense and mortgage modification.

**Law Offices of Chavez & De Leon,** Miami, FL  
*Law Clerk*, June 2008 – November 2008

Assisted lawyers focusing on human rights violations, personal injury matters and provided general legal assistance to the Consulate of Mexico.

**LARRY L. COLLINS**

January 15, 2021

Mr. Colin Baenziger  
Mr. Steve Sorrell  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 505  
Daytona Beach Shores, FL 32118

RE: City Manager position, City of Port Orange, FL

Dear Mr. Baenziger & Mr. Sorrell:

In reviewing the recruitment brochure for the City Manager position and the city's web site, it is clear that Port Orange is a dynamic and vibrant community with extensive amenities, an excellent resident quality of life, many exciting projects in the works, and a very bright future. Consequently, please accept my cover letter and resume as application for the City Manager position.

I am currently the City Manager in Louisville, Ohio, a full-service community in northeastern Ohio. I also offer progressive management experience in larger municipalities and a large Florida county which will transfer well to Port Orange. I have successfully managed at various levels in communities with populations from 10,000 to 600,000 (Louisville, 10,000; Dayton, 200,000; Ann Arbor, 250,000 day; Brevard County, 600,000), in government positions managing 80 employees to over 800 employees. Past and present municipal service areas managed include police; fire/EMS; city attorney's office; public works (including water and waste water utilities, roads); parks & recreation; HR; planning, zoning and economic development; building-inspectional services, and; budget and finance.

After reviewing the position profile, I believe I am highly qualified for the City Manager position, and therefore offer here a brief sampling of my credentials addressing some of the desired candidate qualifications highlighted in the brochure:

Public Management Experience:

- Currently a city manager in northeast Ohio managing a full service municipality; served as both acting city administrator (as needed) and as an interim assistant city administrator (SAA) in Ann Arbor, MI. Past Management experience in Florida costal county.

Education:

- Possess a Doctorate Degree (DBA) in Business Administration, and a Master's Degree (MS) in Operations Management.

Budgeting & Finance:

- Highly proficient in municipal budgeting and finance, having successfully managed in government positions responsible for budgets ranging from \$16 million to \$435 million. Have also taught municipal budgeting and finance, among other public administration courses, at the university level. Considerable grant experience.

Larry L. Collins (2) \_\_\_\_\_

Strategic Planning:

- Considerable experience with both long-range community-based strategic and operational master planning.

Economic Development:

- Redeveloping and rebranding historic downtown Louisville. Partnering with Public Library to develop a Library City-Hall joint complex including mixed-use retail and residential spaces and community meeting area/park space. In the planning stages of a mixed-use town center complex on city's north side consisting of independent senior living units, retail, office space, and dining venues; Expanding shovel ready sites at industrial park.

Collaboration:

- Enjoy a challenge and am committed to accomplishing organizational goals. Overall, work well with political bodies, city staff and the community at large and look to build relationships across all boundaries, both internal and external.

Team Development

- A leader-manager dedicated to developing subordinates through expanded educational opportunities and progressive increases in responsibility and accountability. Believe in the team concept and provide team members the opportunity to grow and thrive in a supportive environment where input and reasonable risk taking is encouraged. Manage with an "open door" policy and hold a weekly staff meeting with Directors to foster cooperation and communications across the entire organization.

Thank you for taking the time to review my resume for the position of City Manager in Port Orange, FL. While there is little doubt that this position will draw considerable interest from many highly qualified candidates, I would welcome a personal interview to further discuss how my knowledge, experience, and leadership can be of benefit to the community as it strives to attain its current and future goals. Finally, I would mention that this opportunity is very appealing to me not only because of the match with my professional background and the cultural and high quality of life characteristics the community offers, but also because I would like my next place of employment to be in a community where I can settle for an extended period. Please reach me at the above listed telephone number or email address at any time. Thank you for your time, attention and consideration.

Sincerely,

Larry L. Collins

**Larry L. Collins, DBA**

**City Manager**

|                                    |                                    |
|------------------------------------|------------------------------------|
| Economic & Community Development   | Strategic Planning                 |
| Intergovernmental Collaboration    | Public works & Infrastructure      |
| Budget & Financial Management      | Team Management & Development      |
| Performance Management             | Business-Government Acumen         |
| Contract Negotiations & Management | Public Safety/Emergency Management |

**Degrees:** DBA, (Doctorate of Business Administration), Saint Leo University  
MS, Operations Management, University of Arkansas  
BS, Public Safety Administration, Franklin University  
AS, Fire-Rescue Administration, Sinclair College

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**Work History**

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|                                            |                            |                |
|--------------------------------------------|----------------------------|----------------|
| City Manager 2018 - Present                | City of Louisville,        | Louisville, OH |
| Fire Chief 2015 - 2018                     | Ann Arbor Fire Department  | Ann Arbor, MI  |
| • Interim Assistant City Administrator/SAA |                            |                |
| • Acting City Administrator                |                            |                |
| Fire Chief 2009 – 2014                     | Brevard County Fire-Rescue | Brevard, FL    |
| Director and Chief 1997 – 2008             | Dayton Fire Department     | Dayton, OH     |

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**Professional Experience**

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**Strategic Leadership and Management:**

- City Manager, Louisville, Ohio; manage following municipal departments: police, Fire/EMS, planning, zoning, economic and community development, roads, water and sewer utilities, stormwater, parks and recreation, law department, budget and finance, and personnel management.
- Experience with both long-range community-based strategic and master planning. Recently led development of new strategic plan for City of Louisville, OH. Emergency Manager in Dayton & Ann Arbor; Emergency Committee Policy Team, Brevard County. FEMA/NIMS certified 100-800 programs.
- Redeveloping and rebranding historic downtown Louisville. As we work to diversify our economy, we are also in the planning stages of a mixed-use town center complex consisting of independent senior living units, retail, office space, and dining venues; experience managing complex projects while working cooperatively with other agencies and organizations, both private and public.

- Reorganized city of Louisville operational structure and management team, improving service and moral through high performance organization techniques and investment in employee training and educational opportunities. Implemented new organizational structure putting proper support in key areas to ensure future success.
- Assigned from fire department to serve as Interim Assistant City Administrator (referred to as a Service Area Administrator-SAA) for the Community Services Area in Ann Arbor, MI. Responsible for the leadership and management of over 300 personnel and a \$26-million-dollar budget. Provided strategic leadership to: City Planning Department, included Zoning and Historic Preservation; Building Services, Inspections and Plan Review; Economic Development; Parks and Recreation Department, included Open Space /Park Land Preservation; and to Community Development, including the Housing and Human Services segments of the City's government.
- Successful in overcoming existing poor relationships with neighboring cities; able to overcome years of ill-will between the county and municipal departments by seeking win-win partnerships versus turf-based confrontations. Resulted in improved services and \$250K in cost savings.
- Founding member of the Miami Valley Fire /EMS Alliance, a collaborative Council of Governments (COG) in Dayton, Ohio serving 23 area Fire/Rescue departments for enhancing service delivery and lowering costs through the sharing of resources.
- While in Brevard County, Florida, led a comprehensive review and reorganization of the fire rescue department (BCFR). A department with an \$80 million annual budget and over 800 members, serving a population of 600,000 residents. Similar review and restructuring completed in Ann Arbor and Louisville.
- Developed a multi-year strategic plan for BCFR that prioritized and improved service delivery, strengthened customer service and allowed department to correct identified deficiencies in the department while saving \$17 million over a 4-year period.

**Personnel Management & Organizational Development:**

- Member of the Dayton City Manager's "Change Agent Team," tasked with planning, cultivating and implementing the High Performance Organizational model changes into the City's service delivery methodologies and organizational culture for the City's Senior and upper management teams, approximately 250 personnel.
- Responsible for personnel management and leadership of an 800-member county fire department in Florida; in Dayton, Ohio over 400; in Ann Arbor 90 members, & in City of Louisville, 111 authorized positions. While managing Community Services in Ann Arbor, over 300 additional employees managed. Have successfully negotiated numerous labor contracts.
- Considerable success with hiring highly skilled staff members and developing high performing teams and organizations leading to organizational transformations and considerable cost savings.
- Managed the successful development and implementation of Fire Department Diversity Plan in Dayton. This was accomplished in partnership with the broader community, including the NAACP, Dayton Urban League, local Black Ministers Association, a

Federal District Court Judge, and representatives from the local community college and Dayton Public School Board, the Fire Union and City Administrator, among others.

- Implemented modern testing/hiring and promotional processes within BCFR; diversity increased. Awarded a \$3.7 million Federal SAFER Grant to assist in the hiring of active-duty vets returning from Afghanistan and Iraq and separating military service (28 of 34 employees hired were returning vets).

#### **Fiscal Management:**

- Managed in government positions responsible for budgets ranging from \$16 million to \$435 million, including the sustainment of service delivery in a declining economic environment while maximizing financial resources to meet changing needs.
- Saved Louisville taxpayers an estimated \$5.2 million dollars during the first two phases of a roughly \$20 million water and wastewater facilities upgrade project. Also oversaw development of a multi-year \$50 million Asset Management Plan insuring future funding and maintenance of city's water and waste-water utilities and infrastructure.
- In Brevard County, FL, implemented Zero-Based-Budgeting methodologies coupled with performance metrics (Balanced Score Card) for all sections of the organization to better gauge efficiency and effectiveness and enhance accountability. Adopted similar performance management budgeting strategies while in Ann Arbor and now in Louisville.
- In conjunction with strategic and operational plans, implemented performance measures with the annual budget process to better measure progress and improve service outcomes by city staff; included development of annual customer service survey which has also been melded into the budget and the performance management processes.
- Secured agreement with Washington DC consulting firm to assist Louisville in securing federal grants for economic development: infrastructure; downtown development, public safety needs, workforce development, etc. Several million dollars of grants applied for with results pending.
- Served three years as member of Dayton City Manager's Budget Committee (1 of only 3 department directors) responsible for recommending service and fiscal priorities to City Manager for balancing City's overall \$435 million annual operating budget.
- Secured and managed \$7 million in federal and state grants for Brevard County; \$3 million in Dayton, \$500,000 in Ann Arbor & Louisville, respectively.
- Responsible for development and implementation of current community's annual multi-million-dollar budget and Capital Plan.

#### **Professional Organizations:**

- International City/County Managers Association (ICMA)-Member
- Rotary International; Louisville Rotary Club-Member
- Ohio City Managers Association - Member
- Ohio Municipal League – Member



## LAWRENCE F. COPPOLA

Long-term successful leadership experience in City Government, Port and Public Works Utility operations, as well as successful private sector business. A pro-active problem solver with a proven track record of skill and expertise in the areas of:

- Day-To-Day Business Operations and Management
- Long-Term Strategic Planning and Operations Analysis
- Manage For Today, Invest In The Future Philosophy
- Financial Analysis and Budget Development
- Change Management, Staff Development and Mentoring
- Pragmatic, Unbiased, Big Picture, Forward Thinker

Achievement-oriented, pragmatic, “hands-on” executive skilled in carrying out the policies and direction of elected and/or appointed officials unbiasedly and with integrity. Innovative, tech-savvy, counter intuitive thinker with proven organizational and analytical expertise. Recognized for change management and political damage control skills.

- A dedicated team player able to work independently and with foresight within the organizational framework.
  - Track Record of working across partisan political lines to deliver successful, win/win results
  - Strong public speaking, group presentation, public meeting and forum facilitation experience.
    - Skilled in building and leveraging community partnerships and working with stakeholders.
    - Lobbying skills and the ability to leverage political outreach for positive outcomes
      - Extensive news media, public relations, message management experience
      - Award-winning written and online communication skills.
      - Excels at finding opportunities hidden in adversity.
      - A passionate believer in “Servant Leadership.”

## RELEVANT EXPERIENCE

### **Executive Director — Port of Allyn — March 2015 to Present**

The Port of Allyn is a medium-sized, regional Port and the economic development agency for the area. It owns and operates a fast-growing community water utility, two marinas, two launch facilities, two regional waterfront parks and rental properties. Overseeing all construction activities — from conception to completion — including two additional parks under development — a fully ADA-Accessible environmental showcase being developed jointly with the Pacific Northwest Salmon Center and a large, regional, destination multi-sports complex.

#### ***Duties and Responsibilities as Executive Director:***

Directly accountable to an elected Port Commission. Supervising all day-to-day business operations of the Port, and profitability of its facilities. Charged with all financial, budgetary, and personnel decision-making, plus long and short-term strategic planning. Created and maintains relationships with all federal, state, military, and local government officials and entities. Serves as General Manager of the Port’s community water utility, and Harbormaster of its marinas.

#### ***Achievements and Critical Leadership Initiatives***

- Upon arrival, found the Port operating in the red, with seriously outdated business practices and technology. Implemented private-sector style and LEAN business practices, immediately slashing costs, while increasing cash flow, employee accountability, and productivity, while upgrading customer service at every level.

- Launched mobile and online acceptance of credit and debit cards. The Port had previously only accepted cash. Built several new revenue streams including the installation of automated electronic pay stations at the marinas and launch facilities, saving on labor-intensive cash-processing costs. This significantly amplified launch fee and marina revenue over the cash-only “honor system.” Improved revenues by rebuilding the Port’s website so reservations could be made and paid for online for the marinas and park facilities.

- Choreographed hardware and software upgrades, including laptops for the Commissioners. Adopted new, State Auditor-compatible financial software, established real-time information sharing, system-wide networking, cloud backups, and enhanced digital security.

- Authored grants securing over \$1.5 million from the State Capital Budget, and the State Recreation and Conservation Office for property acquisition and major upgrades to the Port’s marina and park facilities. Oversaw and coordinated every facet of those projects from conception to completion.

- Wrote the Port’s 6-Year Strategic Plan, and three annual updates to its Comprehensive Plan. Implemented the state-mandated 10-year update to its Water System Plan, personally writing all Policies & Procedures.

- Initiated live streaming of Port Commission meetings, posting videos on the Port’s web site for 24/7 citizen access.

## Chief Administrative Official, Elected Mayor — City of Port Orchard, WA — 2008-2012

Port Orchard is a Strong Mayor Government City covering approximately 11.2 square miles. It is located in Kitsap County, Washington (population 277,000), and is the County Seat.

### ***Duties and Responsibilities as Chief Administrative Official and Mayor:***

In Washington's Strong Mayor form of government the Chief Administrative Official functions as the City Manager, directly accountable to the Council for the day-to-day business operations, and all financial, budgetary and personnel decisions.

This included leading 70 FTEs, with all Department Heads including Police and Courts as direct reports. Also represented the City on all public agency boards and commissions, and served as the City's primary news media contact and spokesperson. This included appearances on television and radio, interviews with the online and print media, as well as preparation and distribution of press releases.

- With the City Treasurer, wrote and implemented the City's \$30.8 million total budget (\$8.7 million General Fund).
- Short and long-term strategic planning. Identification and resolution of long-range issues facing the City.
- "Hands on" point person and business contact for all economic development activities and inquiries.
- Led negotiations with four union bargaining units, as well as both public and private sector entities on a wide variety of issues, including professional service contracts, equipment leases, and major purchases, plus crafting Interlocal Agreements.
- Ensured the City's compliance with all County, State and Federal regulations such as health, environmental, growth management, and EEOC.

### ***Achievements and Critical Leadership Initiatives***

• Upon election, found the City using reserves to meet payroll. Instituted private sector and LEAN business practices, changing the City's approach to budgeting, spending, and service delivery. Stabilized long-term finances without layoffs or furloughs, and without cutting or delaying any capital projects — during the major 2007-2011 recession.

*Net gain: \$500,000+ in annual cost savings, with the City paying back all inter-fund loans and creating regular monthly reserves in just over a year, plus significantly increasing the focus on, and levels of, customer service.*

• Led three major annexations — two commercial corridors and an upscale residential area.

*Net Gain: Over \$3 million in new annual revenues — after the cost of service delivery. These added over \$750 million in assessed value to the City's tax base, along with 36 new businesses including Walmart, Fred Meyer (Kroger), Safeway, Office Depot, Staples, a championship-level golf course, and 31 other locally-owned firms.*

• Restored trust and morale among the staff. Built a high performing management team, and implemented cross-training of all employees with an eye towards succession planning.

*Net Gain: Much more productive staff, reduced employee absenteeism and turnover, slicing HR costs.*

• Restructured the City's permitting process making it the fastest and most certain in Western Puget Sound.

*Net Gain: Significantly increased revenue from additional activity due to faster permitting and absolute certainty.*

• Focused the police on shorter response times.

*Net Gain: Achieved our goal of two minutes or less anywhere inside the City Limits within 6 months.*

• Slashed overall crime by 60 percent, and violent crime by 45 percent (\*WSP Figures), within 24 months.

*Net Gain: A much safer City, making it easier to successfully attract economic development.*

• Introduced online crime mapping and reporting, posting the names and residence locations of registered sex offenders on the City's Website. *Net Gain: Fewer registered sex offenders chose to reside in the City.*

• Qualified the City as an Association of Washington Cities (AWC) "Well City."

*Net Gain: Two percent savings on City employee healthcare costs. Reduced absenteeism.*

• Instituted an annual Customer Satisfaction Survey to measure the effectiveness of City services.

*Net Gain: Integrated survey results into the budget and performance monitoring process. More efficient use of tax dollars.*

• Shifted organizational focus from "budgeting cheap" to "Investing in our Future." *Net Gain: Reduced long-term costs.*

• Piloted a Citywide "Green Initiative." *Net Gain: \$40,000 cost savings, reduced carbon footprint.*

## **Founder, and Chairman Emeritus, Wet Apple Media, Port Orchard, WA — 1987 to Present**

Responsible for all business and strategic planning functions of my company. It became this area's largest independent media company, publishing the regional business newspaper and web site for more than 26 years, as well as several magazines. Served as Editor and Publisher of the newspaper until accepting an unsolicited purchase offer from the E.W. Scripps Company — a nationwide news organization — in 2014. Under my wife's management and leadership the company continues to thrive, publishing a highly popular regional lifestyle magazine, a consumer-oriented design magazine, and several web sites.

### **Education**

- Dana College — Bachelor's Degree in Business Administration
- Association of Washington Cities — Certified, and Advanced Certified, Municipal Leader Designations
- Graduate, Association of Washington Cities — Financial Planning For Cities
- Graduate, Kitsap County Department of Emergency Management — Disaster Event Spokesman Training
- Graduate, Washington Public Ports Association — Executive Director Training
- Graduate of National Association of Home Builders — Executive Officer Training
- Graduate, Puget Sound Regional Council — State Growth Management Act local planning training
- Graduate, Anthony Robbins' Mastery University
- Graduate, Anthony Robbins' Leadership Academy

### **Leadership Experience**

- Government Affairs, Marina, and Economic Development Committees — Washington Public Ports Association
- Board Chair/Executive Committee Member/Board Member — Kitsap Economic Development Alliance
- Member — Pacific Coast Congress of Harbormasters and Port Executives
- Executive Committee Member — Kitsap Regional Coordinating Council (Countywide Planning Organization)
- Puget Sound Regional Council — Represented all Kitsap County Cities at the 4-County Regional Planning Organization
- Member, Evergreen Rural Water Association
- Rotary International Centennial Year Club President/Board Member/Member — Port Orchard Rotary
- Steering Committee Member — Kitsap Vision 2040 Planning Process
- Board Chair/Finance Committee Chair — HousingKitsap (Local Housing Authority)
- Board Vice Chair/Finance and Personnel Committee Chair — Kitsap Transit (Local Transit Agency)
- Board Chair and Vice Chair (two terms each) — Kitsap County Planning Commission
- Board Member/Personnel Committee Chair — Kitsap County Health Department
- State Director/Legislative Policy Committee Member — Building Industry Association of Washington
- Board Member/Government Affairs Committee Member — Kitsap Building Association
- Treasurer/Past Vice Chair/Board Member — Washington Affordable Housing Council
- President/Treasurer (two terms each) — Northwest Automotive Press Association
- Board of Governors, Columbia Tower Club — Club Corp International/Seattle
- Umpire, Washington State, District 2, Little League Baseball — Certified at Majors, Junior, Senior and All-Star Levels
- Umpire, Washington Officials Association — Certified for High School, Select League, and all Tournament Baseball

### **Public Recognition**

- Kitsap Building Association — City Official of the Year
- SBA Journalism Leadership Award — Winner for Washington State and for SBA Region X
- SBA Journalism Leadership Award — Top 5 National Finalist
- Washington Association of Realtors — Media of the Year
- National Association of Home Builders — Life Spike
- Kitsap County Association of Realtors — Citizen of the Year (twice), and Affiliate of the Year (twice)
- Kitsap Building Association — Affiliate of the Year (twice)
- Building Industry Association of Washington — Associate Member Appreciation Award

## **MICHAEL R. CROOKER**



### **Summary of Qualifications**

- 20+ years of experience in municipal government and non-profit management.
- Knowledge and experience in areas of budget/finance, labor relations, grant writing, policy management, economic development and planning
- Formerly an Adjunct Faculty Member of the Department of Public Administration at the University of Maine with a history of working with and within the University of Maine System
- *Member of Maine Municipal Association's Legislative Policy Committee, helping to define municipal interests and assisting MMA in the legislative advocacy process*
- *Member of the Executive Committee of the Maine Municipal Association*
- *Service on State Tasks Forces and Councils*
- *Regular interactions with various Regional, State and Federal Agencies*
- Extensive grant writing and administrative experience
- Exceptional organizational, oral/written communication, interpersonal, analytical, and problem resolution skills
- Ability to organize and use time effectively while handling several significant responsibilities simultaneously

## **Professional Experience**

### **Town of Winterport**

Town Manager, Tax Collector, Treasurer, Local Health Officer, and Addressing Officer  
(2018 to present)

### **City of Bangor**

Assistant City Manager/Director of Human Resources (2016 to 2018)

- Directed and supervised the Divisions within the Administrative Services Department including Human Resources and Labor Relations, Community Connector, and Central Services.
- Served as Human Resources Director, directing and supervising the Human Resources / Labor Relations office and related functions associated with the city's non-union and unionized workforce.
- Oversaw and assisted departments with disciplinary matters, processes, and decisions. Worked in conjunction with city Legal Department and outside Employment Counsel involving difficult or sensitive cases.
- Served as Labor Relations Officer and lead city negotiator for collective bargaining activities and administer labor agreements in accordance with the Municipal Public Employees Labor Relations Act. Coordinated and participated in Mediation, Fact-finding, and Arbitration dispute resolution processes.
- Assisted the City Manager and Department Heads with a wide variety of day-to-day city-wide operational issues including responding to citizen concerns, complaints and requests for information; developing reports, research and recommendations for changes or improvements in operations; and general problem solving.
- Assisted the City Manager and City Council with recruitment and selection process for Department Heads reporting to City Manager and City Council. Provided assistance to City Council regarding the annual performance evaluation process for Council appointees. Advised City Manager and Council on difficult and sensitive personnel matters, and recommended appropriate action.
- Participated in the development and review of the annual budget and capital improvement program with the City Manager, Finance Director and Department Heads. Prepared and submitted division budgets for City Manager, City Council, Human Resources / Labor Relations.
- Served as liaison for the City Manager's Office to other departments and divisions, outside agencies and organizations, and the media, providing assistance or information

as needed or required, including representing the city at the local, county and state level.

- Oversaw administration of Community Connector Transit System ensuring compliance with state and federal transportation regulations.
- *Provided assistance to the City Manager and City Council regarding state and federal legislative issues, including researching issues affecting Bangor, drafting testimony for city councilors or senior staff, attending legislative public hearings or work sessions, and related functions*
- Represented City Manager as needed; serving as Acting City Manager in the absence of the Manager, or as was assigned

### **Town of Glenburn**

Town Manager, Treasurer, and Road Commissioner (2006 - 2016)

- Responsible for ensuring the efficient operation of all town affairs
- Developed and oversaw implementation of a multi-million-dollar budget and oversaw the accounting of all monies of the town
- Developed systems and procedures to implement policy decisions and execute them on behalf of the Town Council
- Responsible for hiring, supervising, and evaluating all town employees
- Oversaw all purchases of the town as Purchasing Agent
- Interacted with multiple municipal committees, residents, and the news media on a regular basis

### **University of Maine Department of Public Administration**

Adjunct Professor (2003 to 2012)

- Taught Public Financial Management to a class varying in size from 10 to 20 graduate and undergraduate students per semester
- Developed course curriculum and syllabus and track, evaluate, and grade student performance throughout the semester

**River Coalition Inc.**

Executive Director (2004-2006)

- Provided information and counsel to the Board of Directors regarding policies, programs, and strategic direction for the organization
- Responsible for staff development and implementation of multiple programs and short- and long-range plans
- Developed, implemented, and oversaw marketing initiative to increase awareness of and support for the organization's mission and goals
- Created and led numerous mission-driven fundraising activities and events
- Wrote and administered several successful grants and programs
- Reviewed and evaluated program results

**Town of Bradley**

Town Manager (1998- 2004)

- Duties included serving as Tax Collector, Treasurer, Town Clerk, Personnel Director, General Assistance Administrator, Registrar of Voters, Animal Control Officer, and Road Commissioner

**University of Maine**

Graduate Teaching Assistant (1998)

**Maine S.A.D. # 22**

Substitute Teacher (1994-1998)

**Education****University of Maine**

Masters in Public Administration (3.8 GPA)

**University of Maine**

B.A. in Political Science (3.2 GPA)

**University College of Bangor**

A.S. in Legal Technology (3.7 GPA)

## **Selected Honors**

- Maine Town and City Managers Association's 2002 "Rookie Manager of the Year"
- Barrie E. Blunt Outstanding Graduate Student Memorial Award
- Edward F. Dow Scholarship recipient
- Pi Sigma Alpha (National Political Science Honor Society)
- Presidential Achievement Award for Academic Excellence

## **Special Training**

- Maine Criminal Justice Academy's Pre-service/Part-time Law Enforcement Training
- State of Maine Animal Control Officer Training
- Graduate of The Grant Institute

## **Selected Professional and Community Service**

- President, Penobscot Valley Council of Governments
- Board Member, Eastern Maine Development Corporation
- Member, State of Maine Animal Welfare Advisory Council
- Member, Governor's Interagency Task Force on Invasive Aquatic Species
- Board of Directors, Penquis CAP
- Advisory Board, Penquis CAP
- Board of Directors, Maine Resource Recovery Association
- Member, Maine Municipal Association Legislative Policy Committee
- Member of the Executive Committee of the Maine Municipal Association
- Board Member, Penobscot River Tourism Association
- Board Member, Bangor Region Partners for Health
- Vice President, Penobscot Healthy Communities Board of Directors
- Notary Public, State of Maine,
- President, Graduate Association of Public Administrators (GAPA)



## References

Mr. Oscar Emerson  
Down to Earth Surveyors  
(Bradley Town Council)  
Bradley, ME 04411  
(207) 827- 6373

Ms. Lisa Morin  
Coordinator, Bodwell Center for  
Service and Volunteerism  
University of Maine  
(207) 581-4194  
[lisa.morin@umit.maine.edu](mailto:lisa.morin@umit.maine.edu)

Roger L. Huber  
Attorney, Farrell, Rosenblatt & Russell  
61 Main Street, Suite 1. Bangor  
(207) 990-3314

Mr. Shawn Yardley  
CEO Community Concepts  
Husson University  
(207) 795-4065

Chris Grotton  
Major, Maine State Police  
Glenburn Town Councilor  
(207) 557-5470

Connie Reed  
12 Acme Rd Ste 104,  
Brewer, ME 04412  
(207) 974-3111

Glenn F. Cullen

**EXPERTISE:**

Results-focused leader and relationship builder with 19 years of executive experience in municipal government with a successful record of accomplishment in government, finance and community outreach.

**EXPERIENCE:**  
2002 – Current

**Borough of South Plainfield, South Plainfield, NJ 07080**  
**Administrator and Chief Financial Officer**

- Responsible for the supervision of 125 fulltime and 33 part-time employees.
- Oversee the Borough's \$32,000,000 Current Fund Budget, \$7,000,000 Sewer Utility Budget & \$300,000 Pool Utility Budget.
- Responsible for all administrative communications, social media outreach, Nixle Alerts and press releases.
- In charge of all labor negotiations and contracts.
- Oversee major Borough initiatives including Library Expansion, Community Pool, Southside Dog Park and other redevelopment projects.
- Organize community outreach programs.

**Accomplishments**

- Enacted financial policies which have resulted in South Plainfield having one of the lowest tax rates in Middlesex County.
- Built New Library, Community Pool and Southside Dog Park.
- Secured two ratings upgrades from Standard & Poors. This was the first ratings upgrade in 22 years, and an outlook upgrade in 2014 from Moody's.
- Refinanced Borough's debt for a savings of \$500,000.
- Revamped health benefit which resulted in savings in excess of \$800,000.
- Eliminated longevity from contracts at an annual savings of \$250,000.
- Initiated Social media outreach through Nixle, website and Facebook pages.
- Oversee initiation of programs and applications to secure largest D.O.T. grant in County in 2020.

2009 - Current

**Plainfield Area Regional Sewerage Authority, Middlesex, NJ 08846**  
**Commissioner**

- Responsible for overseeing sewage authority that services eight municipalities.
- Finance Chairman since 2009.
- Oversee construction of annual authority budget.

2008 - Current

**South Plainfield Board of Education, South Plainfield, NJ 07080**  
**Treasurer of School Board**

- Responsible for cash oversight and reconciliation.

- 2012 – 2014      **City of Plainfield, Plainfield, NJ 07060**  
Chief Financial Officer (Part-Time)
- Directly responsible for financial functions of City.
  - Responsible for City's \$75,000,000 Budget.
  - Supervise finance staff and prepare financial statements.
- 2007 – 2008      **Borough of Keansburg, NJ 07734**  
Chief Financial Officer (Part-Time)
- Directly responsible for financial functions of Borough.
  - Supervise finance staff.
- 1998 – 2002      **Hackettstown Community Hospital, Hackettstown, NJ 07840**  
2000 – 2002      Director of Finance
- Directly responsible for six finance/operating departments.
  - Transformed the managed care department and instituted managed care strategy which resulted in HCH receiving an additional millions in additional revenue..
  - Effective financial management resulted in HCH maintaining the 3<sup>rd</sup> highest day's cash on hand in the State of New Jersey.
- 1998 - 2000      Manager of Patient Business
- Responsible for managing four major finance/operating departments.
  - Effective collection activities resulted in a decrease in A/R levels from 65 days in A/R in 3/98 to 54 days in A/R as of 12/01. This decrease in A/R has added approximately \$2,500,000 to HCH's cash balances.
- 1995 – 1998      **Clara Maass Medical Center, Belleville, NJ 07109**  
Director of Premium Health Systems
- Manage all four of Premium Health Systems operating units.
  - Responsible for the financial reporting of all affiliate businesses.
  - Prepare Budgets for Clara Maass affiliates.

**EDUCATION:**      **Fairleigh Dickinson University – January, 1995**  
Degree earned: Masters in Business Administration  
Concentration – Corporate Finance – GPA 3.89

**Kean College of New Jersey – 1990**  
Degree earned B.S. in Accounting  
Honors: Summa Cum Laude

**LICENSES:**      Certified Municipal Finance Officers License N-0612  
Certified County Finance Officers License Y-0115

**SPECIAL SKILLS:** Proficient in the use of Edmunds, Excel, Word and Power Point

**ASSOCIATIONS:** Government Finance Officer Associations – Board Member, Municipal Managers Association - Member

**REFERENCES:** References available upon request.

**Mr. Addison D. "Tad" Davis, IV**



**PROFESSIONAL PROFILE.** Exceptional leader with a progressive and proven record in high demand, fast paced, and politically sensitive environments. Expertise in managing large-scale operations and building loyal teams that exceed expectations. Skilled in leading strategic planning, facilities management, policy development, strategic communications, financial and human resource management, relationship building, and collaboration with nonprofit/advocacy groups. Extensive public speaking as well as media/congressional relations experience. Current Top Secret security clearance.

**PROFESSIONAL EXPERIENCE**

**Department of State, Washington, DC**

**2018-2021**

**Director, Bureau of Overseas Buildings Operations**

Recently served at the Assistant Secretary level leading the Bureau within the Department responsible for safe, secure, functional and resilient facilities in support of the U.S. diplomatic mission abroad. This included managing an ongoing \$18 billion new construction program, an annual operating budget of \$3.2 billion, and responsibility for supporting diplomatic posts at over 288 locations across the globe. Day-to-day activities involved a significant amount of planning, design and construction management activities as well close coordination with diplomatic missions and host nation governments, to include property acquisition, residential and commercial property leasing, master planning, community relations, and facility maintenance and upkeep. Developed a set of strategic priorities to drive the execution of the organizations daily mission; they include 1) Embassy After Next, 2) Facilities Maintenance and Upkeep, 3) Diplomatic Residential Initiative, 4) Data Management and Analytics, and 5) Talent Management. In response to the global COVID-19 pandemic the Bureau developed a dynamic remote work plan known as OBO 2.0: Return to Rosslyn that has enabled the organization to operate effectively and efficiently in a remote work setting since March 2020 and has also been recognized as a model approach across the entire Department. In addition to actions to address COVID-19 domestically, the Bureau has expanded the plan to incorporate actions to ensure the health and safety of over 15,000 workers at over 68 capital construction sites worldwide. During my tenure have traveled to 35 diplomatic posts to learn first-hand the needs of our customers in the field, identified challenges to accomplishing our mission, met with local municipal leaders, and had the opportunity to thank many folks along the way who have supported our initiatives.

**Department of Defense, The Pentagon, Washington, DC**

**2017-2018**

**Principal Deputy Assistant Secretary of Defense for Energy, Installations and the Environment**

Supported the Assistant Secretary in providing budgetary, policy and management oversight of the Department of Defense's real property portfolio which encompasses 28 million acres, over 500 installations with over 500,000 buildings and structures valued at a trillion dollars while enhancing the Department's capabilities to provide mission assurance through military construction, facilities investment, environmental restoration and compliance, installation and operational energy resilience, occupational safety, and defense community assistance programs.

Led the DoD enterprise-wide Real Property Management Reform Team in support of the Secretary of Defense's goal of bringing business reforms to the Department of Defense. Reform initiatives included enhancing sustainment of existing infrastructure, optimization of office space, reduction of leased space, disposal of excess properties, energy resilience, security of integrated control systems and enhanced opportunities for public private/public-public partnerships.

**Town of Spring Lake, NC**

**2015-2017**

**Town Manager**

Recruited by the Mayor and Board of Aldermen to reestablish a culture of stewardship, accountability, and customer service for a Town with a dysfunctional set of critical performance systems, to include financial management, human capital, as well as facilities and engineering. Instituted management controls that restored the confidence of the Mayor, the Board, and most importantly the residents in the Town's ability to govern and provide exceptional customer service on a daily basis.



- Led highly regarded effort to enhance pedestrian mobility in the Town via successful efforts to obtain three separate \$150K Department of Transportation grants to fund critically needed sidewalk projects.
- Established a viable recruitment and personnel selection system that resulted in the hiring of highly qualified managers, to include a Finance Director, Director of Parks and Recreation, a Director of Public Works, and a Chief of Police.
- Worked closely with federal, state and local transportation officials to develop a \$240K creative landscape design proposal in conjunction with a major highway project thorough the Town that will significantly enhance the overall curb appeal and professional appearance of the Town.
- Led the Town's preparation and response to the impact of Hurricane Matthew and several other severe storm events. Worked closely with local, state, and federal (FEMA) officials.
- Worked in partnership with the NC League of Municipalities to negotiate a new Health Care Plan for Town employees that resulted in a \$50,000.00 savings each year. Renegotiated the Town's print/copy contract that resulted in \$7,000.00 each year.
- Led the Town's initiative to convert all streetlights to LED which saved the town \$10,000.00 each year following the year of conversion.
- Led a highly successful initiative to partner with Fort Bragg, The Nature Conservancy, the Sandhills Area Land Trust, and the US Fish and Wildlife Service to establish the framework for a 60 acre urban wildlife refuge. Still in the planning and coordination stages, this tract will provide exceptional outdoor activities for the community.

**Corvias Solutions, Bowie, MD**

**2013-2015**

**Managing Director**

Led effort to successfully establish Corvias Solutions, a "startup" company designed to apply a unique public private partnership (P3) model to address the most pressing infrastructure challenges--initially the retrofit of municipal stormwater systems--of local counties and municipalities across the country.

- Initiated an extensive research effort to assess and better define the emerging multi-billion dollar stormwater market across the entire country.
- Developed a visionary Venture Plan to guide future business development along with a corresponding strategic communications plan to further enhance stormwater P3 opportunities.
- Led collaborative effort with EPA Region III and the Maryland Department of the Environment (MDE) to establish the first P3 stormwater agreement in the country with Prince George's County, MD (~ \$200M).
- Accompanied the Prince George's County Executive on a Trade Mission to China designed to conduct information exchanges with Chinese business leaders and government officials, and to showcase innovative business solutions such as the stormwater P3 agreement.

**United States Army Reserve, The Pentagon, and Fort Bragg, NC**

**2010-2013**

**Chief Executive Officer/Director of Services and Infrastructure**

Provided executive leadership for critical corporate wide functions and management of a multi-billion dollar budget in support of 205,000 Army Reserve Soldiers and 12,500 civilians operating from over 1,200 facilities worldwide.

Key responsibilities included strategic planning, financial management, facilities, sustainability/energy, global IT infrastructure, civilian personnel management, acquisition/contracting, safety, family programs, and history.

- Developed innovative Facilities Investment Strategy (FIS) to balance the sustainment and restoration of facilities with new construction in an era of declining financial resources.
- Instituted a dynamic facilities reduction program known as "Initiative 56" that was established to reduce the existing excess of 56 properties and leased facilities in the current inventory.
- Led the Army Reserve implementation of BRAC 2005 actions, a \$2.3B effort that involved the closure of 175 aging facilities and the construction of 125 new, state of the art facilities with enhanced security.
  - Relocated the Army Reserve corporate headquarters from Atlanta, GA to Fort Bragg, NC and Office of the Chief of Army Reserve from Crystal City, VA to Fort Belvoir, VA under BRAC 2005.
- Served as the designated Senior Energy and Senior Sustainability Official for the Army Reserve; led the corporate sustainability program as well as implementation of the Army's Net Zero initiative to reduce energy and water consumption as well as waste disposal.



- Provided executive leadership for Army Reserve global IT requirements; gained significant efficiencies through transitioning over 65,000 users to an enterprise email system and reduced redundant data centers through a major consolidation effort.
- Provided executive leadership for management of the 12,500 civilian employee workforce during furloughs and the government shutdowns.
- Worked closely with selected Members of Congress, key Congressional Committees, and their staffs; annually defended the Army Reserve Military Construction (MILCON) budget before selected Congressional committees.

**Department of the Army, The Pentagon, Washington, DC**

**2005-2010**

**Deputy Assistant Secretary of the Army (Environment, Safety, and Occupational Health)**

Led the Army's global environmental, sustainability, natural resources, safety, and occupational health programs in support of over 1.2 million Soldiers and Army civilians worldwide. Managed the Army's \$1.7M annual environmental and safety budget.

- Developed an extensive network of close working relationships with the environmental and conservation regulatory communities at the national, state, and local levels.
- Led the Army's extensive NEPA requirements to support implementation of BRAC 2005 affecting every Army installation in the country.
- Provided executive leadership for the Department of Defense (DoD) Formerly Used Defense Site (FUDS) Cleanup Program affecting 2,000 sites, an annual operating budget of \$285M, and a "cost to complete" in excess of \$18B.
- Served as the Army's Federal Preservation Officer with responsibility for the Army's relationships with federally recognized tribes, state historic preservation offices and a host of advocacy groups.
  - Led the publication of the Army's first Safety and Occupational Health Strategy which provided the framework for a comprehensive program that improved health conditions and reduced accidental fatalities.
- Directed the publication of the Army's first "corporate" Sustainability Report, based on the Global Research Institute (GRI) metrics used by corporate America to quantify accomplishments in the sustainability arena.
- Maintained close working relationships with Members of Congress and their staffs. Routinely engaged numerous media outlets, think tanks, etc. and delivered several dozen speeches annually to organizations at the national, regional, state, and local levels.

**Office of National Drug Control Policy (ONDCP), The White House, Washington, DC**

**2004-2005**

**Assistant Deputy Director (Demand Reduction)**

Served as the principal advisor to the Director, ONDCP ("Drug Czar") and the President's point person on demand reduction initiatives across the entire federal government; to include drug awareness, prevention, intervention, and treatment programs as well as drug testing and the drug court programs. Led the Office of Demand Reduction.

- Served as Acting Deputy Director for Demand Reduction, a sub-cabinet level position within the Administration, during majority of tenure with ONDCP.
- Led coordination and synchronization of the demand reduction components of the President's National Drug Control Strategy across 12 federal departments and selected agencies.
- Provided executive oversight of \$6.3B in funding to support demand reduction activities across the entire government, to include certification that department budgets fully supported the President's intent as outlined in the strategy.
- Worked extensively with a multitude of non-profit/advocacy groups at the local, state, regional, and national levels to learn from them first-hand about the programs that are working in an effort to develop expanded networking opportunities to share information with other like-minded organizations across the country.
- Worked with multiple foreign governments on collaborative approaches to develop and implement demand reduction strategies and collaboration. Organized the annual U.S.-Mexico Forum on demand reduction issues.

**Organization of the Joint Chiefs of Staff, The Pentagon, Washington, DC**

**2003-2004**

**Deputy Chief, Joint Operations Division (JOD), J-3**

Led senior Joint and Military Service staffs, senior DoD leadership, and selected worldwide commands in the development and coordination of highly sensitive execution and deployment orders that directed the worldwide movement and global operations of U.S. military forces.



- Personally briefed the Secretary of Defense and the Chairman of the Joint Chiefs of Staff weekly to gain their approval of execution and deployment orders to enable global military operations.
- Conducted sensitive, highly classified briefings for Members of Congress on the details of current and proposed global military operations.
- Conducted unclassified briefings on global U.S. military operations for the media, think tanks, academia, etc.

#### **Headquarters, U.S. Army Garrison (Airborne), Fort Bragg, NC**

**2000-2003**

##### **Garrison Commander**

Commanded the most populous installation in the entire Army; essentially the “city manager” for the sixth largest city in the State of North Carolina. Provided daily support to over 50,000 Airborne and Special Operations Soldiers and over 200,000 Army families, veterans, retirees, and civilians. Responsible for 160,000 acres of federal property, \$3B in real property, and, in concert with the Army Corps of Engineers, managing the Army’s largest military construction program. Led a team of over 2,100 civilians and 400 Soldiers.

- Led the development of the Army’s largest privatized housing community as well as one of the Army’s first efforts to privatize an installation electrical distribution system.
- Based on Malcolm Baldrige process improvement criteria, Fort Bragg was selected as top installation in the Army in 2001 and runner up in 2003. In 2001 and again in 2003 Fort Bragg was selected “Best Installation in the Army” by an Army Times Reader’s Poll.
- In 2002 and again in 2003, Fort Bragg was selected by the senior Army leadership for having the top anti-terrorism program in the entire Army.
- Worked extensively with the local communities and their elected officials in the region around Fort Bragg to develop procedures for mutual aid and support in times or crises and on regional master planning efforts.
- Led the Installation Advocacy Committee that addressed a number of social, quality of life, and safety issues for the soldiers and their families both on and off the installation.

#### **Commissioned Officer, United States Army (other key assignments)**

**1978-2000**

- Commander U.S. Task Force, Hashemite Kingdom of Jordan
- Assistant Professor, George C. Marshall European Center for Security Studies, Germany
- Military Strategist, G-3, Army General Staff, The Pentagon
- Army Staff Coordinator for implementation of the U.S.-Soviet INF Treaty, The Pentagon
- Member, U.S. Delegation to the Inter-American Defense Board, Washington, DC
- Member, U.S. Delegation to the Fifth and Sixth U.S.-Chile Joint Security Consultations
- Politico-Military Planner, Western Hemisphere, J-5, Office of the Joint Chiefs of Staff, The Pentagon
- Unit assignments included 82<sup>nd</sup> Airborne Division, 75<sup>th</sup> Ranger Regiment, 24<sup>th</sup> Infantry Division, 1<sup>st</sup> Armored Division, 3<sup>rd</sup> Infantry Division, and 18<sup>th</sup> Airborne Corps

#### **EDUCATION**

- United States Military Academy, West Point, NY      BS, Engineering
- Harvard University, Cambridge, MA      MPA
- Hoover Institution, Stanford University, Stanford, CA      Hoover National Security Fellow

#### **AWARDS**

- Decoration for Exceptional Civilian Service (Secretary of the Army award)
- 2011 Sustainable Innovator Award, presented by the General Electric (GE) Ecomagination Team
- Defense Superior Service Medal (Chairman of the Joint Chiefs of Staff award)
- Fort Bragg Lifetime Achievement Award
- Order of the Longleaf Pine (Governor of North Carolina award)

#### **ORGANIZATIONS**

- Conference Board; Environment, Health, and Safety (EHS) Council, 2005-2013
- Regional Land Use Advisory Commission (RLUAC), Cumberland County/Spring Lake Representative
- Fayetteville Technical Community College (FTCC) Foundation, Board of Directors
- Sustainable Sandhills, Co-Founder/Board of Directors
- Sons of the American Revolution, Lafayette Chapter

- Association of the United States Army, Braxton Bragg Chapter
- American Legion, Spring Lake Chapter 730
- Cape Fear Chapter, Military Officers Association of America (MOAA)
- Kiwanis Club of Spring Lake
- Brookgreen Garden Presidents Council
- U.S. Green Building Council
- National Trust for Historic Preservation
- International City/County Management Association (ICMA)
- Institute for Sustainable Infrastructure
- Mount Olivet United Methodist Church
- National Eagle Scout Association



# Carmen Y. Davis

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## **PROFILE SUMMARY**

Committed, ethical, team leader, and experienced local government management professional with a proven track record of effective management, community/business relations and consensus building, policy implementation, capital improvement and project management, negotiation skills, and staff and leadership development.

## **PROFESSIONAL EXPERIENCE**

### **Jackson Medical Mall Foundation, Jackson, MS**

**March 2020 – Present**

Founded in 1996 by Dr. Aaron Shirley, the Jackson Medical Mall was transformed from an abandoned shopping mall to a modern medical and retail facility. The mission, to provide healthcare for the underserved and to promote economic and community development, was made possible through strategic partnerships with the University of MS Medical Center, Jackson State University and Tougaloo College. Over twenty years later, the Jackson Medical Mall sits proudly in the center of the state's capital city, providing high quality health and community services to the public. Jackson Medical Mall Foundation (JMMF) has over 130 employees and an operating budget of about \$14 million.

#### *Key Responsibilities:*

- Oversee the day-to-day operations of six (6) departments – Facilities (Environmental Services and Maintenance), Security and Safety Services, Transportation Services, Events, Information Technology, and Care4ME Services (HIV Outreach Program)
- Develop, in collaboration with the CEO and the CFO, an annual operating budget that supports the JMMF's short-term and long-term operations strategies
- Assist the CEO in overseeing the JMMF's achievement and maintenance of a satisfactory competitive position within its industry
- Ensure communications, resolution of issues and project development
- Attend meetings of the Board and its Committees and present the information necessary or relevant to the Board or such Committee for discharging its duties
- Foster a corporate culture that promotes ethical practices, customer focus and service and encourages individual integrity
- Assess and manage the principal risks of the JMMF's business within operations (proposals, projects, and staffing)
- Assist the CEO in establishing an appropriate organization structure
- Set goals for departments and individual managers
- Develop and implement policies and improvements
- Build strong relationships with tenants, key external stakeholders, community leaders and vendors

### **County Administrator, Hinds County, MS**

**September 2010 - January 2020**

Home of the Capital City, Jackson, MS, Hinds County is the largest county in the state of Mississippi and has a population of approximately 250,000. The county has about 900 employees and an operating budget of approximately \$115 million. Appointed by a five-member board of supervisors and assigned to oversee day-to-day operations with thirteen (13) direct reports.

#### *Key Accomplishments:*

- Negotiated annual employee healthcare benefits yielding over \$1.5 million in savings (reduced potential 25% cost increase to an average of 5% over 6 years)

- Oversaw and completed a comprehensive revision/update of the 1994 County Policies and Employee Handbook
- Initiated/began the County's first Health and Wellness Program which included the creation of the annual 5K walk/run
- Received "clean" (unmodified and free of misrepresentation) audits from independent auditor for 8 consecutive years
- Conducted comprehensive audit/review of all county property, equipment, and vehicles yielding no increase insurance premium cost.
- Created ADA Compliance Office, Record Management and Retention Office, Safety and Training Office, Pre-Trial Services Program
- Initiated and Upgraded County-wide technology network system to advanced fiber optic technology and increased internet speed nearly 100 times at a lower cost than the existing system cost
- Negotiated purchasing cost with vendors resulting in over \$1.0 million in savings to the General Fund, as well as, able to end furloughs and increase year-end cash balance by over 85%
- Achieved increasing cash balance from about \$26,000 in 2010 to over \$2.5 million annually by 2012
- Assisted in managing and monitoring the \$40 M bond issuance for roads, bridges and capital improvements
- Assisted in new bond issue, bond refunding and debt restructuring totaling over \$50 million yielding debt service savings
- Co-chaired newly established Criminal Justice Coordinating Council for two (2) consecutive years with the Senior Circuit Court Judge
- Oversaw and implemented the purchasing of new voting machines for 110 polling locations
- Initiated ADA Improvement Program which consisted of facility improvements, and policies (communications grievance, and non-discrimination policy)
- Initiated purchase of two additional buildings to enhance needed office space to improve operational efficiencies
- Managed and oversaw capital improvement projects such as: \$2.4 million reconstruction project for adult jail housing unit and over \$7 million in jail facility upgrades and improvements, and \$2 million ADA improvements to historic courthouse
- Managed and facilitated the development of the adopted 2017-18 Strategic Plan
- Developed and conducted professional development workshops tailored for department heads to enhance interdepartmental relations, increase moral and improve departmental performance
- Recipient of the Patriotic Employer Certificate from the Office of the Secretary of Defense as an Employer Supporting the Guard and Reserve

### **City Planner, City of Detroit, MI**

**June 1993 – July 2001 and  
January 2007 – August 2009**

#### *Key Accomplishments:*

- Supervised, planned, and coordinated community benefit agreements and conducted conflict resolution sessions among community organizations and Fortune 500 Companies on behalf of City Council (Marathon Oil, Ambassador Bridge Expansion, Chrysler New Mack Engine Plant)
- Chaired effective meetings with community leaders and groups, large and small business owners, and other city departments and agencies on various land use, zoning, and policy issues
- Reviewed and analyzed the social, economic and physical impact of neighborhood commercial development trends
- Organized and developed community master plans with neighborhood and community associations
- Directed office and field work required for effectuation of plans and studies
- Planned, coordinated and laid out the work of professional, technical and clerical employees in one or more of the functional areas of the Commission
- Managed the process for Michigan liquor licenses and activity permits for City Council's consideration
- Authored zoning ordinances, zoning map amendments, city codes, and public policies on major urban issues as well as directed the preparation of recommended changes

- Created reports, recommendations and presentations to the City Planning Commission, the City Council, groups and organizations in and for the City of Detroit
- Participated and represented the City Planning Commission and City Council on task forces and conferences with other planning staff

**EDUCATION**

Master of Business Administration, Dec. 1993  
Wayne State University, Detroit, MI

Bachelor of Art, Urban Planning and Geography, May 1989  
Wayne State University, Detroit, MI

**PROFESSIONAL AFFILIATIONS**

Current Member, International City/County Management Association  
Current President, Mississippi City/County Managers Association  
Current Member, National Association of County Administrators  
Member, MS Association of County Administrators and Comptrollers, 2010-2020  
    President 2015-16  
    Vice President 2014-15  
    Treasurer 2013-14  
Co-Chair, Hinds County Criminal Justice Coordinating Council, 2017-2019  
Executive Advisory Board of Directors, Jackson State University Institute of Government, 2013-2016  
Board Member, Leadership Greater Jackson, 2013-17  
Board Member, U.S.S. Jackson Commissioning Committee, 2015-16  
Member, U.S. Navy League, 2016

REFERENCES UPON REQUEST

# Jeffrey L. Durbin

ICMA Credentialed Manager



**Fraser, Colorado**

**Town Manager**

**2004-2020**

A dedicated, creative, innovation-oriented manager who believes in the spirit of public service and embraces change and opportunity. Under my leadership, Fraser has confronted challenge and experienced great strides in improved levels of service, efficiency, accountability, and integrity. Establishing positive relationships throughout the community, embracing a good sense of humor, and leading with an approachable and honest management style are important components of my character. I set high expectations, but find realistic ways to achieve success.

- Responsible for direct management of Administration, Finance, Planning, Public Works (streets, water, wastewater collections, open space, and facilities), Wastewater Treatment Plant, Police Department (including municipal court) and Building Department (48 total FTE).
- Prepare and manage the Municipal Budget that includes General Fund, Water Fund, Wastewater Fund, Joint Facilities Fund, Capital Equipment Replacement Fund, Capital Asset Fund, Debt Service Fund, Restricted Revenue Fund, and the Cozens Ranch Open Space Fund (2020 Budget is \$18,790,000). Established an effective financial management approach for the organization based upon a high degree of transparency, efficiency, and accountability.
- Despite facing three periods of significant revenue declines, long range fiscal planning and effective financial management led to increased reserve funds meeting reserve targets. Additionally, we've completed upgrades to all public facilities, provided for implementation of new programs and productivity gains, and increased levels of service across all departments.
- Implemented an Asset Management Program and developed multi-year Capital Improvement Plans and funding plans for all streets, water systems, wastewater collections systems, and the wastewater treatment plant. Currently working development of a new Public Works Facility.
- Brought over \$12,000,000 in grant revenues into the community.
- Implemented emergency preparedness planning and training and successfully managed severe flooding, high water conditions, three wildfires, and the 2020 COVID-19 Pandemic.
- Established the Fraser Winter Park Police Department, prior to which the community relied on the County Sheriff for law enforcement services. 2020 Marks the 15-year anniversary of the department.
- Completed dissolution of the Fraser Sanitation District and incorporated those operations with the Town of Fraser to provide for more efficient and effective service to our residents and customers. The community had been struggling with this matter for almost 20 years.
- Established a Sustainability Plan which resulted in disposable bag fees, electric vehicle charging stations and development of a trash and recycling pay as you throw drop off facility.
- Implemented a new multijurisdictional public transit system (The Lift) which is funded via a 1% dedicated sales tax levy which was approved by Fraser voters in 2015.

- Implemented a wide variety of Intergovernmental Agreements to provide more cost-effective services with entities including the East Grand Fire Protection District, the East Grand School District, the Fraser Valley Recreation District, the Town of Winter Park, the Town of Granby, Grand County, and others.
- Established the Fraser Housing Authority along with implementation of a new Fraser Deed Restriction Program. Attainable housing is one of Fraser's most significant challenges.
- Implementation of medical/recreational marijuana regulations pursuant to voter approved amendments to the Colorado Constitution and a trademark battle over the slogan "Icebox of the Nation" with International Falls, MN were among my most unusual professional challenges.
- The most unique initiative was a two-year cooperative study with the Town of Winter Park to consider the consolidation of the two communities.

During my tenure as Town Manager, I've also served the community and the public in the following roles:

- Board member on the Grand County E911 Authority Board. This Board is responsible for the collection of telephone surcharges for 911 and underwrites Grand County dispatch operations. I successfully led an effort to overhaul dispatch funding allocations among service providers.
- Board member (Vice Chair) for the Colorado Intergovernmental Risk Sharing Agency (CIRSA), a self-insurance pool that covers over 270 municipalities and public entities.

Relevant recent experience includes the following:

- Gettysburg Leadership Institute. Once per year, the International City Managers Association offers the opportunity for Credentialed Managers to study the leadership lessons of Gettysburg in a unique exploration of personal leadership, organizational effectiveness, and the lessons of history.
- The Institute for Participatory Management and Planning, Systematic Development of Informed Consent. 2020 Marks the fifth year of taking teams to this program.

**Fraser, Colorado**

**Community Development Director**

**2000-2003**

In 2000, the Town of Fraser was just embarking into the world of significant development. Until that time, annual construction activity was minimal. My role was to prepare the community for dramatic change and to implement systems and procedures that could add capacity and increase effectiveness.

- Prepared a new Comprehensive Plan for the community (the last such effort was over 20 years prior). Implemented a geographic information system (GIS) and a complete overhaul of the Town's development codes and administrative procedures.
- Established new administrative procedures to provide for consistent and clear expectations.
- Responsible for Planning Department and management of contractual relationships with the Grand County Building Department, Town Engineer, and other consulting teams.

**Plainfield, Illinois**

**Community Development Director**

**1994-2000**

Responsible for all departmental operations during a time when the community grew from 4,000 residents to well over 15,000. Departmental divisions included building, planning, zoning, and code enforcement.

- Overhauled the Zoning Code and Development Review Processes (including implementation of fiscal impact analyses and design review).
- Prepared Comprehensive Plan and development evaluation process that received Urban Innovation Award.
- Established inter-jurisdictional planning and implementation agreements for a new arterial roadway necessary to serve future development within ten different jurisdictions.
- Implemented Village Board vision for a Clean Community Initiative with community cleanups, a new code enforcement program, and enforcement of development agreements.
- Initiated and implemented efforts to expand the downtown into undeveloped areas along with areas requiring redevelopment. This effort included a national urban design competition and establishment of a Main Street Program.

Received the employee of the year award for my success in negotiating an agreement with the United States Postal Service to construct a new Post Office in the downtown expansion area as an anchor, and also negotiated the dedication of a new Village Hall site with a developer within the project area.

**State of Michigan, State Historic Preservation Office**

**Preservation Planner**

**1992-1994**

Worked with local governments to establish local historic preservation programs, helped find ways to maintain local landmarks, and resolved other related local matters. Developed statewide goals and programs that would support historic properties and resources at all public and private levels.

- Developed statewide planning process to implement federal guidelines related to various permit review agencies throughout the State of Michigan.
- Prepared Michigan Comprehensive Historic Preservation Plan.
- Managed public participation programs and assisted local historic districts with technical support.
- Prepared the organization for State Program Review as required by National Park Service rules.

|                                   |                        |                  |
|-----------------------------------|------------------------|------------------|
| <b>Danckaert &amp; Associates</b> | <b>Design/Drafting</b> | <b>1989-1992</b> |
|-----------------------------------|------------------------|------------------|

Responsible for individual and team design duties, along with preparation of construction documents and shop drawings. Managed permitting with the appropriate local jurisdictions and construction administration on a variety of projects.

|                                    |                               |                  |
|------------------------------------|-------------------------------|------------------|
| <b>L Gale Abels and Associates</b> | <b>Design/Drafting/Models</b> | <b>1987-1989</b> |
|------------------------------------|-------------------------------|------------------|

Responsible for individual and team design duties, along with preparation of construction documents and shop drawings. Managed permitting and code compliance with the appropriate local jurisdictions.

|                                  |                                               |             |
|----------------------------------|-----------------------------------------------|-------------|
| <b>Michigan State University</b> | <b>Masters of Urban and Regional Planning</b> | <b>1994</b> |
|----------------------------------|-----------------------------------------------|-------------|

*Noteworthy Accomplishments Included:*

Old Town Lansing

Design services for a Revitalization project in a North Lansing National Historic District.

Del Ray Neighborhood

Worked with development corporation on redevelopment and revitalization of a southwest Detroit neighborhood.

Greater Lansing Global Village Housing Development Authority

Prepared market analysis and feasibility study for an affordable housing project in Lansing, MI.

St Louis Marketplace

Assisted community with development project evaluations.

|                               |                                         |             |
|-------------------------------|-----------------------------------------|-------------|
| <b>University of Colorado</b> | <b>Bachelor of Environmental Design</b> | <b>1989</b> |
|-------------------------------|-----------------------------------------|-------------|

*Noteworthy Accomplishments Included:*

Navajo Housing Project

Worked with the Navajo Reservation to design, fund, and construct prototype affordable housing for the Navajo Nation consistent with traditional culture and vernacular housing.

Julesburg Sugar Mill to Organic Chicken Farm Redevelopment Project

Worked for the Colorado Economic Development Department on a feasibility analysis and programmatic design to redevelop an abandoned sugar factory in Julesburg, Colorado, into an organic chicken farm to initiate community re-investment and job creation.

Colorado Recycling Program

Program development and collection operations.

**References available upon request**

Jason M. Eisenbeis



To whom it may concern:

Please accept this letter and my resume as an expression of interest in your City Manager position. A review of my resume will verify that I have balanced administrative and management experience in both the public and private sectors.

For almost fifteen years I worked for the Chrysler Corporation serving in many different capacities from assembly to team leadership, while striving to maintain the corporation's core beliefs and values. Working for Chrysler showed me the importance of being a leader within a team setting by motivating others to perform at their best in a highly structured setting.

For thirteen years, I answered the call of public service and served as Ward III Crystal City councilperson, serving a term as mayor pro tem, head of the labor relations committee, head of the police personnel committee, and serving as chairman and primary fund raiser for the annual Twin-City Firecracker Festival and Crystal City Centennial Committee. For 10 years, I have served as the City Administrator for the communities of Pevely and Crystal City Missouri, respectively. Serving dual roles in these cities has given me a front row seat to the complex and ever-changing dynamics of local, state, and federal government.

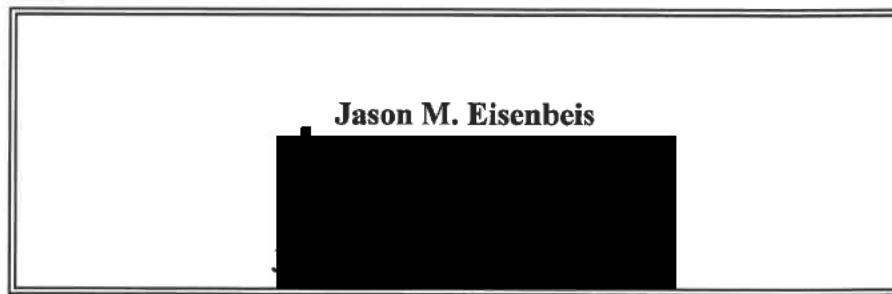
An accomplished executive experienced at combining excellent analytical skills with pragmatic judgment. My work at Chrysler, Pevely, and Crystal City, has provided tremendous and broad experiences in building and maintaining positive community relations, customer service, and top-to-bottom understanding of being an effective administrator in any organization. I believe my 20 years of experience as a leader in local government would prove beneficial to the team at the City of Port Orange. Thank you for your consideration, and I look forward to visiting with you soon.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Jason M. Eisenbeis', written over a horizontal line.

Jason M. Eisenbeis





## **PROFILE**

Goal oriented, passionate, energetic manager, and community and customer relations specialist with a diverse record built on fostering progress, accomplishments and success. Demonstrates strong analytical, interpersonal, and organizational skills aligned to develop, maintain, and generate desired results and outcomes.

## **KNOWLEDGE, SKILLS AND EXPERTISE**

|                                   |                                   |
|-----------------------------------|-----------------------------------|
| Recruitment, Selection, Retention | Volunteer and Special Event Teams |
| Performance Management            | Community and Customer Relations  |
| Project Management                | Team Building and Performance     |
| Policies and Procedures           | Budget Procedures                 |

## **EMPLOYMENT**

### **Lindenwood University**

Adjunct Professor – August 2012 – April 2014

The University uses an accelerated program designed for motivated adult learners who take responsibility for their education. As an adjunct professor, I have taught clusters of classes on the subjects listed below to both Graduate and Undergraduate students.

- Gender Issues in Management
- Implementing and Managing Diversity
- Adult Learning Processes
- Human Resource Management
- Human Resource Policies and Practices
- Survey of Accounting
- Introduction to Finance

## **City of Pevely**

City Administrator – October 2011 – January 2013

## **City of Crystal City**

City Administrator – January 2013 - Present

- Director of Public Works; responsible for the coordination and development of city departments. This includes planning and implementing the city's capital improvement plan, yearly projects and equipment purchases after the city council's adoption.
- Chief Budget Officer for the City; responsible for the preparation of the city budget for all departments, the coordination of all budget requests by the city departments and the analysis of the proposed city budget for submission to the city council.
- Chief Human Resource Officer responsible for recruiting and retaining employees including conflict resolution, employee benefits, and payroll. Investigate all complaints regarding personnel of the City and report findings and recommendations to the city council and the mayor. General supervision of all city employees and make recommendations to the city council and the mayor with regard to hiring, salary, duties and dismissal of city employees.
- Chief Grant Officer of the city and shall coordinate, assist in the preparation of and actively seek out such state and federal aid programs as may be desirable and beneficial to the City of Crystal City, Missouri.
- Responsible for keeping full and accurate records of the actions taken in the course of daily duties, including keeping the public informed of the ongoing operation and programs of the City of Crystal City.
- Supervise the preparation of specifications for all public contracts of the city, the administration of such contracts, the bidding procedures for such contracts and the conformity of such contracts to the specifications.
- Leader in aggressive economic development; recruiting businesses and supporting business retention.
- Develop and maintain liaison activities with federal, state, and regional agencies including, local school districts, MODOT, developers, realtors and the Jefferson County Economic Development Corporation.
- Attend, and participate in public meetings and community functions such as Chamber of Commerce luncheons, national nights out, community block parties, parades, and charity events, including leading successful fund-raising campaigns for these programs.
- Work with representatives from other municipalities, county, state, and federal governments in coordinating activities concerning Crystal City and the surrounding communities.
- Develop policies, procedures, and ordinances that affect Crystal City and its citizens on a daily basis, as well as building and maintaining positive relationships with the public.

### **City of Crystal City**

Elected City Official – Council Person - 2000 to 2013

- Appointed a term as mayor pro tem for a city with over 70 employees and a population of nearly 5000 people
- Serve as chairperson of the police personnel and labor relations committees as well as serving on the public welfare and fire, street and water utility committees
- Work with representatives from other municipalities, county, state, and federal governments in coordinating activities concerning Crystal City and the surrounding communities
- Instrumental in recruiting, interviewing, hiring, and assessing performance evaluations of past and present Police Chiefs and the former City Administrator of Crystal City
- Develop policies, procedures, and ordinances that affect Crystal City and its citizens, as well as building and maintaining positive relationships with the public
- Leader in developing and maintaining employee manual and job descriptions
- MBA- Public Administration Internship – June 2010 - January 2011

### **Chrysler Corporation**

Assembler/Team Leader – 1994 -2008

- Certified team leader supporting the corporation's core beliefs and values
- Led team of thirty employees in day to day assembly operations and assisted management in developing job descriptions, and job classifications
- Served on step up management team implementing ideas for improving production, quality, safety, cost and morale
- Supported labor agreements between union and management
- Assisted in the promotion of programs in alignment with Chrysler Corporations initiatives
- Responsible for compiling and preparing periodic reports, evaluating bids, budget compliance and meeting department targets
- Communicated changes in manufacturer design, new technology and requirements that potentially impact maintenance and the operation of equipment

## **EDUCATION**

### **Concordia University- St. Louis, MO**

Masters of Business Administration with an emphasis in Public Administration, 2012 – 3.92/4.0GPA

### **Concordia University- St. Louis, MO**

Bachelor of Arts in Human Resource Management, 2010 - 3.59/4.0GPA

### **Jefferson College- Hillsboro, MO**

Associate of Arts in Criminal Justice, 1996

### **Festus High School**

Diploma, 1992

### **Continuing Education**

- University of Missouri Academy for Leadership Development Class of 2012
- Grant Writing Workshop - Grant Writing USA
- University of Missouri St. Louis Chancellor Certificate – Planning and Zoning
- University of Missouri St. Louis Chancellor Certificate – Economic Development
- Certificate of Merit – Minorities and Success Equal Opportunity Employer
- Municipal Governance Institute - Certified Municipal Official
- Certificate of Achievement - Incident Command Training for Senior Officials
- International City Managers Association – ICMA Credentialed Manager

### **Boards/Professional Memberships**

- Jefferson County Economic Development Committee – 2011– present
  - Board Member
- Jefferson County Port Authority- 2011-present
  - Board Member
  - Secretary
- Quad City Senior Center – 2011 - Present
  - Board Member
- Twin City Levee Commission – 2013 - Present
  - President
- Public Water District #12 – 2016 - 2020
  - Board Member
- St. Louis Association of City Managers -2011-present
- Missouri City/County Manager Association -2011-present
- International City/County Managers Association-2011-present
- Missouri Municipal League – 2000- present
- Festus - Crystal City Rotary Club – 2013-present

### **VOLUNTEER WORK**

- Twin City Firecracker Festival, Chairman
- Twin City Days Committee
- Crystal City Centennial Committee, Chairman
- Habitat for Humanity
- Recruiting Judge for District 12 FBLA conference
- Quad City Senior Center
- Festus-Crystal City Rotary Club

## **PROFESSIONAL REFERENCES**

Jim Kasten  
City Administrator, Herculaneum  
1 Parkwood Ct.  
Herculaneum, MO 63048  
(636) 475-4447

Happy Welch  
City Administrator  
165 S. Fourth St.  
Ste. Genevieve, MO 63670  
(573) 883-5400

Greg Camp  
City Administrator, Festus  
711 W. Main St.  
Festus, MO 63028  
(636) 937-4694

## **SIGNIFICANT ACCOMPLISHMENTS**

### **City of Pevely**

- Lobbied and testified before state legislative committees to allow cities of certain sizes to pass a tourism tax.
- Led the City-wide effort in successful passage of a tourism tax, allowing a tax on motel/hotel rooms for improvements to the city parks and promoting tourism in the City of Pevely.
- Led the City-wide effort in successful passage of a business license increase, allowing for additional revenue streams based on the amount of sales per business.
- Led the effort for an independent utility rate study which showed significant deficiencies in the current rate structure.
- Led the effort for utility rate restructuring based on the independent study which was passed unanimously by the board of alderman.
- Led the effort to recruit businesses to a newly developed strip center.
- Balanced the city budget.

## **City of Crystal City**

- Led the City-wide effort in successful passage of an emergency services sales tax, allowing for additional \$500,000 in revenues for improvements in the fire and police departments for City of Crystal City.
- Led the effort to finance and purchase the city's new \$1,500,000 TREX articulating platform fire truck.
- Led the effort for a \$130,000 grant for a new outdoor emergency warning system.
- Led the effort for a \$140,000 grant for a new pool filter system for the city's municipal pool.
- Led the effort for a \$45,000 grant for a new recycle truck for the city's recycling program.
- Led the city-wide effort in successful passage of a business license increase, allowing for additional revenue streams based on the amount of sales per business.
- Led the effort for an independent utility rate study which showed significant deficiencies in the current rate structure.
- Led the effort for utility rate restructuring based on the independent study which was passed unanimously by the city council.
- Led successful multi-year contract negotiations with Union Representatives.
- Led the design-build process and project management for building the city's new \$10 million-dollar water treatment plant, including financing, budget, payment processes and FEMA critical compliance issues.
- Led the design-build process and project management for building the city's new \$1.5 million-dollar public works compound including financing, budget, payment processes and FEMA critical compliance issues.

## ADMINISTRATION AND MANAGEMENT SUMMARY

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- Managed HR for a nationwide commercial construction company with \$100 Million in annual revenue as a trusted advisor, coach and mentor to the Executive Team
- Executive Director of multiple skilled-care rehabilitation centers in Tennessee and Florida. Led all aspects of management including, Regulatory compliance, HR, Recruiting, Accounting, Budgeting, Marketing, and Plant Management.
- Created annual budgets, marketing plans, monthly financial statements, and accounting audits for national companies

## WORK EXPERIENCE

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### T&T CONSTRUCTION OF CENTRAL FLA

- Advanced to HR Manager of the merged multi-state commercial construction company
- Manage a staff of 2 team members supervising weekly payroll, completing weekly benefit audits and all aspects of Human Resources including assisting with Safety, Fleet, I.T., Operations, and Accounting
- Converted 100% of HR files to digital format transforming all aspects of HR to electronic in under 3 months
- Developed and managed Policies & Procedures, Employee Handbook, Benefits Plans, Return-to-work, Safety Directives, and Incident/Accident reporting, while increasing labor force by 300% in under 3 years
- Implemented new policies and procedures reducing annual workers compensation expenses by 50%

### HUMAN RESOURCE MANAGER

*April 2019-February 2021*

### T&T CONSTRUCTION MANAGEMENT GROUP

- Completed all aspects of Accounting, Payroll, Benefits, Accounts Payable, Accounts Receivable, Finance, Purchasing, Assets, Fleet, Logistics, and HR
- Expanded the multi-state construction labor contracting company from 50 employees to over 200
- Facilitated the merger with sister company in under 3 months

### ADMIN & ACCOUNTING MANAGER

*November 2015-April 2019*

### NEWMAN, SELAND & OPPENHEIMER, CPA FIRM

- Completed tax returns and financial audits for individuals and companies of all sizes in conjunction with our CPA's
- Performed duties as in-house I.T. specialist maintaining computer systems and security for all onsite computers and servers and converted hard file system to paperless in under 6 months.

### ACCOUNTANT & I.T. SPECIALIST

*January 2012-November 2015*

### SUNWAVE MANAGEMENT LLC

- Owner/Operator of a solid surface countertop fabrication company with 25 employees, fabricating solid surface countertops sold by all Central Florida's 15 regional Lowe's stores, with monthly sales of over \$500K
- Supplied granite countertops to home builders and created a retail sales division increasing sales by 25%
- Completed all aspects of the business from Marketing, Sales, Purchasing, Accounting, Finance, Logistics, and HR

### FOUNDER/CEO

*February 2006-December 2011*

### SKILLED NURSING FACILITIES

- Administrator and Executive Director of multiple Long-term and skilled-care rehabilitation centers in Tennessee and Florida.
- Responsible for all aspects of management including, Regulatory compliance, HR, IT, Staffing & Recruiting, Accounting, Finance, Budgeting, Marketing, and Plant Management.

### EXECUTIVE DIRECTOR

*March 1994-February 2006*

## EDUCATION

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### SOUTHERN ADVENTIST UNIVERSITY

### BACHELOR OF SCIENCE, BUSINESS ADMINISTRATION AND MANAGEMENT

## SKILLS

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Sage 300 Construction and Real Estate  
Thomson Reuters CS Professional Suite  
Microsoft Office Suite, BambooHR  
Human Resources  
Financial Auditing

## INTERESTS

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Love spending time with family and friends. Enjoy water sports (Boating, Scuba Diving, Skiing, Swimming). My passions are reading, computers, politics, religion, philosophy, and cycling.

## CHIKA EWEH

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[L]  
[SEP]

Public Administration

Policy Analysis

Civil Service

*5 years of progressive responsibility in public administration*

### **SUMMARY**

Critical and analytical thinker, more than 5 years of civil service and government sector experience, workload management, and impeccable interpersonal skills. A results-oriented professional with a strong background in customer service, well-versed in a variety of duties and capable of effective interaction and communication with all audiences. Recognized for collaborative work style, proactive, innovative, and efficient ability to translate complex operational ideas into productive actions. A dedicated and proven leader with a strong presence, capable of integrating big-picture ideals with research and strategy to inspire change, conquer obstacles, and achieve success.

### **PROFESSIONAL EXPERIENCE**

#### **Social Security Administration**

**Queens, NY**

#### **Benefit Authorizer**

**August 2020 – Present**

40 hours/weekly

Pay Plan/Grade/Step: GS 07-01

- Make the final determination on post-adjudicative actions<sup>[L]  
[SEP]</sup> and status of entitlement to benefits
- Adjust benefits and make payments using the Single Payment System (SPS)
- <sup>[L]  
[SEP]</sup>
  - Initiate and respond to correspondences to resolve discrepancies
  - Utilize various databases and software to complete actions including examining incoming system messages, determination of awards, processing annual earnings reports, etc.



- Execute specialist actions based upon computations in accordance with the Social Security Act to ensure proper payments at the proper time to the correct beneficiaries [L] [SEP]

- Report and resolve all issues with diplomacy and efficiency

**New Jersey Department of Environmental Protection** **Trenton, NJ**

***Affirmative Action Specialist***

***June 2020 – July 2020***

24 hours/weekly

part-time

24.00/hourly

- Ensure compliance with federal, state, and local statutes regarding equality [L] [SEP]

- Enforce equal opportunity employment programs in public contracting

- Provide specialized training and consultation to city departments and divisions on Equal [L] [SEP] Employment Opportunity/Affirmative Action legislation and guidelines [L] [SEP]

- Report and resolve all issues with diplomacy and efficiency

- Fair and thorough investigation of allegations regarding harassment and discrimination in the State Department

- Review and ensure compliance of contracts with Federal and State guidelines regarding equality and opportunity to DBE, MBE, WBE, and PBE candidates

**FedEx Custom Critical**

**Uniontown, OH** [L] [SEP]

***Professional Driver***

***November 2019 - June 2020*** [L] [SEP]

40 hours/weekly

45,000/annual salary

- Operate and safely drive an assigned vehicle with a Gross Vehicle Weight (GVW) in excess of 26,000 lbs. [L] [SEP]

- Comply with ICC and DOT regulations [L] [SEP]

- Maintain professionalism with clients, colleagues, and management [L] [SEP]

- Accuracy in mapping to ensure timely transport and delivery [L] [SEP]

- Obey all applicable traffic laws and advisories

- Use of various equipment and technology to review, analyze, and submit documents

**New Jersey Motor Vehicle Commission**

**Wayne, NJ**

***Specialist***

***May 2014 - June 2019***

40 hours/weekly

46,500/annual salary

- Increase customer satisfaction through quick and courteous service
- Accurate processing of licensing, registration, and various other documents
- Diplomatic and prompt resolution of internal and external conflicts
- Compliance with Federal and State regulations
- Document authentication and fraud detection
- Use of various databases and systems to complete assignments and projects
- Enforce standards and rules concerning confidentiality and privacy

**EDUCATION**

***Kean University, Union, NJ***

***December 2018***

Master of Public Administration (MPA)

Summa Cum Laude

***Kean University, Union, NJ***

***December 2014***

B.A. in Sociology

Cum Laude

**PROFESSIONAL MEMBERSHIPS**

***Pi Alpha Alpha ( PAA)*** Public Administration Honors Society, Kean University  
Chapter

***Alpha Kappa Delta (AKD)*** International Sociology Honors Society

***Lambda Alpha Sigma (LAS)*** Honors Society, Kean University

## **LICENSES, CERTIFICATIONS, SPECIAL SKILLS**

***Languages:*** Fluent in English, Igbo, and working knowledge of written and spoken Spanish

***Skills:*** Proficient in SPSS, MS Office Software, Google suite, MAC OS, Wordpress, Quickbooks, Sharepoint, point of sale (POS), etc.

***Certifications:*** Notary Public, State of New Jersey

# Alfred Jerome Fletcher II, MPA

## Chief Administrative Officer/Chief Executive Officer

20+ years' success leading fast-paced local/federal government administrative operations and building top-performing teams.

Dynamic, versatile, hands-on executive leader with a wealth of knowledge and experience in strategic operations planning, project management, and stakeholder engagement. Cultivate and grow relationships with elected officials, often supervising high ranking leaders. Serve as the organization's designated spokesperson to the media, businesses, community organizations, government officials, and other stakeholders. Champion organizational development initiatives that shift culture and promote high performance throughout all teams. Deploy structured problem-solving approaches for emerging issues. Maintain engagement throughout stressful situations and environments. Build and lead teams of top talent through interactive training and mentorship programs.

## Areas of Expertise

- Economic Development
- Workforce Development
- Affordable Housing & Transportation
- Performance Management
- Local & Federal Policy
- Transparent Communication
- Compelling Presentations
- Training & Mentorship
- Problem-Solving
- Assertive Negotiation
- Budget & Financial Controls
- Motivational Team Leadership

## Career Experience

Montgomery County Government – Montgomery County, Maryland  
Assistant Chief Administrative Officer

2019 – Present

Strategically led daily operations and important decision-making processes as a member of the County Executive's leadership team, which created and managed a budget and programs of \$7B+ annually.

- Formulated a Public Health Emergency Grant (PHEG) that awarded \$21M to 2k+ small businesses, restaurants, retail stores, and non-profit organizations in response to the COVID-19 crisis.
- Re-opened and distributed \$5M in funds to 5k+ businesses out of the Montgomery Grant Program. Streamlined the application and distribution process.
- Provided the highest level of financing in the Housing Initiative Fund's 30-year history. Preserved and sustained operations for 22 multi-family properties that contained 3,254 apartment units and 1,982 affordable housing units.

District of Columbia Government Department of Small & Local Business Development – Washington, D.C.  
Senior Deputy Director/Chief of Staff

2017 – 2019

Collaboratively led the daily management and growth of critical programs and partnerships. Focused on enhancing small business performance and growth in the District of Columbia.

- Awarded \$15M in grants and loans every year to groups and vendors who re-invested funds in the local community. Encouraged growth from local businesses.
- Achieved and maintained an 85% rate of agency compliance for small business goals. Elevated performance by 10% over the previous year.
- Guided the D.C. Procurement Technical Assistance Center (DCPTAC) that executed 52 workshops with over 2.2k attendees. Successfully distributed contracts that exceeded \$13M in value.

General Services Administration (GSA) – Washington, D.C.  
Associate Administrator

2014 – 2017

Championed a nationwide program for small business entrepreneurs, encouraging growth through assistance and innovative programs. Held a Top Secret Security Clearance for classified information.

- Established the small business and subcontracting socioeconomic goals for FY 2015 and 2016. Achieved a small business result of 44%, 12% higher than the target of 32%.
- Developed and executed a nationwide workforce training titled "Small Business First." Prioritized small business training based on the procurement lifecycle.
- Utilized social media and appeared on the "Government Matters" TV show. Increased small business hosted events by a total of 45%.

**City of Alexandria – Alexandria, Virginia****2012 – 2014**

Special Assistant to the City Manager/Manager of the Office of Civic &amp; Community Engagement

Influenced and ensured the on-time delivery of large scale projects as a member of the City's senior leadership team.  
Provided support and strategic decision-making for all aspects of operations.

- Engaged staff through training, executed important projects, and encouraged online performance through the newly created Office of Civic and Community Engagement. Improved the engagement of key stakeholders.
- Selected, implemented, and continuously improved the City's response to complex requests and emerging issues. Deployed a structured problem-solving approach that drove down the average response time.
- Monitored the performance of customer service through dedicated analysis and reporting. Boosted satisfaction with City services across all departments.

**City of Greensboro – Greensboro, North Carolina****1998 – 2012**

Assistant to the City Manager/Assistant to the Finance Director/Business Office Manager

Functioned in three different roles throughout tenure, all focused on assisting operational excellence for the finance and general operations areas. Acted as a key member and leader of the City of Greensboro's administrative operations.

- Orchestrated hundreds of requests for information that were aligned with the open records law. Improved accessibility with efficient usage of an electronic tracking software system.
- Actively participated as a Job Evaluation Team Member for the City's compensation study. Clearly defined the structure and compensation requirements for each department. Improved the equality of pay across departments.
- Assembled reports for outstanding debt and debt service analysis. Facilitated compelling presentations to bond rating agencies for decision-making purposes.
- Accurately forecasted and presented the budget proposal to the City's leadership team. Reduced and virtually eliminated unnecessary spending.
- Managed the City's \$25M annual budget. Exercised caution and removed wasteful spending throughout all aspects of operations. Successfully lowered the budget by 15% annually.
- Leveraged a prior investment into a third-party ticketing and concession vendor base/system. Executed capital improvement projects valued at \$10M+.

**Education****Master of Public Administration (MPA)**

University of Phoenix – Remote/Online

**Bachelor of Science – Accounting**

North Carolina A&amp;T State University – Greensboro, North Carolina

**Active Boards & Commissions**

Montgomery County Economic Development Corporation  
Workforce Development Board (WorkSource Montgomery)  
Montgomery County Revenue Authority

**Certifications & Professional Training**

Presidential Leadership Workshop Graduate  
International City/County Management Association (ICMA), Leadership ICMA, Graduate  
National Development Council, Housing Development Finance Professional Certification  
North Carolina Certified Licensed Government Finance Officer

**Prior Affiliations**

Chairman of the Federal Office of Small & Disadvantaged Business Utilization Directors Interagency Council  
Member of the GSA Executive Resources Board (ERB)  
National Forum of Black Public Administrators (NFBPA), Vice President of Triad Chapter



# Brenda Fox-Howard



## **PROFILE**

Extremely versatile and professional Leadership, friendly, service oriented, strong financial management, government finance administration, budgeting, debt management, bonded projects, manufacturing, procurement, team style of supervision, attention to details and safety focused. Attentive toward goals and streamlining development, highly motivated to perform well under strict deadlines, honest work ethic, concern for maintaining proper accountability and fiscal responsibility, excellent internal/external customer service skills, process improvement for cost savings and projects which offer a challenge, diverse finance experience both private and public sector, experience with challenging, complex work environments.

## **CORE SKILLS**

Management, Finance, Accounting, Procurement, Tax Collection Supervision, Accounts Receivable, Accounts Payable, Payroll, Contractual Agreements, Human Resources, Audit, Government Finance, Materials Inventory Management, Theft Reconciliation, Team Building, Policy Implementation, Nuclear Safety, Clinical Trials Analysis, Industrial Production Analysis, Construction, Budget Analysis, Marketing Analysis, Customer, Service, Training and Documentation, Project Coordinator, Bid and Spec Review, Financial Security Protocols, GAAP/GASB, Supervision, Manufacturing, Bonds & Loans, CIP Forecasting, Green Belt Training, General Ledger Balancing, Rail Fleet Management, Grant funding.

## **SOFTWARE PROFICIENCY**

SAP/MRP, Visio/Project, Diamond, Producer, Vision, Business Objects, Clinical Reporting, Mod Simulator, GEMS, MIBS, QuickBooks, PeopleSoft, Microsoft Office (Excel, Word, PowerPoint) CATIA, Pentamation, PLB, KEA, MUNIS, Accufund

## **EDUCATION**

- **Currently seeking Master of Business Leadership & ICMA Credential**
- **Bachelor of Science/Business Management-Finance–Magna cum Laude**
- **Certificate Government Finance Administration**
- **Certificate Human Resource Development**

## **EMPLOYMENT HISTORY**

### **NEW GLOUCESTER, MAINE**

**Current**

#### **Interim Town Manager**

Manage all aspects of town functions including but not limited to Personnel Management, Roadway Superintendent, Tax Collection oversight, Town Clerk oversight, Finance Director oversight, Budget Management, Public Works oversight, Fire Rescue oversight, Library oversight, Community Center/Recreation oversight, work for active (5) member Board of Selectman and participate in bi-weekly meetings in person and via Zoom. Also, All other duties as described or required.

**TOWN OF PETERBOROUGH, N.H.****2016 - 2019****Director of Finance**

Managed & assembled budgets from all departments, attend evening meetings, analysis for cost savings, general ledger balancing, reconciliations, spreadsheets, internal & external customer service, state government reporting, large scale bridge construction project, major debt service, TIF funding streams, personnel supervision, hiring, audit, contract analysis, policy & process improvement & development, cash management, project monitoring, grant management, debt projections (CIP), reformat failed software & guide the replacement and reconciliation, ethical practice standards, policy creation, repair GL, maintain friendly & safe team workplace.

**TOWN OF PUTNAM, CT.****2015-2016****Director of Finance**

Compiled and assembled budgets from all town departments, attended meetings beyond the normal work day, analyzed cost savings, general ledger **balancing**, account reconciliations, heavy spreadsheet usage, internal & external customer service, government reporting, personnel supervision, finance staff, management, audit preparation, contract analysis, bond analysis & tracking for capital projects, policy & process improvement, cash management, theft prevention and analysis of prior potential theft situation, grant management, maintain friendly team.

**TOWN OF WINCHESTER, CT.****2014 - 2015****Director of Finance**

Reconcile prior theft records and caught up on back dated audits of (3) years, attended evening meetings, met with Connecticut State Finance Board representatives to continue resolving prior theft records and address areas of improvement along with new policy & procedure, compile all department budgets, set up new town wide banking system and security measures, analyze cost savings, pension fund audit and balance, medical benefit fund reconciliation, CAFR preparation and prior submission, account reconciliations, heavy spreadsheet usage, customer service functions, government reporting, personnel supervision of finance staff, hiring, contract negotiations & analysis, heavily involved with rebuilding the Finance Team.

**STATE OF VERMONT****2012 - 2014****Finance Manager III-Audit (Agency of Human Services & State Police)**

Grant disbursements, account reconciliations, internal/external customer service, supervisory duties, payment reconciliations, internal/external reporting, data management, inventory management, records management, spreadsheet data management, federal reporting, and fiscal reporting, audit review for State Police, payroll review, training lead, heavy customer service.

**GENERAL DYNAMICS, CT. – ELECTRIC BOAT DIVISION****2010 – 2012****Material /Design Analyst**

RFQ Parts and material analysis, blueprint reading, design/engineering consulting review, parts acquisition, engineering & vendor review of parts/materials, Access data base updating, drawing and material build upload for submarine parts, worked on several government projects.

**DOMINION – MILLSTONE NUCLEAR POWER STATION, CT.****2008 - 2010****Procurement Analyst****DOW CHEMICAL, CT.****2003 - 2007****Material Tech Analyst/Green Belt Training/Procurement/Rail Fleet Management****PFIZER CORPORATION, CT.****2000 - 2003****Clinical Trials Budget Analyst/Procurement/Project Forecasting**

# ANNAMARIE GARCIA

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Leadership honor graduate and energetic university administrator with 17 years of demonstrated success pursuing advanced career opportunities in **Business Management**. Adept with the ability to promote business innovation through streamlined processes and enhancements and by aligning business and technology. Skillful in Campus Solutions, Studio, Canvas, and Microsoft Office. Highly recommended by senior leadership as an experienced leader, visionary and change-agent.

## EDUCATION

### **Master of Science in Leadership** *May 2014*

Embry-Riddle Aeronautical University, Daytona Beach, Florida  
Graduated with Distinction 4.0

### **Bachelor of Science in Communications** *April 2003*

Embry-Riddle Aeronautical University, Daytona Beach, Florida  
Dean's List: *Summer 2000*  
National Dean's List: *2001*

### **Additional Professional Training:**

Ongoing Regulatory Training, *2009 to 2019*  
Federal Student Aid and National Association of Student Financial Aid Administrators Association  
NASPA: Title IX Investigators Training Track *2020*  
ATIXA Civil Rights Investigator Level One *2020*

## PROFESSIONAL EXPERIENCE

**Embry-Riddle Aeronautical University, Daytona Beach, FL** (1995 - 2003; 2008 to Present)  
**Adjunct Faculty, College of Business Undergraduate level** 2019 – Present

- BSLD 275 Critical Thinking for Leaders
- BSLD 300 Emotional, Social and Cognitive Intelligence
- BSLD 310 Mediation, Negotiation and Conflict Resolution
- MGMT 371 Leadership

**Embry-Riddle Aeronautical University, Daytona Beach, FL** 2020 – Present  
**Title IX Investigator & Education Specialist**

- Responsible for investigating and assisting with resolving complaints of sexual misconduct, sexual harassment, gender-related violence including stalking and intimate partner violence for cases involving students, faculty and staff in accordance with federal regulations.
- Maintain a high level of confidentiality during all stages of the process while developing and providing detailed, high-quality, unbiased reports regarding investigations.
- Perform training, education and outreach to students, faculty and staff in accordance with Title IX and the VAWA Act federal requirements.
- Assist in the development of protocols, policies and processes in compliance with Title IX and VAWA including building an online course for students.

**Embry-Riddle Aeronautical University, Daytona Beach, FL** 2016 – 2020  
**Associate Director, Financial Aid**

- Led a team of eight (8) establishing the mission and vision for financial aid operations servicing over 23,000 students while developing employees through coaching, mentorship and training.
- Leveraged financial aid subject matter expertise to produce manuals specific to each campus and step-by-step procedures to improve consistency in regard to federal regulations and minimize risk.



- Performed one-on-one and monthly group training sessions for 125 campuses and 24 online academic advisors with a focus on excellent customer service.
- Minimized institutional risk by certifying knowledgeable operations center agents resulting in accurate answers reflective of ever-changing state and federal regulations.
- Performed Standards of Academic Progress appeals as required by federal regulations for students appealing grades and pace (10%).
- Performed professional judgments for students who experience personal, professional or monetary hardships (15%).

#### ***Assistant Director, Loans & Verification***

**2014 – 2016**

- Led a team of seven (7) establishing the mission and vision, while developing employees through coaching and mentorship.
- Leveraged financial aid subject matter expertise to produce manuals specific to each campus and step-by-step procedures to improve consistency in regard to federal regulations and minimize risk.
- Performed one-on-one and monthly group training sessions, increasing worker productivity by 20%.
- Ensured compliance of campus web forms, meeting strict federal, state and institutional regulations.
- Minimized institutional risk by certifying knowledgeable operations center agents resulting in accurate answers reflective of ever-changing state and federal regulations.
- Reviewed required reports for the monitoring of financial aid awards, preventing regulatory violations.

#### ***Manager of Direct Loans & Verification***

**2010 – 2014**

- Successfully evaluated and ensured eligibility for student loans for over 150 university satellite campuses.
- Led a Level I & II operations center team, supporting rapidly changing state and federal regulations.
- Facilitated a high performing customer service team increasing customer satisfaction by 15%
- Leveraged expertise to minimize risk by producing campus specific manuals and step-by-step procedures.
- Provided one-on-one and group training to staff, increasing productivity by 15% and quality by 40%.
- Managed sensitive student circumstances with empathy and discretion, securing financial aid while upholding student privacy.
- Ensured full compliance through adherence to strict federal regulations and policies.

#### **ADDITIONAL EXPERIENCE**

- Financial Aid Counselor, Embry-Riddle Aeronautical University, 2008 – 2010
- Supervisor of Commencement Marshal Operations on the Worldwide Campus Operations team at five regional locations.

#### **COMMUNITY ACTIVITIES**

- LEAD-ER Tier I Scholar 2015 - 2016; Tier II Scholar 2016 - 2017
- Marshal WW Graduation team 2010 - 2014; Lead Marshal 2014 - 2019
- Enrollment Culture Committee Chairperson 2014 - 2019
- Morale Captain Food Brings Hope 2014 - 2015; Chairperson 2015 - 2019
- Girl Scouts Volunteer 2013 to 2014
- Family Readiness Group (Army) Treasurer 2006 – 2007

# TODD GARNIER

## EXECUTIVE DIRECTOR

### SUMMARY OF QUALIFICATIONS

*Growth-driven, analytical, and conscientious executive director, with career-long record of success in optimizing financial operations as well as ensuring efficient coordination of internal controls and processes within different educational systems and private institutions. Additional qualifications include:*

- **Top-performing and results-oriented finance executive;** with proven history of accomplishments in increasing overall financial performance and profitability, securing multimillion-dollar grants, as well as obtaining savings through highly effective internal financial reporting, quality improvement strategies, and cost-effective solutions
- **Concept-to-execution driver;** with strong strategic planning and decision-making skills in analyzing financial data, processes, and systems, identifying areas for improvement, as well as executing necessary modifications to effectively resolve problems, enhance operational efficiencies, and ensure successful and timely execution of organizational initiatives
- **Efficient change agent and influential leader;** recognized for integrity, dependability, and exceptional service through sharing of best practices and strict implementation of organizational vision among staff, teams, and departments
- **People person and articulate communicator;** able to build and maintain positive relationships with the community, business partners, and management in a multicultural environment

### AREAS OF EXPERTISE

*Financial Analysis and Planning  
Internal Controls and Policy Development  
Financial Modeling and Budgeting  
Capital Expenditure Assessment*

*Risk Identification and Management  
Cost and Expense Projection  
Regulatory Compliance and Assurance  
Process and Efficiency Improvement*

### EDUCATION

**Master of Business Administration,** St. John Fisher College ▪ Rochester, NY  
**Bachelor of Science in Accounting,** State University of New York - Empire State College ▪ Rochester, NY

### LEADERSHIP EXPERIENCE

#### MANSFIELD UNIVERSITY, MANSFIELD, PA

##### **Vice President for Finance and Administration**

*May 2020–Present*

- Provide hands-on oversight, policy direction, and strategic leadership to all financial aspects of university operations, encompassing annual budget allocation, overall financial decision making, and staff supervision
- Build and maintain collaboration with different units and university leaders in instituting the mission, vision, and strategic plan as well as internal and external policy
- Efficiently act as representative to the Pennsylvania State System of Higher Education on finance-related matters as well as liaison to the College Community Services, Inc., which includes Student Government and the Bookstore, The Mountie Den

##### **Career Highlight:**

- ✓ Spearheaded the development and implementation of the university's comprehensive Sustainability Plan, aimed to turn around years of deficits with a projected return to profitability within two years

#### CORNING COMMUNITY COLLEGE, CORNING, NY

##### **Vice President of Administrative Services | Chief Financial Officer | Administrator In-charge**

*Jun 2019–May 2020*

- Strategized and closely monitored the financial and business aspects of the college, along with budget planning, internal control, and contract administration for its information technology, institutional research, public safety, and physical facilities
- Blended critical thinking and expert decision-making skills in guiding the creation of long-range financial models and fiscal solutions, as well as development of public-private partnerships
- Cultivated solid relationships between the college and the community through different advocacies and collaborative efforts
- Imparted expert business and financial advice and recommendations to ensure efficient management of resources and alignment of the college with set financial strategic objectives

# TODD GARNIER

## Career Highlights:

- ✓ Played integral roles as chairman of the Emergence Response Team accountable for bringing FEMA training to the campus and ongoing comprehensive emergency plan initiatives as well as co-chairperson of the college's Clearance Committee that joined multiple departments together to improve services provided to students
- ✓ Drove enrollment increase through creative input during recruitment huddles as well as boosted staff morale
- ✓ Enabled development of accurate enrollment projection per semester by restructuring the enrollment model
- ✓ Optimized student service levels by initiating the transfer of the Student Accounts Office closer to the Financial Aid Office

EUGENIO MARIA DE HOSTOS CHARTER SCHOOL, ROCHESTER, NY

### **Chief Financial Officer | Chief Operations Officer**

*Apr 2017–Jun 2019*

- Took full responsibility for financial status reporting and cash flow planning, while guaranteeing funds availability
- Ensured accuracy in accomplishing balance sheet to ensure sufficient funding for future finances
- Strategically planned and directed all aspects of cash, investment, and asset management activities, as well as banking relationships
- Supported the development of operations and business plans by creating predictive models and activity-based financial analysis
- Thoroughly reviewed results to evaluate financial performance, provide corrective actions, and reduce impact of variances
- Kept keen supervision and monitoring to departmental budgets, as well as formulation of financial business plans and forecasts
- Contributed vision and key insights throughout policy development and implementation
- Partnered with the Finance Committee of the board of trustees in establishing short-, medium-, and long-term financial plans and projections
- Rendered oversight to all financial responsibility for several multimillion-dollar grants

## Career Highlight:

- ✓ Succeeded in achieving two consecutive records of financial performance with a single audit

ST. LOUIS COMMUNITY, PITTSFORD, NY

### **Finance Director**

*Jan 2012–Jan 2013*

- Administered the financial aspects of operations for the St. Louis campus, including St. Louis Church, St. Louis School, and Saints Place
- Offered strategic leadership executing financial stewardship in the formulation of long-range plans and initiatives
- Oversaw all aspects of administrative systems supporting the organization, as well as the implementation of contracts and maintenance of pertinent records
- Acted a key resource person for staff, committees, and organizations with regard to finance matters guaranteeing strict adherence to policies and procedures

STANFORD UNIVERSITY, SCHOOL OF MEDICINE, PALO ALTO, CA

### **Director of Business and Finance, Office of Facilities Planning and Management**

*May 2011–Jan 2012*

- Proactively managed the preparation of annual capital plan of \$120M, long-range financial forecast, net present value (NPV) calculation of lease forecasts, and annual operating budget of \$80M, including the capital projects
- Created and communicated overall cash flow projections associated with capital plans
- Administered all facets of all leased real estate with 600,000 gross square feet
- Designed and deployed tools and metrics for proper financial tracking and monthly, quarterly, and annual reporting
- Supervised financial analysts and operational staff in support of the department and university's mission

ROCHESTER INSTITUTE OF TECHNOLOGY, FACILITIES MANAGEMENT SERVICES, ROCHESTER, NY

### **Director of Financial Services, Office of Budget and Planning Services**

*Jul 2001–May 2011*

- Led financial control efforts of all operating units within the department of 250 staff with a \$35M operations budget and a multimillion capital projects budget
- Thoroughly assessed accounting process and formulated plans to maximize service delivery at reduced cost, while identifying function improvement, conducting special research, developing new process, and interacting with internal and external departments for procedural change execution
- Closely oversaw overall financial and accounting operations, including construction initiatives, funding source construction management, and project requests and accruals, while accepting all capital construction and operations contracts with minimum amount of \$500K
- Drafted management reports, involving reimbursement reconciliation, capital project summaries, performance statistics and monthly department expense, and projections for internal and external use
- Implemented and modified internal control procedures, such as the Sarbanes-Oxley requirements

# TODD GARNIER

- Organized monthly capital equipment statements with expenditures and encumbrances, while tracking continual account activities to guarantee department's capital plan implementation
- Set and deployed strategies for institutional cost allocation for utilities, insurance, transportation, and facilities services
- Administered all university's vehicle fleet of more than 100 vehicles, while modifying revenue recognition process for parking permits

## PROFESSIONAL EXPERIENCE

### MONROE COMMUNITY COLLEGE ASSOCIATION, INC., ROCHESTER, NY

#### Finance Manager and Treasurer

Jan 2013–Apr 2017

- Oversaw financial operations of MCC bookstores, residence halls, athletics, student association, orientation and graduation, and child care center as the chief financial manager and treasurer for the organization
- Steered key efforts toward obtaining a published credit rating (S&P) indication for the association and administered the distribution of new bonds to reduce interest rate risk
- Established positive coordination among departments to improve flow of information
- Maintained collaboration with the Board of Directors, Finance Committee, and Operations and Personnel Committee to facilitate periodic presentation of financial results

#### Career Highlights:

- ✓ Conceptualized various cost-saving initiatives; instituted online payment solutions for numerous business units; as well as structured financial tracking and reporting processes for more than 200 projects and all business units
- ✓ Generated operating budget for student fees, merit schedules, revenue targets, gross margins, and housing and child care rates, approved by the Board of Director for 2016 to 2017
- ✓ Efficiently accomplished the Internal Revenue Service (IRS) anti-money laundering audit

## EARLIER CAREER

#### Manager of Accounting Services

ROCHESTER INSTITUTE OF TECHNOLOGY, ROCHESTER, NY

#### Controller and Network Administrator

FRESNEL OPTICS, ROCHESTER, NY

#### Senior Financial Planning and Business Analyst

UNISYS CORPORATION, ROCHESTER, NY

#### Director of Fiscal and Information Systems

KIRKHAVEN SENIOR LIVING, ROCHESTER, NY

## PROFESSIONAL DEVELOPMENT

Certified in Financial Edge – Blackbaud

Lean Six Sigma Training – Rochester Institute of Technology

College Business Management Institute Certification – National Association of College and University Business Officers

## PROFESSIONAL AFFILIATIONS

Institute of Management Accountants  
SUNY Community College Business Officers Association

# Matthew J. Garside

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## SUMMARY

Senior executive with 20+ years' experience leading and managing government and commercial organizations with specific expertise in the following areas:

- Strategic Planning and Operations Analysis
- Operations and Project Management
- Systems Design and Implementation
- Organizational Change / Development
- Customer Service
- Financial Operations and Budget
- Media Relations
- Labor Relations

Able to quickly adapt to changing circumstances, create strategy and drive change throughout organizations. Strong interpersonal and leadership skills. Adept at attracting and retaining talented employees and building long term successful business partner relationships.

## RECENT LOCAL GOVERNMENT EXPERIENCE

### TOWN MANAGER, Town of Poland, Maine

**2017 – Present**

Poland is a town with a population of 6,000 that rises to 12,000 during the summer months. It is located in southwestern Maine about 30 miles north of Portland.

#### **Duties and Responsibilities as Town Manager:**

- Chief administrative officer of a municipal government with 50 employees and a \$12 million budget.
- Oversight responsibility for the following functions: police, roads, waste disposal, water and sewer utility, parks, recreation, planning, zoning, finance, general services and personnel.
- Implementation of Select Board directed policy. Administration of the Town's day-to-day operations as well as identification and resolution of long-range issues.
- Preparation and administration of the Town's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the Town including interviews with the print media and preparation of press releases.
- Responsible for the Town's compliance with County, State and Federal regulations such as health, environmental and EEOC.
- Manage labor relations with one bargaining unit and non-unionized staff.

#### **Achievements:**

- Provided a balanced budget that provided for the continuation of essential services while investing in needed capital projects without increasing the millage rate for three years.
- Applied for and obtained \$160K in grant funding. Funds were used to mitigate high-speed traffic, to install an electric vehicle charging station, and mitigate COVID 19 impact.
- Reinvigorated the capital plan. Addressed long-standing maintenance issues, partnered with contractors to save money and time. Result, 6 long-standing projects now complete with minimal expenditure of tax dollars.



- Facilitated the Town's purchase of a summer camp. Presented proposal at a Special Town meeting to purchase the camp, negotiated terms with the seller, resolved boundary line and water issues.
- Negotiated and implemented collective bargaining agreement terms, policies, and procedures for initial Fire Recue union contract.
- Leading the effort to revise/update the Poland Comprehensive Plan. Recruited committee members and sourced to a firm to assist with the necessary technical details. The effort was completed on schedule and budget.
- Implemented best business practices:
  - Supervised reconciliation of Town finances; tax reconciliation, posting of expenses and revenues, and cash controls. Long standing issues resolved.
  - Introduced cost saving measures such as installing LED streetlights and exterior lighting for municipal buildings. Saved \$12K in the first year.
  - Considering a large solar array project that will save the Town \$540K over the life of the project.
  - Instilled discipline in the procurement process; ensured all large purchases were put out to bid via a request for proposal, centralized maintenance and other support contracts.
  - Revamped human relations department; implemented a checklist for all new hires, updated job descriptions, brought stakeholders into the hiring and interview process.

### **OTHER EXPERIENCE**

#### **Cared for Elderly Parents**

**2013-2017**

#### **CHIEF EXECUTIVE OFFICER AND BOARD DIRECTOR**

**2012-2013**

#### **Reflect Geophysical, Singapore**

Reflect Geophysical provided marine geophysical services, seismic acquisition services and technical and operational support for oil and gas companies venturing into the Asia Pacific region.

#### **Duties and Responsibilities as Chief Executive Officer:**

- Directed administration of \$50M revenue with full P&L responsibility and 100 staff.
- Directed operations of seismic vessels in support of business goals.
- Led business development effort and maintenance of existing business relationships.
- Responsible for Program, Product and Service Delivery. Oversaw marketing, promotion, delivery and quality of geophysical programs, products and services.
- Managed \$5M/month in operating costs.
- Responsible for communication with the Board of Directors and Shareholders.
- Responsible for the firm's compliance with all environmental and safety regulations.
- Managed labor relations with non-unionized staff.

#### **Achievements:**

- Developed plan to address \$80M in debt. Liaised with 56 trade creditors to address outstanding debt, maintain communication and ensure vital services for seismic operations were supplied on a cash basis. Worked with largest creditor (\$50M) to maintain support and stave off legal action.

- Retained 77 employees through extreme financial hardship. Kept employees informed, apprised of challenges, what the company was doing to meet those challenges, and how their continued participation enabled the firm going forward.
- Right sized workforce. Cut redundant, underperforming staff. Saved \$54K/month.
- Built and maintained relationship with major Indian oil company. Reflect was delayed in starting \$35M contract. Established regular communication cadence, kept company informed, and built trust such that the contract remained viable.
- Effectively managed 16 legal challenges ranging from arrest of vessel to winding up petitions. Sourced and directed legal representatives. Directed responses and action such that the company was not encumbered and could continue operating.
- Saved \$11K/month by restructuring communications architecture. Communication costs were averaging \$16K/month. Reviewed cost drivers and eliminated expensive and redundant communications path.

**CHIEF OF STAFF, Logistics Group Western Pacific, Singapore****2005-2012**

Logistics Group Western Pacific is a U.S. Navy logistics organization of 3,000 based in Singapore, at sea, and ashore in the Asia Pacific region.

**Duties and Responsibilities as Chief of Staff:**

- Directed 100 Singapore based military and civilian staff across five areas; logistics, marine maintenance and repair, marine salvage, operations, and military exercises / engagement.
- Supervised operation of U.S. Navy presence to include; police, infrastructure (docks, fuel storage, pipeline), housing (200 units), recreation facility and programs, religious facilities and programs, library, and relations with Singapore government.
- Managed labor relations with three bargaining units and non-unionized staff.
- Directed operations of 45 ships.
- Managed \$8.9B of inventory, sourcing and delivery of \$446M of fuel.
- Approved all significant HR actions: hiring and firing of staff, disciplinary matters, and monetary performance awards. Resolved personnel issues diplomatically and objectively.
- Directly supervised supporting staff; human relations, administration, legal, medical, facilities, IT, and public affairs.
- Developed and executed \$30M budget.

**Achievements:**

- Integrated air, ground, and sea transport, and leveraged contracts with suppliers to produce a holistic logistics plan to support 70 recurring customers.
- Kept group focused and on budget. Developed budget. Previously, funding, \$30M/year, had been expended with no discipline. Validated requirements, justified future/ongoing expenses. Produced budget that met present and future requirements.
- Developed strategic plan that looked out five years. Set goals and built a business plan to achieve them. Briefed staff on goals, business plan, and how they could contribute to success.
- Built relationships with multiple stakeholders to further the organization's goals. Established ongoing relationships with naval leaders in 11 South East Asian nations along with U.S. Government officials in those countries. Worked closely with the

Republic of Singapore at the local government level and representatives from the United Kingdom, New Zealand, and Australia to foster relationships that enabled the U.S. Navy presence to continue as well at more senior levels to further U.S. strategic goals.

- Established fuel ordering and accounting tracking program to manage fuel for all U.S. Navy ships in the Western Pacific – produced \$25M in cost avoidance in the first year.
- Executed centralized order processing plan; reduced workforce from 53 to six and order processing locations from 11 to one, achieved \$6M/year in manpower savings.
- Led U.S. Navy logistics relief effort during 2011 Japanese Tsunami. Organized supply chain to move materiel to load port and on to customers at sea and ashore, used six logistics ships to move 7827 tons of life sustaining supplies to the affected area, and provide 8.2 million gallons of fuel to 18 USN ships. Conducted relief operations in a nuclear radiological environment without impacting delivery schedule.

**COMMANDING OFFICER, Mobile Security Squadron 7, Guam****2003-2005**

New organization which provided armed security for naval units operating throughout the Western Pacific and Middle East. Directed training and operational certification of three 75 man and 11 five man security teams. Administered \$1.5M budget. Oversaw maintenance and repair for six security vessels, supporting rolling stock, and inventory of over 300 weapons. Maintained quick reaction force able to respond in 24 hours for emergent security requirements. Developed supply chain for logistics requirements.

**COMMANDING OFFICER, Beach Master Unit 1, Coronado, CA****2001-2003**

Deployed five combat ready Beach Party Teams in support of amphibious operations in the Western Pacific and Middle East. Controlled landing craft, lighterage, amphibious vehicles, and coordinated movement over the beach of equipment, troops, and supplies. Provided beach and surf zone salvage. Administered \$1.0M budget.

**EDUCATION****Harvard University**

Kennedy School of Government, MPA - Public

Administration Concentrated in finance and economics

**Massachusetts Institute of Technology Fellowship –**

Security Studies Program. Concentrated in organizational management

**Massachusetts Maritime Academy**

BS - Marine Transportation

**PROFESSIONAL AFFILIATIONS**

Maine Town and City Managers Association

United States Naval Institute



# Brian J. Geoghegan

## Management & Supervision / Public Safety / Government Affairs / Training

Experienced Public Safety/ Management Professional with well-developed organizational leadership abilities, teaching, instructional and interpersonal communication skills and more than 25 years of experience in all aspects of Public Safety and Government Operations including Investigations, Labor Relations, Human Resources, and Training & Development. Focused on cost efficiency, risk mitigation, employee and supervisor training, and problem solving.

### EDUCATION

|                                                                                                                                                                                              |                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>M.S., Administrative Science</b> , Fairleigh Dickinson University, Teaneck, N.J.<br>Earned Certificates- Supervisory Management, Global Leadership Administration, Administrative Science | <b>May 2008</b>   |
| <b>B.S., Administration of Justice</b> , University of Phoenix, Phoenix, Az.                                                                                                                 | <b>May 2006</b>   |
| <b>Certified Public Manager</b> , Fairleigh Dickinson University                                                                                                                             | <b>May 2007</b>   |
| <b>Mobile Intensive Care Paramedic</b> , Ocean County College                                                                                                                                | <b>April 1994</b> |

### PROFESSIONAL EXPERIENCE

|                                     |                     |
|-------------------------------------|---------------------|
| <b>Howell Township</b> , Howell, NJ | <b>2017-Present</b> |
|-------------------------------------|---------------------|

#### **TOWNSHIP MANAGER- Howell Township**

- Manage the daily operations, strategic planning and policy oversight of Council-Manager form of Municipal Government in a 61 square mile town.
- Directed professional and Administrative staff, to include handling Personnel matters, Labor Relations, Disciplinary Issues, negotiating Collective Bargaining Agreements, Contract Administration, and Purchasing.
- Oversight of annual Municipal Operating Budget of approximately \$51 million, including a municipally owned Sewer Authority and implementing best business practices as a matter of cost savings.

|                                          |                  |
|------------------------------------------|------------------|
| <b>Highlands Borough</b> , Highlands, NJ | <b>2016-2017</b> |
|------------------------------------------|------------------|

#### **BUSINESS ADMINISTRATOR- Highlands Borough**

- Manage the daily operations, strategic planning and policy oversight of Municipal Government
- Directed professional and Administrative staff, to include handling Personnel matters, Labor Relations, Disciplinary Issues, negotiating Collective Bargaining Agreements, Contract Administration, and Purchasing in a NJ Civil Service environment.
- Oversight of annual Municipal Operating Budget of approximately \$11 million, including a Municipally owned Sewer Authority and implementing best business practices as a matter of cost savings.
- Leading on-going recovery efforts from Hurricane Sandy, to include the design, construction and transition into a new Municipal Building.

|                                                 |                  |
|-------------------------------------------------|------------------|
| <b>Borough of Ship Bottom</b> , Ship Bottom, NJ | <b>2014-2016</b> |
|-------------------------------------------------|------------------|

#### **BUSINESS ADMINISTRATOR- Borough of Ship Bottom**

- Manage the daily operations, strategic planning and policy oversight of Municipal Government
- Directed professional and Administrative staff, to include handling Personnel matters, Labor Relations, Disciplinary Issues, negotiating Collective Bargaining Agreements, Contract Administration, and Purchasing.
- Oversight of annual Municipal Operating Budget of approximately \$7 million, including a Municipally owned Sewer and Water Authority and implementing best business practices as a matter of cost savings.
- Oversight of Personnel Management to include discipline and Compliance issues.

|                                                     |                     |
|-----------------------------------------------------|---------------------|
| <b>Fairleigh Dickinson University</b> , Teaneck, NJ | <b>2014-Present</b> |
|-----------------------------------------------------|---------------------|

#### **ADJUNCT FACULTY-School of Administrative Science**

- Designing curriculum to meet University Standards and instructing a wide variety of topics to include:
- School of Administrative Science- Master of Arts in School Services Administration (MASSA), instructing "Impact of Terrorism on College Safety".
- School of Administrative Science- Master of Administrative Science (MAS), instructing "Ethics and Values in Public Service Administration".

- School of Administrative Science- Master of Administrative Science (MAS), instructing “Administrative Leadership in Complex Organizations”.

#### **Jackson Township, Jackson, NJ**

**1994-2014**

##### ***Traffic Bureau Supervisor, Sergeant (Retired)-Jackson Police Department***

- Planning and managing of large-scale events within the Township, consisting of both planned events and emergencies.
- Effective grant writing and positioning, leading to the securing of funding for a variety of projects and enforcement details.
- Write grants and secure funding for various projects, while managing a budget for both this unit and Special Projects.
- Both conduct and oversee investigations of Criminal violations surrounding Fatal and Serious Motor Vehicle Crashes, as well as fraudulent motor vehicle document cases.
- Act as a liaison to other governments and private sector representatives.
- Analyze statistical data and coordinate, plan and implement resources for directed enforcement activities while designing and implementing new programs spanning Enforcement, Education and Engineering
- Creation and implementation of programs that have resulted in a significant reduction in fatal motor vehicle crashes
- Recognized as a Subject Matter Expert- “NJ Governor’s Teen Driver Study Commission Report” (Published March 2008)
- Management Team and Instructor for Incident Command System, trained to the Command General Staff, I-400 Level.

### **BUSINESS EXPERIENCE**

#### **Lamp Post Inn, Owner/ Manager, Pine Beach, NJ**

**2007-2020**

Along with my spouse, we own and operate a full-service 150 seat bar/restaurant and catering service, operating 7 days per week. Responsible for administrative tasks, paying bills and invoices, managing inventory control and filing of required reports. Oversee a staff of 25, including Wait Staff, Bartenders, and Kitchen Staff, vendor management, menu selection and promotions

#### **SilverTin Properties, LLC, Owner/ Partner, Various locations throughout NJ, Fl, and Tx.**

**2002-2007**

I owned and managed a Real Estate Partnership that included purchasing, renting, and developing of real estate, was responsible for coordination of work, both rehabilitative and new construction, interviewed and selected candidates for rental properties. I managed seventeen properties in three states and averaged returns on properties sold in excess of 150% of money invested.

### **TRAINING AND CERTIFICATIONS**

|                                            |                                        |                                 |
|--------------------------------------------|----------------------------------------|---------------------------------|
| Emergency Medical Technician               | Firefighter- Level 1, Level 2          | Mobile Intensive Care Paramedic |
| Basic Telecommunicator Training            | SFST/DWI Enforcement                   | Breath Test Operator            |
| Method of Instruction                      | Hazardous Materials- Level 2 Responder | Highway Drug Interdiction       |
| Crash Reconstruction                       | Advanced Traffic Engineering           | Arson Detection                 |
| Drug Recognition Expert (Instructor)       | Incident Command System (I-400)        | Interview and Interrogation     |
| Criminal Crash Investigation               | FBI- Leadership and Supervision        | Port Security                   |
| Incident Command System- Train the Trainer | NJ Incident Management Level 3         | Fire Company Officer 1 & 2      |

### **OTHER COMMUNITY INVOLVEMENT**

#### **Toms River Fire District #2, Toms River, NJ**

**2015-Present**

***FIRE COMMISSIONER, Appointed/ Elected***

#### **Silverton Emergency Medical Services, Toms River, NJ**

**1987-Present**

***BOARD OF DIRECTORS, LIFE MEMBER, VOLUNTEER EMT***

#### **Silverton Volunteer Fire Company, Toms River, NJ**

**1999-Present**

***LIFE MEMBER, VOLUNTEER FIREFIGHTER***

#### **Veterans of Foreign Wars- Sons of the American Legion, Toms River, NJ**

**2007-Present**

***MEMBER***

# James Patrick Gleason

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## City Manager

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Results-driven local government manager, program developer versed in expansion, coordination, and implementation of all local government departments and policies. Exceptional organization, communication, and leadership skills to track, analyze, facilitate, and report response for local ordinances and policies impacting municipal and the private sector.

### Core Competencies

- Grassroots Government Affairs
- Legislative Engagement
- Local, State & Federal Government Advocacy
- Public Policy Developments
- Intergovernmental Relations
- Public Relations Operations
- ICS-700: NIMS, An Introduction
- Relationship Management
- Social Media Content
- Program Operations
- Financial Accountability & Budgeting
- Problem Solving
- Economic Development
- ICS-100: Introduction to the Incident Command System
- Strategic Planning
- Organizational Efficiency
- Staff Training & Development
- Grants
- Non-Profit-Organization Management
- Commercial/Residential Development

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### *Professional Experience*

#### **Efficient Municipal Solutions**

**James P Gleason-Consulting, 2016 – Present**

Consulting services to municipalities in the area of developing policy, procedures, outsourcing contracts for specific services (Building & Planning), capital projects and grants.

City of Mascotte in Lake County FL.

**City Manager-CEO/Community Redevelopment Area (CRA) Director, 2011 – 2020**

Recovered city from financial emergency by initiating strategic prevention and development plan. Adopted new tax rates, authored, and submitted grants, improved cash reserves, and negotiated departmental mergers. Researched, tracked, and analyzed public policy developments at local level that impacted financial status. Led meetings with elected officials by providing background research and talking points. Cultivated productive relationships with public policy makers to steer decision making. Lobby federal state and local representatives on policy and funding requests for projects.

#### Key Contributions:

- The city was in \$6 million debt when I started and on the brink of bankruptcy. Put a financial survival plan in place that prevented bankruptcy, paid 100% off the debt in August 2017. Some of the debt went to 2032, by paying off early saved the city \$500,000 in future interest payments and was able to recommend cutting and or lowering taxes the last 7 of the 9 years I was city manager.
- Created an environment that encouraged economic development; during nine-year and eight-month tenure, advised city to lower tax rates from 9.6147 to 7.123%; achieved zero debt within seven years after starting and the city had \$6 million in debt and built reserves from \$300,000 to \$2.5M.
- Administered operating budget of \$7.8M and directed 31 employees; led projects and authored policies and processes to streamline police, fire, parks, water and storm water, streetlight, and solid waste utilities

...continued...

operations; championed efficient workforce and negotiated contracts to outsource functions to save taxpayers \$200K annually.

- Generated \$2.5M in federal and state grants for city.
- Recommended contract development with Lake County to oversee fire department; boosted efficiency and improved public service to save city \$5.3M; eliminated need to hire six additional firefighters, purchase of new fire engine, and loan to build new fire station; negotiated annual contract with county for \$800K to add \$100K in additional annual savings.

City of Chamblee in DeKalb County GA.

**City Manager-CEO, 2008 – 2010**

Formulated plan to relieve financial issues faced by city. Posted all city budgets, quarterly budget reports, and audits on web page to increase transparency for stakeholders. Initiated recognition by ICMA as Council-Manager form of government.

Key Contributions:

- The city had paid for all capital projects so they had no debt, but after 2 months on the job I was advised city would not be able to make payroll in two months. Developed and had approved a plan for a TAD-Tax Allocation District. The state would lend the city 70% of last year's state revenue but the note had to be paid by 12-31-2009. This was accomplished and the new budget was adjusted to ensure payment of loan and no need for an additional TAD.
- Managed all city operations with operating budget of \$15M and 100+ employees.
- Conveyed successful service delivery strategy with DeKalb County in Parks & Recreation and Police Services; elevated savings for Chamblee taxpayers by .56 mils on county tax bill; plummeting duplication of services and double taxation.

Kirkuk, Iraq.

**ICMA Local Government Advisor-Trainer:** (US State Department and US Military in Kirkuk, Iraq) 2007 – 2008

Worked under a contract with ICMA as a Local City-County Manager Advisor with the State Department and USAID the federal agency implementing and monitoring a contract titled "Local Governance Project II" in Iraq. I was promoted to supervisor of ICMA and RTI ex-patriots in Kirkuk as well as the Iraqi staff of 25. Kirkuk is a city located 120 miles north of Baghdad with an estimated population of 1.6 million residents with a budget of \$400,000 million.

- City-County Manager Advisor to the State Department, USAID, and the local Iraqi officials on the principles for establishment, administration, and operation of decentralized local government in Kirkuk Iraq.
- Provided oversight and training to Iraqis in the following areas of local governance: public participation, budget preparation and implementation, project development and implementation and strategic development.
- Served as the lead advisor for ICMA, RTI in addition as the liaison to the State Department and USAID at the Provincial Reconstruction Team based in Kirkuk Iraq.
- Estimated Provincial Budget of \$400 million for 4 Districts (counties) and 12 Sub-Districts (12 cities) that was used for public works projects of which 75% went to roads and bridges.
- Improved intergovernmental relations between provincial, district and sub-district elected councils that involved Sunni, Shiite, and Kurdish representatives in one of the most ethnically volatile regions of Iraq.

City of Woodstock Cherokee GA.GA

**City Manager- 2004 – 2007**

Woodstock is a city located north of Atlanta in Cherokee County. The city has a total area of 8.8 miles with an estimated population of 25,000 residents. The total budget for the city was \$15 million with 200 employees.

- Completed \$2.5-million-gallon expansion of the wastewater treatment plant. Worked with CH2MHILL and the Mayor and Council to get the project back online, within budget and at full capacity. (\$18 million-dollar project)

- Restored morale and built a high-performance management team by restructuring and developing existing staff. Eliminated bureaucracy to ensure the organization became more responsive to all stakeholders. Initiated a new Development Review Committee to streamline development issues and create a one-stop process for landowners and developers for proposed projects.
- Completed Interchange Justification Report in partnership with Federal Highway Administration and Georgia Department of Transportation, Private Business and Local Landowners for a new interchange for I-575 in Woodstock (\$43 million)
- Initiated city participation in the ICMA Metro-Atlanta Performance Measurement Consortium.
- Complete makeover of city web page (www.woodstockga.gov)
- Initiated E-Better Place and We Care Hotline - online and 24-hour customer telephone access to report problems or concerns as well as requests for information.
- Revamped budget and financial systems shifted organizational focus from “budgeting to cut corners” to investing in the future and thereby minimizing long-run costs.
- Successful citywide referendum and negotiation with Cherokee County and Cherokee School Board for implementation of TAD (tax allocation district) for redevelopment of downtown Woodstock. (\$18million)
- Implemented a comprehensive storm water utility system.
- Restored financial integrity to the water and sewer enterprise fund with the implementation of new rate structure designed to keep pace with cost increases and inflation. New contract with Cherokee County Water and Sewer Authority to ensure water purchases and future wastewater treatment capacity. Initiated discussion and negotiations concerning consolidation with the Cherokee County Water & Sewer Authority.
- Provided budget to the City Council with a tax cut for 2005 and held the tax rate for 2006.
- Initiated the city’s first Five Year Strategic Plan with annual goals and objectives.
- Chaired Cherokee NIMS-COOP City-County Coordination Plan

City of Ocoee Orange County FL. 2001 - 2004

#### **City Manager**

The City of Ocoee is in the west part of Orange County close to Winter Garden and Orlando, Florida. The total budget was \$35 million with a population was 30,654. I served as a City Commissioner in the City of Ocoee 1993 – 1997.

#### **Achievements:**

- Restored morale and built a high-performance management team by restructuring and developing existing staff. Eliminated a layer of bureaucracy to become more responsive to resident’s needs.
- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated this survey into the budget and the performance monitoring process.
- Cut operating budget by 6% while maintaining the existing level of service. Revamped budget and financial systems. [Shifted organizational focus from “budgeting to cut corners” to investing in the future and thereby minimizing long-run costs.]
- Restored financial integrity to the water and sewer utility fund by implementing a new rate structure to encourage conservation and restore a \$2 million depleted reserve fund.
- Refinanced bonds with lower rates to obtain savings of approximately \$400,000 annually.
- Refinanced the Water-Wastewater Utility Bond to obtain \$7.5 million of new additional funding.
- Provided budgets to the City Commission with tax cuts 2001 and 2002 and held the line in 2003.

*Additional experience as **Vice President of Governmental and Community Relations** with Florida Healthcare State Tax District - HealthCentral in Orlando, FL.*

#### ***Education & Certifications***

**Master of Arts in Public Administration, Webster University – Orlando, FL**

**Bachelor of Professional Studies in Liberal Arts, Barry University – Orlando, FL**

**Associates in Science in Business, Management & Marketing, Valencia College – Orlando, FL**

#### ***Certifications***

ICMA-Credentialed City County Manager since 2006  
Public Management, Georgia Institute of Government

***Professional Training***

National League of Cities – Silver, Leadership Training Institute  
Leadership Florida, Florida Chamber of Commerce  
Leadership Orlando, Greater Orlando Chamber of Commerce  
Leadership West Orange County, West Orange Chamber of Commerce  
Florida Institute of Government - Basic and Advanced Course, Florida League of Cities

## EDUCATION

**Pennsylvania State University** – Middletown, PA 2015  
Bachelor of Science Degree in Public Policy, Minor in Political Science

**Pennsylvania State University** – Middletown, PA Anticipated, 2021  
Master of Arts Degree in Public Administration

## EXPERIENCE

**Township of Lower Paxton – Township Manager** November 2018 - Present  
Population: 50,000; Annual Budget (2020): \$67.5 million; Total Staffing: 141 Full-Time, 200 Part-Time.  
Departments of the Township include Administration, Finance, Community Development, Public Safety, Public Works, Sewer, and Parks and Recreation.

**Borough of Millersville – Borough Manager, Secretary, & Treasurer** January – November 2018  
Population: 8,383; Annual Budget (2018): \$8.77 Million; Total Staffing: 29 Full-Time, 9 Part-Time.  
The Borough of Millersville is the host municipality to Millersville University, a PASSHE system school.  
Departments of the Borough include Administration, Code Enforcement & Zoning, Police, Streets & Parks, and the Wastewater Treatment Department (overseeing the treatment plant).

**Borough of Indiana – Borough Manager, Secretary, & Treasurer** January 2017 – December 2017  
Population: 13,981; Annual Budget (2018): \$12.9 Million; Total Staffing: 70 +.  
The Borough of Indiana is the host municipality to The Indiana University of Pennsylvania (IUP), a PASSHE system school. Departments of the Borough include Administration, Code Enforcement, Planning & Zoning, Police, and Public Works (including a wastewater treatment plant).

**Borough of Red Hill – Borough Manager, Secretary, & Treasurer** 2016-2017  
Population: 2,472; Annual Budget (2017): \$900,000; Total Staffing: 6.

**Frackville Borough Council – President Pro Tempore & Vice President** 2010-2016

## INTERNSHIPS

**State Senator David G. Argall (R-29)** – Tamaqua, PA  
2009–2010; 2013

## MEMBERSHIPS

**International City/County Management Association (ICMA)** – 2018 - 2020

**Indiana County Boroughs Association** - 2017

**Pennsylvania State Association of Boroughs** - 2016

**Schuylkill County Boroughs Association** - 2015-2016

**Northern Schuylkill Council of Governments** - 2014-2016

**Frackville Free Public Library** - 2012-2016

**Schuylkill County Tobacco Free Coalition** - 2010-2016

**Frackville Downtown Revitalization** - 2011-2016

**Northern Schuylkill Landfill Association** – 2016

**Upper Schuylkill Revitalization** – 2009–2012



## RELEVANT PROFESSIONAL EXPERIENCE

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### ➤ **FINANCE DIRECTOR** – GUNNISON COUNTY, CO; DECEMBER 2020 – PRESENT

#### RELEVANT RESPONSIBILITIES

- ◆ Responsibilities include management over all financial operations, budget oversight, financial presentation in a county of est. 20k residents and a County-wide budget of \$121 million

### ➤ **CITY MANAGER** - CITY OF EDINBURG, TX; OCTOBER 2018 – NOVEMBER 2019

#### RELEVANT RESPONSIBILITIES

- ◆ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 100k residents, 1,200 employees (depending on summer hiring), and an annual City-wide budget of \$180 million (depending on CIP, \$73 mil Gen Fund)

#### PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Edinburg PRISM Strategic Plan (Leadership Principles and Traits)
- ◆ Modernizing fiscal management, updating fiscal policies and identifying and improved inefficient fiscal practices and staff, which allowed for over \$5 million in additional disposable funds and upgrading employee pay, fleet, capital project funding, and technology
- ◆ Re-energized and changed the Police Department leadership, policies, and tools, which led to a crime rate reduction of 20% in the first 10 months of the changes
- ◆ Led the decision to renegotiate and fix the landfill permit issues, providing for 60 years of future services equaling millions in revenues and at a savings of \$2.5 million plus ownership of land
- ◆ Worked to organize the \$44 million sports Arena TIRZ agreement capping the City's unlimited liability while also identifying and fixing the unmet obligations of another major development TIRZ
- ◆ Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance-based management, and long-term strategic planning
- ◆ Implemented Edinburg Academy and a Teambuilding Program, to cross-train and develop leadership within the City's employee base
- ◆ Managed the fastest growing city in the region in relation to development, population, and sales tax by ensuring Capital Project's development and movement while updating the City's planning documents
- ◆ Increased community outreach efforts and neighborhood clean-up operations
- ◆ Created a package and led a team which was selected as a Finalist for the 2019 All-America City award

### ➤ **CITY MANAGER** - CITY OF PHARR, TX; JUNE 2015 – OCTOBER 2018

#### RELEVANT RESPONSIBILITIES

- ◆ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 81k residents, 635-880 employees (depending on summer hiring), and an annual City-wide budget of \$150-\$190 million (depending on CIP, \$50 mil Gen Fund)

#### PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Pharr PRIDE Strategic Plan (Leadership Principles and Traits)



- ♦Great fiscal management allowing the best bond rating in Pharr's history, AA- by S&P in 2018
- ♦Great fiscal management of the organization & economy: \$6 billion in additional trade value in Pharr, 5% increase in commercial bridge crossings, decrease in unemployment rate, new taxable sales up \$95 million or 17%, Gen Fund Cash reserves up 75%, Gen Fund unrestricted fund balance up 2,787%
- ♦Turned around bad economic development projects into successful results for international trade, industrial development, and including a regional attraction utilizing performance based incentives
- ♦Identified market weakness and created an incentive program to successfully diversify housing options, resulting in an estimated 500 new residential homes and potentially \$100,000,000 in new investment
- ♦Teamed with local school district to double the size of park acreage and amenities in the city, maintain Aquatic Park, and cattle & farming program to improve quality of life options
- ♦Developed partnerships with higher education institutions to bring opportunities for higher education for the first time in Pharr's history: University of Texas – Rio Grande Valley (School of Medicine), South Texas College, and Rio Grande Valley College
- ♦Reduced property taxes by the biggest margin in the last 25 years
- ♦Returned excess utility funds back to the ratepayers for the first time in the region
- ♦Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance based management, and long-term strategic planning
- ♦Implemented City Manager Academy, Pharr University, City Manager Problem Solving Task Force, City Manager Workplace Experience Program, Teambuilding Program, and Employee & Family Appreciation programs to cross-train and develop leadership within the City's employee base
- ♦Championed transparency in government operations through State awards, anonymous suggestion boxes & fraud reporting boxes in every department, Internal Auditor, City-Hall on Call operations, employee surveys, citizen surveys, and social media programs aimed at Q&A with the City Manager
- ♦Improved employee pay to a professional rate within the region while implementing a living minimum wage of \$11/hour for full-time employees and developing a plan to implement an organization-wide compensation plan
- ♦Successfully negotiated 3 years collective bargaining contracts with both the Police and Fire Unions, bringing their pay to a regional level while implementing fitness for duty standards
- ♦Developed and implemented a 5 and 10-year Capital Improvement Project Plan and updated every master plan for strategic planning purposes, significantly improving the City's infrastructure
- ♦Created the City's first Human Resource Department ensuring proper professional organizational development, fair treatment of employees, and the development of a comprehensive wellness program
- ♦Created the City's first Purchasing Department ensuring purchasing operations are orderly, fair, legal, and transparent to the community
- ♦Evaluated, identified, and fixed the lack of executive management oversight between departments and the City Manager's office increasing operational synergy
- ♦Developed neighborhood clean-up programs as well as expanding active clean-up and recycling efforts
- ♦Expanded quality of life activities through efficient community events throughout all regions of Pharr
- ♦Member of the Board of Directors for the Quality Texas Foundation
- ♦Chairman for Hidalgo County Metropolitan Planning Organization's Technical Advisory Committee
- ♦Vice-Chairman for the regional Texas City Manager's Association
- ♦Advisory Board Member for South Texas College – Public Administration Advisory Board and
- ♦Member of the Pharr-San Juan-Alamo ISD Education Foundation

➤ **CHIEF FINANCIAL OFFICER - CITY OF PHARR, TX; OCTOBER 2012 – JUNE 2015**

**RELEVANT RESPONSIBILITIES**

- ♦Handled duties of Director for the Pharr International Bridge (Feb 2013 – Aug 2014) at the same time as those of CFO
- ♦Provide economic analysis and recommendations concerning international trade and economic development projects
- ♦Develop, implement, review, and update employee policy, financial policies, cash handling policy, investment policy, and purchasing manual

- ♦ Present fiscal analysis to the City Commission, Pharr International Bridge Board, Pharr Economic Development Corporation (PEDC), Pharr Public Facilities Corporation #1, and the Pharr Tax Increment Reinvestment Zone (Pharr TIRZ)
- ♦ Member of the collective bargaining team and assisted with negotiations, and Pharr Police Athletic League board treasurer

#### PROACTIVE ACHIEVEMENTS

- ♦ Identified an opportunity and strategy to potentially double the City's bridge revenues that had been overlooked for over 19 years
- ♦ Successfully lead the planning and development of international infrastructure development and funding which had been attempted in the last 10 years with minimal success
- ♦ Lead the strategic planning and multi-governmental agency coordination of a logistical port of entry
- ♦ Act as liaison for the City and lobby to local, state, and federal agencies of the USA and Mexico
- ♦ Improved the City's international trade presence and perception at the local, state, federal, professional international trade/logistical organizations via regional and state trade missions to Mexico and USA
- ♦ Developed plans for the consolidation of the area's logistical professions to improve the standing the Pharr Bridge and the City of Pharr
- ♦ Developed a plan along with the receipt of EDA grant funding to greatly increase Pharr's international trade presence via a Trade Center Building that would include USA & Mexico representatives along with trade associations and South TX College
- ♦ I professionalized the duties of Bridge Director to the point where once I left the Bridge, new duties were realized: professionally experienced and salaried Bridge Director, Assistant Bridge Director, Assistant Director of Operations, Government Affairs Liaison, and Industrial Development Manager
- ♦ Was committee member for the i69 Texas Alliance, North American Strategy for Competitiveness (NASCO), Pharr Revolving Loan, Pharr Veteran's Day Parade, Pharr Christmas Tree Lighting Parade, Pharr HUB Phestival

#### REASON FOR LEAVING

- ♦ Career Advancement

### ➤ **FINANCE DIRECTOR - CITY OF PHARR, TX; JULY 2007 – OCTOBER 2012**

#### RELEVANT RESPONSIBILITIES

- ♦ Responsibilities included management over all financial operations and utility billing functions

#### PROACTIVE ACHIEVEMENTS

- ♦ Came into a very unreliable finance department, reorganized the finance staff and operations from the ground up to create stable reliable operations
- ♦ Identified major financial weaknesses and developed a long-term viability plan to correct numerous fiscal weaknesses as well as ensuring they don't occur in the future
- ♦ Greatly improved the City's fiscal position by developing and implementing fiscal policies and fixing the General Fund fund balance from a negative \$6 million to positive \$8 million in 2 years
- ♦ Professionally communicated with confrontational politically unstable Commission
- ♦ Completed the annual audit and financial report on time for the first time in 19 years
- ♦ Created the City's 1<sup>st</sup> budget manual and training session
- ♦ Created a teamwork atmosphere in the Finance Department and began the internal training of accounting personnel
- ♦ Upgraded the expectations of the Utility Billing division and fired/hired capable staff to meet them
- ♦ Prepared the City's 1<sup>st</sup> ever CAFR and submitted it to GFOA for the Certificate of Achievement, awarded this certificate 8 straight years
- ♦ Completely modified the budget document to a more updated and professional standard and was awarded the City's 1<sup>st</sup> ever GFOA award for the Distinguished Budget Presentation, awarded this certificate 8 straight years

- ♦Developed an investment report that meets professional investment requirements and was awarded the Governmental Treasury Organization of Texas' Certificate of Distinction
- ♦Modified the City's website to become the first regional city to win the Gold Leadership Circle to the City of Pharr for its online fiscal transparency
- ♦Successfully managed the City's finances through the regional economic downturn while developing a plan and fully met the goals of funding the contingency balances for the major funds
- ♦Played major role in development of component units, TIRZ, as well as their developmental funding
- ♦Played major role with the start-up of the Pharr Events Center operations
- ♦Provided fiscal guidance and oversight to City, Economic Dev Corp, and component units on major economic and industrial development packages

#### REASON FOR LEAVING

- ♦Career Advancement

### ➤ **ACCOUNTING MANAGER - CITY OF FORT WORTH, TX; DECEMBER 2006 – JULY 2007**

#### RELEVANT RESPONSIBILITIES

- ♦Responsibilities included management over accounting division employees & budget, financial reporting, single audits, general ledger, capital assets & CIP, grants, accounts payable, and payroll

#### PROACTIVE ACHIEVEMENTS

- ♦Analyzed, identified, recommended & implementing improvements for reorganization of Accounting Division - train, reorganize duties, increase expectations
- ♦Lead a strike team to analyze risks associated with current city-wide payroll activities
- ♦Initiated the development of an audit preparation procedural manual, the organization of debt schedules, and managed the proper ledger tracking of investments
- ♦Researched, analyzed, and identified effects of legislation for the CFO
- ♦Started the development of a trust for retiree benefit funding per GASB 45
- ♦Assisted with technical assistance on the new Barnett Shale gas well revenues of \$376 mil

#### REASON FOR LEAVING

- ♦Family emergency

### ➤ **DIRECTOR OF FINANCE - CITY OF SHERMAN, TX; JANUARY 2005 – DECEMBER 2006**

#### RELEVANT RESPONSIBILITIES

- ♦Prepared budgets, forecasts, audits, and financial external & internal reports
- ♦Purchased investments and assisted with the issuance and retirement of debt instruments
- ♦Consistently worked in teams from all government fields to update service fees/consumption rates, analyze costs, integrate software, improve utility operations, and determine project feasibility
- ♦Assisted with TIF expansion feasibility, airport growth requirements, city-wide ERP IT system upgrade selection, solid waste software conversion, early debt redemption feasibility, utility rate increases, utility billing date consolidation, FEMA reimbursements, and risk management
- ♦Member of the Grant Writing Team, City-Wide Wi-Fi Team, and IT Software Upgrade Team
- ♦Responsible for IT, Treasury, Finance/Accounting, purchasing, and Utility Billing/Collection

#### PROACTIVE ACHIEVEMENTS

- ♦Organized the debt and investment activities, identifying errors and cost saving measures >\$300k
- ♦Oversaw and managed the overhaul of all degreed employees in the Finance Department,
- ♦Improved internal control in Finance and functionality of Utility Payment department
- ♦Implemented a city-wide fraud reporting program
- ♦Updated the City's investment policy earning their first ever Investment Policy Certificate of Distinction

#### REASON FOR LEAVING

- ♦Career advancement.

➤ **DIRECTOR OF FINANCE - CITY OF LA FERIA, TX; 2002- 2005**

**RELEVANT RESPONSIBILITIES**

- ◆Oversaw the coordination and payments for capital projects
- ◆Managed the City's financial records, investments, and accounts,
- ◆Prepared annual budgets, forecasts, audits, and financial external & internal reports
- ◆Presented financial reports to media and elected officials
- ◆Performed supplementary duties as the Human Resource Manager, MIS Manager, Activity/Utility Cost Analyzer, Office Manager, Purchase Manager, Deputy Tax Collector, and Court Administrator

**PROACTIVE ACHIEVEMENTS**

- ◆Implemented the conversion of the police department's computer system and network
- ◆Produced and received the City's first ever national financial report award: Certificate of Achievement for Excellence in Financial Reporting
- ◆Produced and received the City's first ever national budgeting award: Distinguished Budget Presentation Award
- ◆Early implemented GASB-34

**REASON FOR LEAVING**

- ◆Career advancement.

➤ **FINANCE ACCOUNTANT FOR CITY OF LA FERIA, TX; 2000-2002**

**RELEVANT RESPONSIBILITIES**

- ◆Assisted in the preparation of annual budgets, amendments, audits, and the training of personnel
- ◆Maintained, assigned value of, and tracked the fixed assets, inventories, and major projects
- ◆Performed cost accounting and provided assistance in balancing and correcting the general ledger
- ◆Trouble-shot, reconciled, updated, and verified bank statements, investments, loans, cash collection, purchase orders, performance measures, accounts payable, and accounts receivable

➤ **\*LOGISTICAL OPERATIONS AUDITOR SUPERVISOR - UNITED STATES MARINE CORPS; 1998-2000**

**RELEVANT RESPONSIBILITIES**

- ◆Coordinated, monitored, and reconciled fourteen logistical programs for thirteen work centers
- ◆Audited and analyzed operational and financial information ensuring capability and effectiveness
- ◆Conducted semi-annual operational audits and initiated the improvement of twelve work centers
- ◆Implemented, managed, and conducted training for over one hundred fifty personnel
- ◆Lead, managed, motivated, disciplined, and evaluated employees

**PROACTIVE ACHIEVEMENTS**

- ◆Spearheaded an overhaul of the Maintenance Management Office (Center of Operations)
- ◆Recognized for outstanding performance with two accelerated promotions and eight awards

**REASON FOR LEAVING**

- ◆End of enlistment.

➤ **\*LOGISTICAL OPERATIONAL DATA ANALYST - UNITED STATES MARINE CORPS; 1996-1998**

**RELEVANT RESPONSIBILITIES**

- ◆Assisted the department manager in ensuring thirteen work centers were operating in accordance with all business policies

## **RELEVANT EDUCATION AND SPECIALIZED TRAINING**

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- Member of and in Good Standing: ICMA #690663 & GFOA #300139045
- Harvard training: Government Performance; 9/2018
- Lean Six-Sigma - Yellow Belt; 8/2018
- Licensed Customhouse Broker (CHB); 3/2015; # 30697
- Chartered Global Management Accountant (CGMA); 12/2013, # 110042638
- Certified Public Manager (CPM); 12/2006
- Certified Government Finance Officer (CGFO); 4/2005, #198
- Certified Public Accountant (CPA) in the state of Texas; 10/2004, #85217
- Masters of Business Administration (MBA), University of Texas-Pan American; 2001, GPA: 3.455
- Bachelors of Business Administration, Campbell University; 2000, with honors: Magna Cum Laude
- \*Operational/Logistics Management Supervisor Course; 1999
- \*Military Leadership Training; 1998

## **SKILLS AND STRENGTHS**

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- Great Leadership
- Proactive & Progressive • Team-Player • Well Organized
- Great Verbal and Written Communication Skills • Results Oriented • Self Motivated
- Work Well Under Pressure and Stress • Bilingual - Fluent in English & Spanish
- Politically Astute

## **HONORABLE MENTION**

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Volunteered for active duty in the U.S. Marine Corps after the terrorist attack on September 11, 2001; honorably served in 2002 as Military Police

*\*Translated from military terminology to civilian terms*

## **Ronnie J. Guest Jr.**

### **Professional Experience**

#### **City of Carrizo Spring City Manager**

**Jan. 6, '20 – Present**

##### **Highlights and accomplishments include:**

Serving as a high-powered people first City Manager with a background in community development, personnel growth, project management for the growth of the community,

- Created annual budget in excess of \$11 million while also managing to not reduce any personnel during COVID-19 and submitted to City Council for approval.
- Oversaw the overall budget tracking system to assure fiscal responsibility, accuracy, and transparency.
- Advised the government body on a bi-weekly basis and as needed to keep effective communication of the day-to-day City operations.
- Created a vehicle for residents to have their voices to be heard while creating the breakfast with the City Manager and Department Directors to build a bond between the City and the community.
- Managed 54 personnel to include an additional 20 with the Volunteer Fire Department to interview, hire, discipline, and terminate when needed.
- Re-wrote the City's Chapter 6 Animal Care Ordinance and Personnel Policy
- Re-organized the City Marshal, Code Enforcement, and Animal Care into the Public Safety Department to assure effective communication and better customer service provided
- Re-organized the Utilities Department to offer better customer service and also create opportunities to process utility payments without any personnel contact due to COVID-19
- Gave monthly presentations at the City Council meetings to assure all city business was addressed for effective communication. Created an online City Council meeting process due to COVID-19
- Responded personally to resident, business, and/or citizen issues personally to offer a voice to be heard.
- Created an open-door process to meet with residents when needed, even without appointments.
- Created a new One Team One Goal organizational culture which valued every team member for their serving the community.
- Served as Ex-officio Planning and Zoning Commission
- Secured a partnership with the Federal Government for Unaccompanied Minors in our community
- Secured the first sports complex for the City of Carrizo Springs
- Worked on creating a new green space in the downtown area for residents and local business personnel to come and have lunch in a green space in the heart of the downtown.

#### **CPS Energy**

**Aug. '14-Present**

#### **Community Relations Advocate/Contract Administrator**

##### **Highlights and accomplishments include:**

- Serves as internal and external liaison between City Council Offices, External Government Relations and CPS Energy Senior Management
- Serves as a liaison between local, state and federal government entities to provide address constituent concerns and research when necessary to close cases and follow-up with the office of elected officials to include: State Reps, Congressional staff.
- Facilitates and promotes both internal and external stakeholder community engagement strategies and program creation
- Facilitates energy efficiency programs to include sustainability, reducing energy consumption, solar programs, to reduce overall impact to the grid
- Participates in public speaking engagements and partners with local organizations and business to promote CPS Energy programs
- Assists in development of new programs and coordinates with both internal and external stakeholders reference various programs

- Collaborates in creation of CPS Energy related programs as well as addressing customer needs for extended outage communication.
- Searches and creates MOUs for community partnerships in support of CPS Energy Community Engagement and Programs, Outreach, Public Safety and Education, as well as Energy Programs
- Manages professional contacts in excess of \$30M for Community Engagement Programs, Procurement, and RFPs.
- Works with low-income and community partners to create programs and partnerships to improve the quality of life of those served in our community.
- Works to establish building relationships with various stakeholders within the San Antonio Community in support of team and program growth.

### **Animal Care Services**

**Feb. '10-Aug. '14**

#### **Senior Management Analyst/Special Projects**

##### **Highlights and accomplishments include:**

- Managed Special Projects, facilities management, and supported executive support for the Office of the Director.
- Manage facility security controls and operations to assure a safe environment for all customers, vendors, and staff visiting the facility.
- Assisted in the updating of the Chapter 5 Animal Ordinance and updating of strategic plan.
- Served as the Interim Clinic Manager to streamline process to improve housing, surgery, and live release rates
- Managed the Mobile Spay/Neuter Unit for community surgeries and increasing responsible pet ownership in the community and led the Comprehensive Neighborhood Sweeps Initiative for responsible pet ownership.
- Served as the divisional sustainability officer while looking at ways to reduce waste and increase recycling, reducing energy consumptions and making the organizational sustainable and green
- Analyzed complex data to outline performance indicators in direct support of reaching our overall departmental performance
- Drafted departmental policies and procedures which include:
  - Departmental Contingency Plan
  - Safety in the Work Place Policy
  - Positive Communication Policy
- Prepared Request for Council Action items to include writing the memos to be presented to Quality of Life Committee and also for City Council approval. Some of the items include:
  - \$5.5M Brackenridge Adoption Facility
  - \$2.2 Bond Projects
- Prepared and analyzed budget reductions and improvements in support of the departmental budget and provided recommendations to OMB and maintained the department \$10.9M budget
- Served as Certified Corporate Trainer for Employee Development with more than 100 hours annually in facilitating training courses.

### **Animal Care Advisory Board Liaison**

**Feb '10 – Dec 12**

##### **Highlights and accomplishments include:**

- Coordinated Logistics for Monthly ACS Advisory Board meetings
- Managed diverse requirements pursuant with the Texas Open Meetings Act, Texas Government Code Chapter 551, consisting of, but not limited to official agenda postings, minute preparations, regular, committee, and executive session meeting administration, applies Texas Open Meeting Act and organizational standards and procedures.
- Served as liaison for the Board of Trustees and the Office of the President with other departments and outside agencies.

### **Urban Management Assistants of South Texas 501 © 3 Non-Profit Jan. '09–Dec. '10 President-Elect & President - Non-Paid Position**

##### **Highlights and accomplishments include:**

- Managed the organizational budget and facilitated all activities of the 501 c(3) organization
- Coordinated organizations special and volunteer event

Ronnie J. Guest Jr.

- Provided marketing of the organization for growth to increase membership and community involvement

**Housing and Neighborhood Services,  
Senior Management Analyst/Special Project Coordinator**

**Aug '08-Feb. '10**

**Highlights and accomplishments include:**

- Coordinated large scale neighborhood improvement projects with city-wide impact and dissemination and updates to affected community partners and neighborhood associations

**Office of the City Manager, San Antonio, TX**

**Feb '07-Aug. '08**

**Executive Management Assistant**

**Highlights and accomplishments include:**

- Provided executive level support for Animal Care Services, Development Services, Code Enforcement, Housing and Neighborhood Services, and Grants Monitoring & Administration.
- Prepared presentations, speeches, detailed written reports and correspondence for the City Manger, City Council and other elected officials on behalf of the Assistant City Manager
- Provided direct support or administrative operations of assigned departments, including interpreting, formulating and implementing departmental policy and procedures
- Provided critiques and edited communications materials for the Department Director, including speeches, scripts, talking points, and formal correspondence; and independently composes reports and memoranda for the Assistant City Manager
- Assisted in the development and administration of departmental budgets, management of HUD 108 Projects via the Grants Monitoring and Administration Division
- Coordinated budget monitoring systems and assisted in policy direction to include analysis for departmental operating procedures

**San Antonio Police Department, San Antonio, TX**

**Sep. '05-Feb. '07**

**Management Analyst – Research and Planning**

**Highlights and accomplishments include:**

- Provided administrative professional support to the office of the Chief
- Provided analytical support, research, and supported special projects
- Developed performance accountabilities (KPI's, SLA's, Unit Cost, Performance Standards, etc.) and ensure goal attainment in servicing internal and external customers
- Monitored special projects and assisted in the preparation of the annual budget
- Implemented, monitored and evaluated new programs

**Goodyear Tire and Rubber Manufacturing Plant**

**Oct '02- Sep '05**

OSHA Safety Team Member and Production Relief Operator

**Hill's Pet Nutrition, Topeka Kansas (Marketing Division)**

**Oct. '94- Apr. '02**

**Consumer Affairs Contact Center Team Leader/Manager/Manufacturing Plant**

**Highlights and accomplishments include:**

- Managed day to day operations of the customer contract call center while assuring accountability of management of systems, equipment and technology to assure goals are met
- Supervised a staff of more than 50 personnel and provided training and employee development for Consumer Affairs team
- Managed the day to day business operations to include departmental operating budget

**Unites States Army and Kansas National Guard**

**Jun '87- Jun '90/Aug '01-Jan'06**

**Human Resources Specialist**

**Highlights and accomplishments include:**

- Managed soldier support and overall welfare and well-being while preparing and keeping soldiers combat ready
- Managed personnel transfers, travel orders, salary detail to all divisions of the Army



Ronnie J. Guest Jr.

- Handled and completed performance evaluations and process paperwork for promotion denials
- Handled disciplinary action for Non-Judicial Punishment (NJP) or Court Martials
- Managed personnel accounting, retention, legal, soldier training personnel files, and overall unit personnel administration
- Prepared and maintained officer and enlisted personnel records

### **Education**

Grand Canyon University  
University of the Incarnate Word  
Friend's University, Wichita Kansas

PhD Candidate Org. Leadership/Org. Development  
Masters Business Administration  
Bachelor of Science Business Management

### **Professional Training**

Emergency Management Institute - FEMA Certificate – Introduction to Continuity of Operations – May 12  
Emergency Management Institute - FEMA Certificate – Continuity/Operations Awareness Course –May 12  
Lean Six Sigma Yellow Belt Certification - June 2017

### **Professional Affiliations**

2009 Urban Management Assistants of South Texas (UMAST) – 501 (c) (3) - President-Elect  
2010 Urban Management Assistants of South Texas (UMAST) – 501 (c) (3) – President  
2007 – Present - Urban Management Assistants of South Texas (UMAST) – Active Member  
2009 – Present - Texas City Management Association (Region 8) – Active Member  
2011 – Present - National Forum for Black Public Administrators – Active Member  
2016 – Present – American Association of Blacks in Energy – Active Member

### **Awards and Recognition**

1997 – United Way Loaned Executive United Way of Greater Topeka, Kansas  
2018 NISD Business Careers High School Mentor of the Year  
2018 IChange Nations Golden Rule Award  
2018 – 2019 Leadership SAISD Cohort Class Member  
2019 – CPS Energy CEO Customer Care Awards Winner

### **Professional References**

TC Broadnax – Dallas City Manager (210) 882-6550 [tc.broadnax@gmail.com](mailto:tc.broadnax@gmail.com)  
Laura Jacobs – CPS Energy Manager Community Programs (210) 262-3261 [lujacobs@cpsenergy.com](mailto:lujacobs@cpsenergy.com)  
Branden Dross – CPS Energy Community Engagement (210) 896-4435 [bdross@cpsenergy.com](mailto:bdross@cpsenergy.com)  
Lorri Cantu – Animal Care Services (subordinate) (210) 275-0964 [LCERN565@gmail.com](mailto:LCERN565@gmail.com)

# KENNY HASKIN

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## DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

City of Texarkana, Arkansas

2008 to Present

**City Manager** (since 2013)

**Assistant City Manager/Director of Economic Development** (2008-2013)

Texarkana, AR, is a full service city of approximately 30,000. It lies on the border of Texas and Arkansas. Immediately to the west is its sister city, Texarkana, TX. Together, they have a combined population approaching 80,000, and are a regional hub for shopping, entertainment and other activities.

### *Duties and Responsibilities*

- Provide direct oversight for a general fund operating budget of \$65 million and a utility operating budget of \$33 million. Manager directly and indirectly 365 employees spread over 14 departments including Community Development, Fire, Economic Development, Public Works, Parks and Recreation, and Utilities, among others.
- In collaboration with the Mayor and City Council (in Arkansas, it is called a Board of Directors), create and lead the implementation of goals and objectives for the City. Delegate to department directors the responsibility for attaining their portion City's goals and objectives and ensures integrity and innovation as critical organizational values.
- Contract for and purchases, or issues purchase authorizations for, supplies, materials, and equipment for City departments, offices, and agencies; contracts for, or authorizes contracts for, services to be rendered to the City or for the construction of City improvements.
- Advise the City Board of Directors and makes recommendations as to the financial condition and future needs of the City. Ensures accountability by providing regular reports to the City Board of Directors regarding key issues and actions taken.
- Ensure the financial integrity of the City through Budget development, monitoring, regular reporting on the financial condition of the City and effective management of its fiscal resources. Administer City budget after adoption by the Board of Directors.
- Establish and develop viable relationships and partnerships with members of various community interest groups, neighborhood organizations, the media, the business community and other service and governmental agencies to foster a sense of cooperation and collaboration within the community.
- Develop standards and reviews the performance of departments; reviews departmental performance in obtaining stated goals and objectives.
- Approve establishment of programs/policies that will aid in maintaining the financial integrity and service levels of various City Departments.
- As Assistant City Manager / Economic Development Director, served as the marketing leader and lead contact for the City. In that role, identified needs and developed programs to support existing industry and encourage local expansion of jobs.

## *Accomplishments While Serving Texarkana*

- To improve the solvency of our Pension System, renegotiated the Public Safety Pension Plan that previously did not require the Police and Fire unions to make concessions.
- After discovering parity pay was unconstitutional, reformed and restructured our police budget by taking on the controversial parity-pay issue that had plagued the City financially for over 30 years and would have eventually bankrupted the City.
- While the City Manager, we have received many accolades and awards, including multiple Certificates of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Awards from the Government Finance Officers Association.
- Established the City's first CIP Plan (Capital Improvement Plan)
- Developed a new business-friendly permitting system.
- Recruited new businesses and developers to Texarkana, including the new Texarkana FedEx Distribution Center.
- Created a public private partnership with developers to build a 150-acre Water Park and a Hotel/Convention Center.
- Negotiated a multi-million-dollar incentive package Cooper Tire Inc. (which was threatening to move to Mexico otherwise).
- Refinanced the City of Texarkana Arkansas Franchise Fee Bonds, lowering the interest rate and saving the city over \$600,000.
- Established an incubator for small business growth in Texarkana that helped decrease the unemployment rate from 5.7 to 4.6 in less than 3 years
- Established the City's first Tax Increment Finance District (TIF).
- Took a practically bankrupt city to a Triple A bond rating. We have 148 days of Fund Balance.
- Created the Business Assistance and Incentive Program.
- Created a Prospect Readiness Team.
- Developed Texarkana's Workforce Initiative.
- Established the Texarkana Business Retention Program.

## **OTHER PROFESSIONAL EXPERIENCE**

Served as the Chief of Staff for the Pulaski County Circuit Court in Little Rock, AR from 2000 to 2008, as a Program Director for the Boys & Girls Club of America in North Little Rock, AR, from 1995 to 2000, and as a Case Manager for the Family Service Agency for Little Rock, AR, from 1992 to 1995.

## **EDUCATION**

Masters Public Administration with Honors, Webster University, St. Louis, Missouri  
Bachelor's in Sports Management, Henderson State University, Arkadelphia, Arkansas

## ROBIN R. HAYES

### LOCAL GOVERNMENT EXPERIENCE

**CITY OF MOUNT DORA, MOUNT DORA, FLORIDA (SEPTEMBER 2016 – PRESENT) *CITY MANAGER***

Manage the Operations of the City, implementing the Policies as set-forth by the City Council, Charter, and Florida Statutes. Transparency in management, commitment to accountability, results-focused, assertive, energetic, a consensus builder among the legislative branch, community member, and a change agent. Knowledge and experience with Infrastructure (Roads, Streets, Sidewalks, Stormwater, Utilities (Pipes, Plants, Distribution and Collection Systems) to include a City owned Electric Utility; Emergency Management Leader; Public Safety services to include - Police and Fire Services; Reorganized the Parks, Recreation, and Library departments into a Leisure Services department with a focus on the community and programming. The City had a total FY 2020-2021 budget of just over \$117 million, of which the General fund budget represented just over \$22 million and there are currently 260 employees. The City is known as a festival city and typically will host approximately 37 events, some of the events will attract more than 150,000-200,000 tourist daily over a weekend.

#### Key Achievements:

- Building two Fire Stations – Fire Assessment Fees
- Building a Municipal Complex – housing Utilities/Public Works/Electric/Protective Services/Planning/EOC – Fund Source – Capital Revenue Bond
- Developed a future growth plan for the Wolf Branch Innovation District/Economic Development
- Rating Agency – Received a rating of AA-
- Increased the General Fund Balance Reserve from 10% to 17%
- Completed Phase I & II of the Wi-Fi/Bandwidth/Fiber Connection in the Downtown and Extend into the Innovation District the opportunity for Infrastructure of Fiber for Commercial and Residential Use.
- Implemented Economic Development Tax Abatement Programs
- Strategic Plan – established in 2016 and updated annually as City Council changes
- Building of a Solar Farm – Electric Utility
- Master Plans – Utilities; Stormwater; Parks & Recreation; and Transportation
- FEMA funding – IRMA and Mathew/CARES Act
- Grant funding with St Johns River Management & CDBG grants – Lake County
- City of Apopka and the City of Mount Dora - Interconnect of a Reuse Program
- SRF Projects – Utility Projects
- Police Department Assessment and a Fire Department Assessment – Department Overview Plan
- Community Outreach Programs – Police Department established a Unity and Educational program/Fire Department COVID19 vaccine shots Firefighter/Paramedics

**CITY OF OVIEDO, OVIEDO, Florida (2012 – September 2016) *Director of Management Services and Communications***

Management Services Director and Communications Director

Beginning in April 2013 as requested served as the Acting City Manager in the City Manager's absence with oversight of 290 full-time employees and city operations for the 38,000 residents of Oviedo.

Developed and implemented the annual City-wide operating budget, as well as the Ten-Year Capital budget. Revamped the budget system and implemented new budgeting processes and procedures. Through the budget process shifted organizational focus from "budgeting cheap/minimum service" to investing in the future and minimizing long-run costs. Initiated and chaired a committee on a new merit-based pay system that rewards employee performance, as well as years of service and education.

Robin R. Hayes

Responsible for the communication services offered through the city, assessing the public image and inquiries from the media, monitoring data that is being disbursed to the public, established a footprint of social media outlets for the City, including the website, Oviedo TV thru Bright house Networks, Facebook, and Twitter.

Instrumental in the financing, planning, and organization of opening the Cities premier land use in the CRA district referred to as “Oviedo on the Park”. A park for the citizens, amenities include: Cultural Center or Amphitheatre, Boat Dock and Swan Boats, Splash Pad, Playground, Open Grounds, Small Stage, Dog Park, and a Veterans monument.

**CITY OF WINTER GARDEN, Winter Garden, Florida (2008 – January 2012) *Director of Finance***

As Finance Director it was my responsibility to manage the daily and annual functions of a municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department included Payroll, Accounts Payable, General Ledger Accounting, and Fixed Assets.

- Reviewed and implemented all Contracts with a financial impact, reviewed and posted request for proposals/qualifications, and approved all purchase orders.
- Managed and provided direct oversight of the Construction Improvement Projects and the 5-year CIP plan, balancing revenue and source of funds to the projected expenditures.
- Provided to the City Manager and the Governing body recommendation's on policies, budget inquiries, audit concerns (internal and external), debt, investments, and general information regarding financial issues.
- Prepared and recommended the city wide budget, reviewed expenditures and variances, and initiated corrective actions required to meet budgetary requirements.
- Prepared the Comprehensive Annual Financial Report reflecting the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures.
- Direction of the Utility's metering, billing, collections and customer service operations.

**Key Achievements:**

- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual budget of \$51 million.
- Championed efforts to introduce change to management strategies, implement process improvements, and streamline daily business processes.
- Protected city assets by establishing credit policies, creating credit procedures, implementing internal/external audits, and enforcing internal controls within the Utility Billing department.
- Implemented Six Sigma/Performance Management objectives based on the Strategic Initiatives adopted by the city.

**CITY OF TITUSVILLE, Titusville, Florida (2002 – 2008) *Finance Manager – Collections, Billing, Customer Service, Budget Officer, CIP Manager***

Managed and directed divisions within customer service, utility billing, finance, accounting, budgeting and purchasing.

- Managed the Collections and Billing Division within the Customer Service Department, which included reviewing accounts monthly, establishing payment plans with customers, meter data management and technology, customer service training.
- Prepared and presented the city annual budget and annual audit.
- Managed the capital improvement project financial program and schedules.
- Prepared and reviewed grant submittals, and purchase orders.

**Key Achievements:**

Robin R. Hayes

- Issued General Obligation Bonds, Series 2005 of over \$10 million to purchase property located on the Indian River for public use.
- Formulated and implemented a financial modeling system to evaluate multiple "what-if" scenarios, which reduced forecast and budget preparation time by 75%, boosted process accuracy, and improved staff awareness of actions needed to reach financial and performance management.
- Increased productivity 40% by implementing an automated financial reporting process that uploaded employee data needed for a budgetary report during the annual update.
- Gained specialized expertise in developing consensus for strategic planning among all stakeholders, which included monitoring processes and metrics, created financial models, and directing process mapping.
- Federal Emergency Management Agency (FEMA) disaster preparedness and disaster recovery policy and procedures experience and certification.

**Prior Employers:**

Parrish Medical Center  
School Board of Brevard County  
EG&G Florida

## **EDUCATIONAL BACKGROUND**

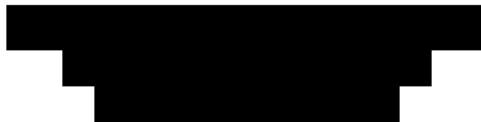
***Bachelor of Science, Business Administration***

University of Central Florida, Orlando, FL

## **PROFESSIONAL AFFILIATIONS**

- ❖ Leadership Lake County - Class of 18 – Graduated May, 2018
- ❖ Leadership Seminole - Class of 25 – Graduated May, 2016
- ❖ International City/County Management Association - #000535650I
- ❖ Florida Government Finance Officers Association - #10961
- ❖ Government Finance Officers Association – since 2003
- ❖ Florida City/County Management Association - #10961

# Shawn W. Hennessee



## Objective

I am seeking a position commensurate with my background and skills.

## Education

### **Juris Doctor**, May 2001

*University of Missouri-Kansas City, Kansas City, Missouri*

### **Master of Arts, Political Science**- December 1992

Additional 42 graduate hours in Urban Planning from January 1993 to May 1996

*University of Kansas, Lawrence, Kansas*

### **Bachelor of Arts, Political Science**- December 1990

*Wichita State University, Wichita, Kansas*

## Relevant Work Experience

### **Clark County, Washington**

July 2018– March 2020

*County Manager*

- Oversee county with 1,800 employees and over 480,000 residents.
- Develop budget for over \$400 million in all funds and \$180 million for General Fund.
- Develop long term budget plans for Clark County.
- Developed, oversaw and implemented countywide re-organization.
- Implement economic development plan for Clark County.
- Ensure compliance with all state statutory and regulatory requirements.

### **City of Pleasant Hill, Missouri**

February 2017 – July 2018

*City Administrator*

- Oversee all Pleasant Hill city departments and employees.
- Initiated and oversaw implementation of participation in Missouri Main Street program.
- Advise city council on legislation and requirements.
- Developed budget materials and plans.
- Implement new trail development plan.

### **Marinette County, Wisconsin**

May 2015 – February 2017

*County Administrator*

- Oversee the operations of all Marinette County departments.
- Prepare annual budget and gain approval by County Board.
- Oversee hiring and discipline for all department heads.
- Represent Marinette County both locally and statewide.
- Oversee development of the Capital Improvements Program (CIP).
- Ensure compliance with all state and federal laws and ordinances.
- Determine long term goals and objectives for County and means of achieving them.
- Develop plans for creating more efficient operations for County departments.

**Jackson County, Missouri**

May 2002 - May 2015

*Assistant Director*

- Supervise operation of Independence and Kansas City offices.
- Perform legal research and draft new legislation for Jackson County on a variety of issues.
- Review new legislation from Missouri Legislature and oversee implementation of new statutory changes.
- Develop, implement and oversee the digitization of 5 million of real estate documents.
- Manage employees at three locations and oversee all hiring and disciplining of employees.
- Design, procure and implement an electronic recording and electronic commerce system.
- Oversee development of a new real estate electronic title recording system.
- Represent Recorder of Deeds Office in public presentations both locally and statewide.
- Oversee the reorganization of the Jackson County Municipal Court.
- Ensure archival records are stored and maintained properly in underground Records Center.

**Kansas City Kansas Community College**

October 2000 – May 2004

*Instructor (Part Time)*

- Responsible for developing and teaching a course on computerized legal research and litigation.
- Assist in development plan for paralegal program.
- Advise students on legal career options following graduation.
- Developed course materials to be used for computerized legal research exercises.
- Implement new educational programs on computerized legal research.

**The Greater Kansas City Chamber of Commerce**

May 2001 – May 2002

*Manager of Government Relations and Policy Development*

- Represent Chamber in Topeka as full time lobbyist during the Kansas legislative session.
- Coordinate and assist Kansas City World Trade Center on development of trade missions.
- Provide legal oversight and development plan for a Political Action Committee (PAC).
- Develop internal and external communications, position papers, questionnaires and legislative positions.
- Maintain strong interpersonal relations with volunteers, elected officials, executives and CEOs.
- Oversee committees on Surface Transportation, Environment, Federal Affairs and Kansas State Affairs.
- Represent the Government Relations department and staff on legislative issues to Chamber members.
- Assist marketing department in the attraction of new members and retention of existing members.

**Additional Activities and Skills**

Admitted to the District of Columbia, Maryland, (Inactive) Washington State (Inactive) and U.S. Supreme Court Bar.

Extensive background in use of GIS and mapping software.

Co-Chair of the Missouri Property Records Education Partners (PREP) chapter.

Extensive use and familiarity with computer hardware and software.

Extensive skill in the design and production of web sites.

**Honors**

Pi Sigma Alpha Honor Society Inductee.

Dean's Honor Roll and Academic Commendation, Wichita State University.

Elected Graduate Student Representative, University of Kansas.

**Availability**

Immediate

**References**

Furnished Upon Request



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## CITY MANAGER

*Top-performing executive leader with a 15+ year track record of delivering superior results across process improvement, strategic development, and financial control in high-growth cities.*

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Self-starting and versatile City Manager with an extensive history of quality decision making for large-scale, city-wide initiatives and projects that improve revenue, drive public participation, and advance beautification. Dedicated to optimizing organizational infrastructures by establishing best practices and procedures and focusing on continuous improvement. Committed to elevating transparency through the use of websites and social media platforms where the public has widespread access to budgets and expenditures. Proven success in dynamic, high-growth environments, and with economic overhaul and revitalization. Passionate about utilizing a diverse, and wide-ranging set of skills to thrive in a new city endeavor.

- City-Wide Strategic Initiatives
- Financial Control & Budget Development
- Economic Revitalization
- Transparency Elevation
- High-growth Environments
- Executive Leadership & Direction
- Large-scale Project Management
- Best Practices and Procedures
- Infrastructure Construction
- Revenue & Profitability Expansion

City of Riverton, Riverton, UT  
A thriving, full service city located in the rapidly growing South West corner of Utah housing a population of 45K residents.

Directed all city departments and activities including 180 full and part time employees. Developed and administered a \$51M budget comprised of \$32M in governmental funds, and \$19M in enterprise funding. Strategized and implemented initiatives in line with the vision and goals for sustainable city-wide growth and expansion. Controlled large-scale projects from initial concept through delivery to ensure for complete adherence to budgetary stipulations and projected deadlines. Utilized an extensive experience in City Management and a wide-ranging skill set to designate quality decisions for city development. Comprehensively reviewed operational procedures across all departments to identify areas for improvement.

- continued...*

City of Odessa, Odessa, TX

*Ranked #1 city in the US for job growth, and designated by Forbes, CNN, and Money and Fortune Magazine as one of the fastest growing economies, Odessa is a 50+ square mile city housing a population of 126.4K+ residents.*

**ASSISTANT CITY MANAGER – ADMINISTRATIVE SERVICES (3/2014 to 3/2018)**

Led all aspects of operations for a dynamically-expanding city with a \$205M budget and a city-wide staff comprised of 1K+ full and part time employees. Controlled risk management, employee health and wellness promotion, purchasing and procurement efforts, facility maintenance, and information technology. Performed treasurer functions, commanded financial strategies and developed budgets across all departments. Focused on reinvigorating the downtown economy, and establishing scalable practices that can work effectively alongside the booming city-wide growth.

- ◆ Identified a savings of \$6M in bond refunding activities.
- ◆ Headed downtown revitalization efforts that included a \$100M+ hotel, conference and convention center, and parking garage to drive participation and public attendance in the area.
- ◆ Functioned as the Chief Investment Officer and Interim Treasurer to control a \$190M investment portfolio.
- ◆ Reduced expenditures by \$1.05M annually by negotiating and implementing a significant utility rates change.
- ◆ Achieved the highest available “Platinum Status” for Texas Comptroller Leadership circle for superior standards of financial transparency online.
- ◆ Awarded the GFOA Certificate of Excellence for Comprehensive Financial Reporting, the GFOA Distinguished Budget Award, and the Popular Annual Financial Report (PAFR).

City of Cedar Hills, Cedar Hills, UT

*A full service bedroom city located in North Central Utah with a population of 10K residents.*

**CITY MANAGER (2/2002 to 5/2012)**

Governed a budget of \$15-20M and 110 full and part time personnel in the successful operation of all city-wide tasks.

- ◆ Spearheaded the design of one of the top public sector websites in all of Utah, which received an A+ rating by the Southerland Institute and significantly improved budgetary transparency.
- ◆ Strategized, and constructed a 2K gpm redundant water well with build-out security.
- ◆ Overhauled city finances during an economic downturn to secure a city-wide tax decrease for three out of the last four years in the position.
- ◆ Solely responsible for the creation of a Commercial Development Area (CDA) for future development of millions of dollars of residential/commercial offerings.
- ◆ Saved residents thousands of dollars with the construction of a city-wide pressurized irrigation (PI) system that annually saves the city millions of gallons of culinary supply.
- ◆ Cut expenditures by \$10K+ and advanced overall productivity and employee satisfaction by instilling 450+ better practices and procedures.
- ◆ Recruited top three international business and retail leading companies which resulted in \$100K+ increase in ongoing sales tax revenue for the city.
- ◆ Collaborated closely with Provo River Water Users, Metro Water, CIWCD and other various cities to complete a 21-mile, 126” diameter, \$150M welded steel pipeline and canal enclosure project that saved thousands of dollars.
- ◆ Partnered with Mountainland AOG and various cities to develop a \$16M trail system.
- ◆ Pioneered city-wide park expansion that included 25+ acres of park space and 20 miles of trails throughout the city.
- ◆ Obtained future revenue source, expanded recreational opportunities, and advanced city-wide beautification by overseeing the development and construction of an 18-hole championship golf course.

- ♦ Optimized public works projects and reduced costs by designing and constructing a new public works facility.
- ♦ Functioned as Acting Administrator of Lone Peak Public Safety District (LPPSD) to revitalize the failing Fire/EMS district into one of the highest-performing operations in Utah.

#### Additional Experience

**MUNICIPAL SALES EXECUTIVE** ▪ Parlant Technology, Inc., Provo, UT

**CHIEF ADMINISTRATIVE AND FINANCE OFFICER** ▪ City of Washington Terrace, Washington Terrace, UT

**HUMAN RESOURCES DIRECTOR** ▪ City of Washington Terrace, Washington Terrace, UT

**COMMUNITY & NEIGHBORHOOD SERVICES DIRECTOR** ▪ City of Orem, Orem, UT

**ADJUNCT PROFESSOR** ▪ Utah Valley University, Orem, UT

## **Education & Credentials**

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#### Master of Public Administration

*Local Government Management, Human Resources and Facilities Management*

*Marriott Graduate School of Management, Brigham Young University, Provo, UT*

#### Bachelor of Science in Business Management

*Marketing, International Business, Portuguese*

*Marriott School of Management, Brigham Young University, Provo, UT*

#### Certifications

- Federal Emergency Management Administration (FEMA) Incident Command Systems (ICS) Certified – 100, 101, 200, 400
- **ICMA Credentialed Manager**
- Professional Affiliations – Past and Current
- Government Finance Officers Association (GFOA) Distinguished Budget Award Official Reviewer
- United Way, Odessa, TX – City-wide Chair Elect
- Odessa UW – Board Director
- Ector County Physical Activity Commission – Commissioner
- Utah City Manager's Association (UCMA) – Board Member
- University of Texas of the Permian Basin (UTPB) Business Advisory Council (BAC) – Board Member
- Housing Services, Inc. – Board Member
- City of Orem Employee's Federal Credit Union – Board Director
- Wellness Advisory Commission, Orem, UT – Commissioner
- Texas Commission for Affordable Power (TCAP) – Board of Directors

#### Awards

- John J. Gunther Award – Blue Ribbon Practices in Housing and Community Development, HUD Washington
- Community Service Award, City of Scottsdale, AZ

# Michael K. Hoblin



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## MANAGEMENT PROFILE

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- Career military and executive officer with significant experience in leading effectively using composite risk management, fiscal, and strategic planning
- Extensive background in planning and supervising training, logistics, budgets, safety, and communications
- Possesses well-developed interpersonal skills and the ability to motivate and direct others in a supportive cooperative team environment
- Effective communicator both oral and written
- Adjunct Professor at Fordham University Gabelli School of Business (2006) Course Title: Principles of Management

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## CORE COMPETENCIES

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|                                   |                                                             |
|-----------------------------------|-------------------------------------------------------------|
| Team Leadership and Training      | Organizational Inspection Program                           |
| Project Planning and Development  | Safety & Composite Risk Management                          |
| Time Management and Scheduling    | Financial Management                                        |
| Policy & Procedure Administration | FEMA Operations Defense Support of Civil Authorities (DSCA) |
| Humanitarian Assistance           | Facilities Management                                       |

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## PROFESSIONAL EXPERIENCE

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**Chief of Staff for the County Executive of Rockland County - New City, NY** (2019 - Present)  
Administrative work of a complex nature involving responsibility for effectively organizing and coordinating staff activities in the Office of the County Executive, maximizing staff productivity, and implementing policy guidelines covering a broad spectrum of staff operations. The work involves highly sensitive issues requiring tact, discretion, and responsiveness to the philosophy and public mission of the County Executive in dealing with community leaders, elected officials, representatives of the business community, the press, constituents, variable groups, and individuals. The work is performed under the general supervision of and in close concert with the County Executive.

**Key Accomplishments:**

- Responsible for the review and submission of the county's operating budget of over 700 million dollars.
- Developed and implemented community outreach activities for low-income families affected by COVID
- Reviewed and certified payroll for hundreds of employees in many departments.
- Supervised and managed the following departments: Insurance and Risk Management, Fire Training and Emergency Services, Human Rights, Environmental Resources, Office for People with Disabilities, Public Defender, Probation Office, Youth Bureau, Stop DWI, and Office for Community Development.

**Coordinator of Administrative Services (Rockland County Health Department) - Pomona, NY** (2016 - 2019)  
Responsible for coordination of the day-to-day operations and administrative functions of personnel, budget, purchasing, payroll, general department policies, and procedures in Rockland County's Department of Health with an annual budget of over 60 million dollars.

**Key Accomplishments:**

- Successfully reorganized the county's Department of Health into three separate centers: Center of Health, Environmental Center, and the Disease Prevention Center.
- Supervised the entire Department of Health's human resources and financial units.

- Helped lead the Department of Health through the Public Health Accreditation Board (PHAB) process.
- Developed the 2018-2021 Strategic Plan for the county's Department of Health.
- Supervised and approved payroll for over 170 employees in the Department of Health.
- Responsible for interviewing and hiring new employees.

**Deputy Operations Officer, New York Army National Guard -- Latham, NY (2015-2016)**

Fiscally responsible for a budget of over 82 million dollars for soldiers' training, mobilization, and new equipment fielding and modernization. Responsible for the State Organizational Inspection Program and adherence to regulatory guidance.

**Key Accomplishments:**

- Successfully managed the execution of \$82 million in support of soldier readiness and statutory training requirements and regulations.
- Prepared and presented briefings to the Chief of Staff and Adjutant General on all issues relating to training, personnel, and equipment readiness.
- Responsible for the Internal Audit Program and staff funding.
- Planned and executed training workshops to ensure organizational proficiency and compliance.
- Assisted in writing the Adjutants General's yearly training guidance and worked with the State Training Officer to execute and resource training activities.
- Collaborated with the Army National Guard's staff sections on new equipment fielding and modernization, mobilization, training, and equipment readiness.

**Deputy Commander, 27<sup>th</sup> Infantry Brigade Combat Team, New York Army National Guard – Syracuse, NY & Deputy Commander, Homeland Response Force (HRF) FEMA Region 2 – New York (2013-2015)**

Directs all tasks for all members of the staff, manages and oversees all staff coordination for regular staff and all special staff officers, and ensures efficient and prompt staff actions. Responsible for the brigade level's Organizational Inspection and Safety Program and the Command Supply and Discipline Program.

**Key Accomplishments:**

- Developed staff training programs used for major training events to include the Homeland Response Force for FEMA Region 2 external evaluations.
- Served as the Homeland Response Force (HRF) Deputy Commander for FEMA Region 2 and ensured effective communications and tracking with first responders during casualty assistance, search, extraction, decontamination, medical triage, and stabilization.
- Led the Organizational Inspection Program by conducting inspections of all subordinate organizations to ensure regulatory and safety compliance.
- Led the Brigade Staff through a successful Brigade Warfighter Exercise in preparation for the Joint Readiness Training Center.
- Ensured communication systems were operational for the Brigade Tactical Operation Center and six decentralized subordinate battalion operation centers.
- Served as acting Brigade Commander for over 4,000 National Guard soldiers for the Army National Guard Exportable Combat Training Capability (XCTC) at Fort Drum, NY. Planned and ensured that all training activities were executed with a focus on Safety and Risk Management.
- Built and trained a staff that has produced timely and accurate success in support of state and federal operations.

**1-258 Field Artillery Battalion Commander, New York Army National Guard – Jamaica, NY (2009—2013)**

Commanded a direct support artillery battalion of over 400 soldiers during numerous emergency operations and training missions.

**Key Accomplishments:**

- Served as a Task Force Commander during Hurricane Irene. Maintained effective communications for and command of over 1000 military, state, and local responders and volunteers resulting in the establishment of numerous emergency shelters for the local population.
- Served as a Task Force Commander during Superstorm Sandy. Led the rescue and recovery operations and the distribution of food and water in the five boroughs of New York City resulting in saving lives and the

mitigation of property damages.

- Led the battalion through the National Training Center as the Fire Support Coordinator and Direct Support Artillery Battalion Commander in preparation for mobilization to Afghanistan.
- Developed and implemented a safety training and certification program resulting in zero safety related incidents.
- Successfully fielded and qualified on M119 and M198 weapon systems.

**Commander's Emergency Response Program Manager and Embedded Training Team Leader –  
Kabul, Afghanistan (2008-2009)**

Coordinated and provided emergency assistance to the Afghan people and led an embedded training team for an Afghan Support Battalion.

**Key Accomplishments:**

- Planned, decided bids, and supervised the construction of over 40 school buildings for the Afghan community.
- Provided over 1 million pounds of food and medicine to the Afghan people, supervised construction of buildings and numerous water irrigation systems including several hundreds of water wells.
- Maintained effective communications during combat operations using both tactical and satellite communications.

**Battalion Executive Officer, New York Army National Guard – Jamaica, NY (2006-2007)**

Battalion Commander's principal staff officer that directs all staff tasks, manages and oversees staff coordination and special staff officers, and ensures efficient and prompt staff actions.

**Key Accomplishments:**

- Increased overall readiness in the organization and exceeded recruiting and retention goals.
- Mentored all subordinate staff and improved processing and procedures resulting in superior results.
- Responsible for adherence to technical manuals for artillery and related communications systems.
- Developed a safety certification program and qualified crews on the M102 Howitzer. Maintained historical records of past certifications.

**Professor of Military Science and Department Chair, Reserve Officer Training Corps (ROTC), Fordham University -- Bronx, NY (2004 -2006)**

Commander of the Fordham University ROTC program and Department Chair of Military Science.

**Key Accomplishments:**

- Took the ROTC program from the bottom ten percent to the top ten percent in the entire nation.
- Responsible for coordinating and maintaining alumni, university, community relations, and fundraising activities.
- Primary instructor for the ROTC Military Science Senior Class.
- Exceeded all contract and commission missions and re-established the ROTC program at Marist College.

**Assistant Professor of Military Science, Reserve Officer Training Corps (ROTC), Fordham University -- Bronx, NY (2000-2004)**

Responsible for recruiting and retaining quality officer candidates.

**Key Accomplishments:**

- Increased enrollment of the ROTC program from 50 cadets to over 150 cadets.
- Secured several million dollars in scholarships for highly qualified students.

**President, Air Permeator Inc. -- Patterson NJ (1998-2000)**

Responsible for managing, marketing, budgeting, and the overall business operations for the company.

**Key Accomplishments:**

- Responsible for all daily operations of a company with an annual revenue of over 1 million dollars.
- Oversaw all financial transactions including all accounts payable, accounts receivable, contracts, bids, maintenance, and payroll.

- Responsible for project management for numerous construction and installation projects.
- Responsible for overall sales and marketing activities of the company.

#### **Various Military Assignments in Fort Hood Texas, Kuwait, and Germany**

(1991-2000)

##### **Key Highlights:**

- Successfully conducted several live fire exercises and led the Fire Direction Center through a successful Leader Development Program (LTP) at Fort Polk, LA in preparation for JRTC.
- As a Battery Commander, led the battery through full spectrum operations at the National Training Center providing medical, maintenance, logistical, and communications support.
- Provided all personnel support during a rotation to the National Training Center and received the Desert Hero Award.
- Inter-operability Test Officer for the Advanced Field Artillery Tactical Data System (AFATDS).
- Led the DIVARTY FDC section through the planning and execution of Division and CORPs level WFXs.
- Deployed the Radar Platoon to the JMRC in support of 3<sup>rd</sup> Infantry Division in Germany.
- Developed and executed a maneuver shooter program during a JMRC and Intrinsic Action Rotation in Kuwait.
- Deployed to the JMRC as the Battery Fire Direction Center Officer. Ensured effective digital and voice communications.

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## **AWARDS AND RECOGNITIONS**

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Legion of Merit, Bronze Star Medal, Meritorious Service Medal with three Oak Leaf Clusters, Joint Commendation Medal, Army Commendation Medal with three Oak Leaf Clusters, Army Achievement Medal with two Oak Leaf Clusters, Armed Forces Reserve Component Achievement Medal, National Defense Service Medal, Southwest Asia Service Medal with Bronze Star, Afghanistan Campaign Medal with Bronze Star, Global War on Terrorism Service Medal, Korean Defense Service Medal, Armed Forces Reserve Medal with M Device, Army Service Ribbon, Overseas Service Ribbon, NATO Medal, Kuwait Liberation Medal, Basic Parachutist Badge, Order of St. Barbara, Order of St. Maurice, member of the Fordham University ROTC Hall of Fame (2016), September 11th first responder, and the Town of Clarkstown, NY Hall of Hero recipient.

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## **EDUCATION**

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Master of Strategic Studies from the Army War College  
 Fordham MBA Program (Course titles: Statistics, Managerial Economics, and Math Methods for Business)  
 Master of Science and Humanities, Fordham Graduate School of Arts and Sciences  
 Bachelor of Arts, History, Fordham University  
 Graduate of the Leadership Rockland Program  
 Pattern for Progress Hudson Valley NY Region Fellow focusing on Diversity, Equity, and Inclusion

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## **MEMBERSHIPS AND AFFILIATIONS**

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American Legion  
 Veteran of Foreign Wars  
 Fordham University Veteran Alumni Chapter President.  
 Former Treasurer, Constitution Island Association, West Point, NY

# Freddy L. Howell

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## PROFESSIONAL SUMMARY

Service-oriented, senior executive with proven leadership, communication fiscal, analytical and problem-solving skills. Established professional with experience in public safety, management, Leadership, occupational health & safety, in local and federal government.

Responsibilities include significant oversight and involvement in the following areas:

|                                                |                                               |
|------------------------------------------------|-----------------------------------------------|
| <b>Leadership</b>                              | <b>Strategic and Operational Planning</b>     |
| <b>Risk Management</b>                         | <b>Intergovernmental Collaboration</b>        |
| <b>Change Management</b>                       | <b>Budget-Fiscal Management and Control</b>   |
| <b>Program &amp; Project Management</b>        | <b>Policy and Procedure Development</b>       |
| <b>Key Partnership Development</b>             | <b>Team Builder/Leader</b>                    |
| <b>Organizational Change &amp; Development</b> | <b>Public/Media Relations &amp; Marketing</b> |

## PROFESSIONAL EXPERIENCE

|              |                   |                                |                      |
|--------------|-------------------|--------------------------------|----------------------|
| 2013/Present | Bryan County      | Director of Emergency Services | Bryan County Georgia |
| 2011/2012    | Shaw Group        | Safety Specialist              | Kings Bay, Georgia   |
| 2008/2011    | VT Group          | Fire Chief                     | Kings Bay, Georgia   |
| 2007/2008    | VT Group          | Assistant Chief/Training       | Kings Bay, Georgia   |
| 2006/2007    | City of Kingsland | Captain                        | Kingsland, Georgia   |
| 2004/2006    | City of Perry     | Fire Chief                     | Perry, Georgia       |
| 2003/2004    | City of Waycross  | Fire Chief                     | Waycross, Georgia    |
| 1992/2003    | City of Waycross  | Assistant Chief                | Waycross, Georgia    |
| 1985/1992    | City of Waycross  | Firefighter/Lieutenant/Capt    | Waycross, Georgia    |

## EDUCATION and CERTIFICATIONS

|                      |                                                                                                                                                                            |                       |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| B.S. in Fire Science | Columbia Southern University                                                                                                                                               | Orange Beach, AL      |
| A.S. Fire Science    | Savannah Technical Institute                                                                                                                                               | Savannah, GA          |
| EMTI                 | Okefenokee Technical Institute                                                                                                                                             | Waycross, GA          |
| High School          | Ware County High School                                                                                                                                                    | Ware County           |
| OSHA                 | 30-Hour Certification                                                                                                                                                      |                       |
| OSHA                 | Excavation Introduction to Machinery and Machine Safeguarding, Hurricane Preparedness During a Pandemic Supervision/Management, Effective Communications and numerous more | Georgia Tech          |
| GEMA                 | Certified Basic Emergency Manager                                                                                                                                          | University of Georgia |
| FEMA                 | Managerial Safety & Health, Leadership Influence, and numerous others                                                                                                      | GPSTC                 |
|                      |                                                                                                                                                                            | NFA                   |

## PROFESSIONAL HIGHLIGHTS

- Developed and maintain the County Health and Safety website with monthly training topics
- Developed Safety Manual for County Employees
- Prepared an annual budget which included capital improvements, specifications for new equipment and apparatus, and recommendations for increase in facilities, equipment and personnel



- Established policies, procedures and regulations for the department; made overall decisions pertaining to firefighting and prevention operating standards within the limitations of laws, regulations and established policies from higher authority; and approved training plans and programs.
- Developed, implemented and coordinated all training/safety activities to meet all NFPA and Department of the Navy requirements
- Supervised, directed, and evaluated assigned staff, processed employee concerns, and problems, directed work, counsel, discipline, and completed employee performance appraisals
- Developed New Department Rules & Regulations and SOP's
- Responsible for obtaining multiple grants
- Developed and distributed department's first ever annual report
- Developed a Career Path for employees wishing to become officers
- Designed and managed construction of (4) Fire Stations
- Researched, developed specifications and facilitated purchase of new apparatus and ambulances
- Developed an Employee of the Quarter Program
- Built relationships with local agencies and coordinated mutual aid agreements
- Conducted routine inspections of all building and work areas to assure compliance with all federal and state regulation, local codes and company policy.
- Investigated all work related incidents (injury/near-miss/property damage/environmental spills).
- Develop and implement corrective procedures and actions to prevent accident/incident recurrence.
- Coordinated all post-accident drug and alcohol testing.
- Created Safety Character and developed a safety program that was used on military base

#### **ACHIEVEMENTS AND HONORS**

- 2018 Completed Requirements and Received Georgia Fire Chief Certified from Georgia Fire Chiefs Association
- 2014 State of Georgia Fire Chief of the Year
- Letter of Commendation – February 23<sup>rd</sup>, 2009 NSB Kings Bay W.E. Stevens, Captain US Navy Commanding Officer
- Award of Valor – 1992 – Honored for bravery for rescuing an Alma man who had climbed to the top of a water tower.
- Fire Safety Educator of the Year Nominee – 2003 and 1992
- Instrumental in beginning the “Alternative Teaching Methods” class taught at Georgia Fire Academy to teach other firefighters in the state how to teach fire safety to children or other groups (20 plus classes)
- Started the Georgia Firefighter's Clown Society in 1990– membership in 2003: around 377
- Chief Clown for the National Fallen Firefighter Memorial Weekend at the National Fire Academy

#### **MEMBERSHIPS AND AFFILIATIONS**

- Bryan County Richmond Hill Chamber of Commerce Board Member (2015-2019)
- Southeast Georgia Leadership Board Member (2016-2019)
- Leadership
  - Southeast Georgia Leadership Class of 2015
  - Bryan Class of 2014
  - Camden Class of 2010
  - Perry Class of 2005
  - Waycross Class of 1993
- Georgia Fire Chiefs Association
- Georgia Firefighters Association
- Georgia Firefighters Clown Society – Lifetime Member

- Fellowship of Christian Firefighters
- Masonic Lodge #305, Waycross, GA
- Hasan Shrine Temple, Albany, GA

#### **PUBLICATIONS**

- “Everyone Goes Home News Letter” Several articles 2008-Present
- “Navy Fire and Emergency News Letter” Several articles 2008-2010
- “1<sup>st</sup> Responder News Paper” Several articles 2008-Present
- “Profile: Waycross Fire Department.” American Fire Journal Nov. 1997: 14-15
- “Alternative Teaching Methods Book” co-written with Nancy Champagne and Sonya Mickiewicz 2nd Ed. 1999

#### **COMMITTEES, CHAIRS AND OFFICES HELD**

- President, Southeast Georgia Fire Chiefs’ Association 2014 to present
- Region 5 Georgia Fire Chiefs Association Representative-2013 to present
- Chair Local MDA Firefighters Boot Drive – 1995, 2000 to 2004
- President, Georgia Firefighters Clown Society – 1993 - 2000

#### **SPECIAL SKILLS**

- Microsoft Word, Excel, PowerPoint, Front Page – Proficient to Expert
- Google Sites and online applications for marketing; YouTube, MovieMaker
- Knowledgeable about networking and managing multiple network components as it pertains to the needs of an operating fire department
- Budgeting, Personnel Hiring, Management, Leadership

#### **INTERESTS AND HOBBIES**

- Golf, NASCAR, Football, Baseball, Softball, Running, Weight Training, Hunting, Fishing

#### **Professional References**

J.C. N Jan Knoll, Retired Navy  
(912) 467-8600  
[jcknoll@mac.com](mailto:jcknoll@mac.com)

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Jekyll Island Fire Chief  
(912) 510-5865  
[dennis@kloud-ix.com](mailto:dennis@kloud-ix.com)

David Kimbrell  
Support Service Manager  
Amerimed Medical Solutions  
(770) 490-5356 Work  
(404)-597-0079 Cell  
[dkimbrell@amerimedmedical.net](mailto:dkimbrell@amerimedmedical.net)

David (Dave) Reilly, Retired Navy  
St Marys Commissioner  
(912) 467-3692 Cell  
[Dave.Reilly@stmarysga.gov](mailto:Dave.Reilly@stmarysga.gov)

## THOMAS J. HUTKA

### EXPERIENCE:

#### City Manager: Port Huron, MI

Championed dynamic public-private partnerships to fully re-energize a great, but recently stagnant community, honored with All America City award. Implemented "Downtown Action Plan" to rebuild streetscapes, attract new investment, and reduce downtown vacancy from 40% to 8%. Greenhouse gas emissions reduced through active energy conversions and wastewater treatment process improvements. Completed — with minimal neighborhood disruption — reconstruction of city's water, sewer, stormwater and street infrastructure (US-EPA's nation-wide excellence award). Enlisted the collaborative efforts of regional governments, corporate sponsors and citizen volunteers as recognized with Municipal League's Greatest Innovations award. Led management team to Thomas Edison Business Award for creating exceptional work environment. 2001 to 2006.

"Hutka Helped Port Huron to Become Better. Hutka is a leader. There is no question Hutka made a difference. He reached out to a variety of community leaders and set a standard of cooperation. The City's progress was substantial enough to win state and national recognition. On Hutka's watch . . . he did much to help the city achieve. That type of leadership is hard to find . . . outstanding city manager."

— Port Huron Times Herald

#### Director of Public Works: Broward County, FL

Led Capital Projects, Solid Waste & Recycling, Facilities Management, Streets & Bridges, Traffic Engineering, and Water & Wastewater Operations and Finance. Served on Climate Change Task Force, Complete Streets Team, Fort Lauderdale International Airport Expansion Committee, and Convention Center/Hotel Team. Nationally recognized energy reduction program. All projects LEED Gold, including one of AIA's Best Ten Buildings in State. Greatly increased efficiencies and service quality, even while implementing ERP and reducing expenditures. 2009 to 2020.

#### Director of Municipal Program Management: HNTB Corporation, Indianapolis

Consultant to local governments, managing capital improvement programs and enhancing funding sources. Clients included South Bend, IN (Notre Dame University), Town of Speedway, IN (Indy 500 racetrack), City of Dallas, Hillsborough County, FL and other municipalities. 2006 to 2009.

#### Deputy County Manager: Osceola County, FL

Directed all elements of growth management: development review, land use planning, public works, capital program, engineering, solid waste, and code enforcement for this high-growth area which includes Walt Disney World. Implemented green initiatives, concurrency planning and smart growth measures for Disney's Town of Celebration and other nationally-recognized sustainable developments. Many first- time initiatives: energy savings, personnel management training, one-stop permitting, land development code, long- term financial planning, capital project cost/schedule controls, management information systems, parks/recreation master plan, and inaugural solid waste collection service. Extensive construction program included major league baseball park renovation, rodeo/fair complex, jail, courthouses, offices, libraries, parks and highways. 1997 to 2001.

#### Associate County Administrator: Hennepin County (Minneapolis)

Directed IT, purchasing, finance, accounting, investments, budget, facilities and public works programs for one of the county's largest governments. As member of the County's Executive Team, led one of the nation's most advanced social service and health care systems. Developed County-wide strategic planning initiatives: performance measurement, employee evaluation and total quality management (NACO Excellence Award winners). Implemented comprehensive cost/benefit priority analysis for all capital expenditures-producing \$50 million in cost savings. Maintained one of the few public AAA bond ratings. 1994 to 1996.

Commissioner of Engineering and Construction: City of Cleveland, OH

Led capital re-development improvements, public works maintenance, and development review for America's premier economic renaissance. Successfully completed – on time and on budget – City's largest infrastructure program in support of major league sports facilities, Rock and Roll Hall of Fame, State Aquarium, light rail line, waterfront parks, and neighborhood revitalization. Established City's reputation for professionalism and honesty with local private industry. Nationally recognized successes based on award-winning public/private partnerships, regional government partnerships, large state and federal grants, and innovative privatization. 1992 to 1994.

Bond Rating Specialist: Standard and Poor's, New York, NY

Expert analysis of municipalities' management, budgeting and financial planning. Specialized in operation and management of public water, sewer and solid waste utilities. Experienced with entire range of public finance options. This training has helped increase bond ratings for every agency I led.

**LEADERSHIP POSITIONS:**

Economic Development Alliance of St. Clair County, Executive Board Member.  
Downtown Development Authority of Port Huron, Board Member.  
Blue Water Habitat for Humanity, Jimmy Carter Work Project, Board Chair.  
Port Huron Neighborhood Housing Corporation, Board Member.  
Volunteer of the Year Award, MainStreet Port Huron.  
Rotary Club, Board of Directors, President Elect.  
United Way of Broward County, Broward County (agency) Chair.

**EDUCATION:**

Harvard University, Master Public Administration (land planning, public finance).  
Princeton University, BSE Civil Engineering (structural, water/wastewater).  
Florida State University, Certified Public Manager program.

**PUBLICATIONS & PRESENTATIONS:**

"Local Government Public-Private Partnerships," National Council Public-Private Partnerships Annual Conference.

"How to Improve Your Capital Bond Rating," Training session for State of Colorado employees.

"Rebuilding Infrastructure with Public/Private Partnerships," American Public Works Association International Exposition.

"Cost Requirements of the Safe Water Act for Cities," Credit Week magazine.

"Neighborhood Conservation Policy Alternatives," for Landmarks Commission, City of Boston.

"Marketing Your Downtown for Development Opportunities," International Council of Shopping Centers Conference.

"Fundamentals of Public-Private Partnerships," American Water Works Association Annual Conference.

"Finding Funds for New Construction," American Public Works Association International Exposition.

"Twenty-One Tips for Successful Capital Projects," Public Management magazine, International City/County Management Association.

"Checking for Quality," "Advanced Customer Service Skills," "How to Interview and Hire the Best People," In-house training.

"Managing a Reduced Workforce: Managing Public Expectations," NIRS Conference.

# Chris S. Johnson, MBA

## EXPERTISE AND EXPERIENCE

Higher Education (Land Grant) Administration, Business and Finance | Team Building and Servant Leadership | Enterprise Resource Planning (ERP) Evaluation, Selection and Implementation | State and Municipal Governance | Carver Governance Model | Open Government Statutes | Managerial Finance | Negotiation, Mediation, and Facilitation | Economic Development | Strategic and Comprehensive Planning | LEAN Events (Continuous Improvement) | Business Process Evaluation (Process Action Teams) | Change Management | Organizational Structuring | Financial Analysis | Budget Development and Management | Policy and Procedure Development | Legal Compliance | Teaching and Mentoring | Public Speaking | Community and Public Relations | Operations Management (Marina, Marine Terminal, Airport) | Information Technology | Risk Management | Human Resources (Union Negotiations) | Legal and Environmental Brownfield Remediation (Consent Decrees, Agreed Orders, Remedial Investigations and Feasibility Studies) Washington State Model Toxics Control Act (MTCA) | Senior Project Management | Forecasting | Debt Financing, Management, and Compliance | Investment and Cash Management | Contract and Grant Management | Federal Single Audit (A-133) | Audit Management | Auditing (GASB, GAAP, GAAS, GAGAS) | GASB 49 Implementation and Compliance | Internal Auditing | Internal Controls (COSO) | Forensic Audit and Investigations | Business and Service Center BMP's

## PROFESSIONAL EXPERIENCE

Washington State University (WSU) | Pullman, WA

The College of Agricultural, Human, and Natural Resource Sciences (CAHNRS) | <https://cahnrs.wsu.edu/>

**Administrative Services Director, CFO | 2015 - Current**

- CFO largest college at WSU and fiscally responsible for WSU land grant mission:
  - Oversee, direct, and report on about \$200M annually
  - Provide financial policy oversight for over 1,250 faculty and staff
  - Fiscally accountable for college product royalty revenues
  - Manage over \$18M in debt
  - Managed pre-award and oversee post award grant management.
    - CAHNRS makes up over 30% WSU's entire portfolio
- CAHNRS Finance & Administration, Grants, and Business Operations
  - Direct team of up to 37 staff members
  - Additional operational and oversight responsibility for college human capital management
  - Reinvigorated CAHNRS business services model – CAHNRS Business Center
    - Services expanded to extension offices statewide
    - Increased timeliness and customer service
    - Reduced costs by \$198K (personnel and operations)
      - Collaboration and cross training
    - Created user advisory groups and periodic customer check in meetings
  - Negotiating expansion of a Research & Extension (R&E) Center
  - Began exploratory process with Darigold for expansion and increased production of “Cougar Gold”
  - Instrumental in the planning and completing leases for the WSU Bread Lab and King Arthur Flour
  - Streamlined and improved financial reporting and integrity
  - Implemented college wide budget process in phased approach
    - Created monthly budget process and report structure
    - Budget spending performance indicators
  - Executive implementation of the colleges' financial component of the strategic plan
  - Established \$3.5M college strategic reserve account

- Successfully completed federal CFDA and capacity audits under USDA and WA Statewide Single Audit.
- Completed and implemented multiple process improvement initiatives
  - Departmental restructuring and/or consolidation
- Negotiated new center facility lease and sub-lease
  - Amending lease to incorporate \$630K in facility improvements
- Programmatically and financially transitioned institution auxiliary operation to the college
- Member of the University's modernization initiative
  - University Evaluation Team
  - Business Process group
- Nominated Chair of the WSU Academic Area Finance Officer (AAFO) committee
  - Initiated development of a formal governance structure
- Program unit financial and forensic review and reporting
  - Ongoing monthly & quarterly financial reviews
  - Sponsored project negotiations & settlements
  - Internal audit reviews and improvements
  - Rate reviews of service and other auxiliary operations
  - Business viability review of the WSU Energy Program
  - Reduced \$2M in debt to less than \$1m in a single unit

City of Lynnwood | Lynnwood, WA | <http://www.lynnwoodwa.gov/>

**Interim Director of Finance | 2015 - 2015**

- Presented to the City Council an Outcomes Based Budget Plan
- Implemented strategic leadership and team building
- Recommitted & led continued ERP system implementation
- Reorganized the department and promoted a staff member
- Initiated revenue bond public works financing
- Facilitated as the Ex Officio treasurer for the Lynnwood Public Facilities District (PFD) bond refinance
- Led executive leadership strategic plan implementation retreat at the Mayor's request

Port of Anacortes | Anacortes, WA | <https://www.portofanacortes.com/>

**Deputy Executive Director, CFO | 2012-2014**

- Planned, developed, implemented, directed and assessed the fiscal functions and performance, including oversight of operating and capital budgets, forecasting, debt, cash and investment management
- Maintained the fiscal integrity through timely and accurate analysis of budgets, financials and trends (KPI's)
- Provided strategic leadership on acquisitions, sales, and capital improvements funding alternatives
- Administered risk management, including insurance negotiations, selecting and monitoring insurance brokers while coordinating with underwriters, attorneys, and related parties
- Executed leases creating new economic development jobs by over 25%
- Programed operational efficiency and lease updates generating increased revenues
- Increased operational revenues which decreased tax dependency as a percentage of operating revenues to 4%
- Designed promotional program increasing boating group tourism visits from 0 to 42 in 2 years
- Integrated marketing and promotional program increasing fuel sold by 31%
- Updated regulation & fee structure increasing tourism activity by 15%
- Slashed regulatory obstacles which increased bulk shipments by 12%
- Senior project manager acquiring and maintaining grant funding for \$60 million in Brownfield remediation
- Collaborative grant program facilitated approval of \$200K new grant on 2013 property purchase
- Secured \$300,000 grant for a Voluntary Cleanup with Washington State Department of Ecology
- Created new service and revenue stream to users through completion of WIFI marina network
- Negotiated multiple insurance, contract compliance and other non-performance settlements
- Pioneered process improvements & internal audit functions ensuring continued record of positive audit results
- Implemented multiple software and hardware replacements increasing staff productivity and customer service
- Capital projects ensuring continuous infrastructure improvements and facilitated new economic development including Skagit Valley Community College, Anacortes Center and Anthony's Restaurant
- Integrated and engaged municipal, business and community relationships through: government transparency, advisory committees, facility and project tours, and community participation in strategic & comprehensive planning, community relations (newsletters, ground breakings, and ribbon cuttings),

developing and promoting community events

Port of Anacortes | Anacortes, WA |

**Director of Administration & Finance, CFO | 2007-2012**

- Saved over \$400,000 through Revenue and General Obligation Bond refinancing
- Directed all Budget, Accounting, Forecasting, Investment and Financial functions
- Re-designed the budget process reducing duplication and increasing organization participation
- Implementation of audit standard GASB 49 - most significant audit standard to governments with Brownfields
- Administered Risk Management costs while expanding coverage with asset values increasing by \$20M
- Boosted revenues by negotiating environmental insurance settlements of \$3.9M
- Executed \$36 million Brownfield cleanup in 2011, actual port costs were less than \$1M
- Consolidated expenses through staff reorganization and training.
- Centralized time, attendance and payroll software solution saving over \$25K annually
- Facilitated server downtime by less than 1 hr. per year by replacing all servers, appliances and IT hardware
- Generated additional annual revenues and decreased expenses through internal audits and budget reviews
- Formalized accounting department operating procedures and reduced unnecessary staffing through attrition
- Expanded employee morale by improving the payroll processing system
- Modified and updated the employee personnel manual including establishing an employee recognition program
- Influenced employee moral by creating a formal annual and 5-year salary survey process
- Reduced port cost without changing level of employee medical benefit through a broker selection process

Washington State Auditor's Office (SAO) | Bellingham, WA | [www.sao.wa.gov](http://www.sao.wa.gov)

**Regional Audit Manager | 2003-2007**

- Mentored, trained and led a team of 20 Assistant Managers & Auditors to become 2006 Audit Team of the Year
- Trained team on comprehensive audit work papers that would withstand peer review
- Managed over 350 governments and municipalities' audits, including: colleges & university, counties & cities, school & educational service districts, local government cooperatives, port, fire, utility and other unique districts
- Performed federal and state audits under GAAP, GASB, GAGAS, GAAS and Washington State BARS
- Audit types: fraud, financial statement, federal grants (A-133 Single Audit), legal compliance and performance
- Performance and accountability audits using a risk based analytical (activity) approach
- Legal compliance including federal, state grants, contracts & loans, conflict of interest, ethics and governance law

Washington State Auditor's Office (SAO) | Bellingham, WA

**Higher Education Coordinator | 2002-2003**

- SAO College & University coordinating board representative
- Coordinate and train auditors and audit work statewide

Western Washington University | Bellingham, WA

**Adjunct Professor | 2000-2002**

- Teach junior level Business Management & Organizational Behavior - Business Management 311
- Created a new course curriculum emphasizing the Harvard University case study model

Washington State Auditor's Office (SAO) | Bellingham, WA

**Assistant Audit Manager, Auditor in Charge, Assistant State Auditor | 1999-2002**

- Independent Audits of State and Local Government - Whatcom, Skagit, San Juan & Island Counties

## EDUCATION

**Executive Leadership Program | University of Washington 2012**

**Master of Business Administration (MBA) | Western Washington University (WWU) 1998**

**Bachelor of Arts (BA) German, International Relations Minor | Brigham Young University 1993**

**International Exchange Student | Obertsdorf High School | Immenstadt West Germany 1987**

**Eagle Scout 1987**



## **COMMITTEES, TEAMS, WORKGROUPS AND SERVICE**

WSU Conduct Advisor 2018-Present  
WSU Academic Area Finance Officers 2015-Present (Chair)  
WSU Area Finance Officers 2015-Present  
WSU ERP Evaluation Team 2017-2018  
WSU Business Process and Software Assessment Workgroup 2015-2016  
Western Region Administrative Officers (WRAOM) 2018 Presenter  
Western Region Administrative Officers (WRAOM) 2017 Host Institution Chair  
Western Region Administrative Officers (WRAOM) member 2015-Present  
WSU Research Administrator Training Presenter 2016-Present  
Serve on Pullman/Moscow community self-reliance committee 2017-Present  
Church Audit Committee 2017-Present  
Church Auditor 2016-2017  
Community Young Women's Camp Adult Leadership  
Community Youth Conference Adult Leadership  
Boy Scouts of America 1995 – Present  
Government Finance Officers Association 2007-2014  
Community Tesoro Advisory Group 2013-2014  
Washington Public Ports Association Finance Committee 2007-2014 (Presented annually)  
Washington Public Ports Association Environmental Committee 2011-2014 (Presented in 2012)  
Anacortes Chamber of Commerce 2007-2014  
Economic Development Association of Skagit County 2007-2014  
Port of Anacortes Marina, Marine Terminal and Airport Community Advisory Committees 2012-2014  
Washington State Auditor's Office Local Government Advisory Committee Member 2010-2012  
Washington State Auditor's Office Risk Based Audit Training Development and Teaching 2003-2007  
Washington State Auditor Office - Auditor Training, Development and Orientation Program 2001-2007  
Church Mission Austria, West and East Germany 1988-1990

## **PROFESSIONAL ACCOMPLISHMENTS**

2012 Western Hemisphere Dredging Association Award – Former Scott Paper-mill Environmental Cleanup  
2012 National Oceanic and Atmospheric Administration (NOAA) Walter B. Jones Memorial Award  
Excellence in Local Government  
2011 Washington Public Ports Association Scholarship Recipient  
2008 Washington Public Ports Association port of the Year  
2004 Audit Team of the Year

## **REFERENCES**

1. Andre'-Denis Wright | Washington State University | Dean CAHNRS  
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2. Ron Mittelhammer | Washington State University Regents Professor (Former Dean)  
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3. Gerik Kimble | Associate Director - WSU Modernization Team  
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4. Carly Kimball | Chief Financial Officer, CACI Products Company at CACI (Former Accounting Manager Port of Anacortes)  
[carly.e.kimball@gmail.com](mailto:carly.e.kimball@gmail.com) 360.420.8211
5. Steve Hoglund | Director of Finance - City of Anacortes (Former Assistant Audit Manager - SAO)  
[steveh@cityofanacortes.org](mailto:steveh@cityofanacortes.org) 360.770.3604



## DENISE KELLY

Urban Strategist, Economic Development Specialist, and real estate professional with experience in community development strategies, commercial and mixed-use real estate development, and business enterprise opportunities. Aiming to leverage experience in:

- Community economic development strategies
- Public-private-civic partnerships
- Project Management and contract negotiations
- Strategic planning and problem resolution
- Government policy, programs, and regulations
- Building strong, cross-functional teams within a collaborative workplace environment

### AREAS OF EXPERTISE

Economic Development • Opportunity Zones • Budgeting and Financial Administration  
Stakeholder Communications • Sales and Marketing • Research & Data Analysis  
Cost Benefit Analysis • Team Building • Project Management

### TECHNICAL SKILLS

GIS • SAP Enterprise Resource Planning Software • Virtual Edge • Budget Builder  
Primavera • Buzzsaw • Corrigo • Microsoft Office Suite • ESRI • OneSite/Yardi • Tournado

### PROFESSIONAL EXPERIENCE

**LINDY INSTITUTE FOR URBAN INNOVATION/NOWAK METRO FINANCE LAB, Drexel University,**  
Philadelphia, PA

**Urban Strategist/Research Analyst, 2019-present**

- Convene multiple stakeholders on project-based initiatives and programs in support of Market St. commercial corridor development around 46<sup>th</sup> Street transit station in West Philadelphia.
- Develop Grant based Investment Prospectus from the Economic Development Administration (EDA) utilizing zoning, District Plans, local, state, and federal incentives including 5 Opportunity Zone census tracts, Transit Oriented Design overlay, HUB, New Market Tax Credits, Tax Increment Financing, Promise Zone, Keystone Opportunity Zone, and Community Development Block Grants, to attract investors to 46<sup>th</sup> & Market St. development opportunities.
- Prepare presentations and project profiles for multiple stakeholders including Children's Hospital of Philadelphia (CHOP), 4601 Market Health Campus, community organizations, city representatives, developers, major retailers, and investors as marketing and outreach collateral to coordinate investments.
- Conduct research on creating a functional ecosystem of funding sources to support minority business development in partnership with public, private, and civic stakeholders.
- Participate in multi-city investor summits for Opportunity Zone developments as a framework for building community wealth in marginalized neighborhoods through support of business development.
- Conduct research and develop reports on community and economic development programs, policy, and theory to create innovative methods of financing development for the inclusive city.
- Develop new strategies for multi-sectoral investments in innovation, infrastructure, housing, and workforce development.

**K2 CONSULTING GROUP, LLC, Honolulu, HI and Philadelphia, PA**

**Owner, 2014-present**

- Develop Pro-forma and operating budgets on new projects and start-ups in support of entrepreneurial enterprises.
- Provide consulting services for multi-sector stakeholders supporting business and economic development initiatives.
- Strategize on development in Opportunity Zones using a broad range of capital stack funding sources, tax incentives, and grants.
- Research and data collection on retail and commercial corridor programs and initiatives for sustainable and equitable urban planning.

- Support programs and incentives for human centered public spaces, placemaking, and the expansion of green space throughout the urban environment.
- Provide estate management services of privately-owned investment portfolios island-wide, leasing, maintenance oversight, budgeting, special projects, project manager for renovations.
- Provide consulting services in property management, operating budgets, author policies and operations & maintenance manual, initiate sustainable practices through energy efficient programs.
- Experience in project management, reporting, real estate development, green building practices, and sustainability/adaptation/mitigation strategies.

**FOREST CITY ENTERPRISES, INC.,** Cleveland, OH, 2002-2010

**Director – The Uptown Apartments (Oakland, CA)**

- Project Manager on new construction of Oakland's first LEED silver certified mixed-use residential community.
- Recruited, hired, trained, and coached personnel through construction and operations phases.
- Managed \$264 million property, including 665 luxury apartment units, affordable housing Tax and Bond suites, and commercial retail space.
- Reported on project updates to partners including City of Oakland.

***Notable Achievements at The Uptown Apartments:***

- Established all vendor relationships, including contract negotiations and outreach marketing.
- Collaborated with community leaders to enhance retail space and developing neighborhood.
- Curated RAW Art Gallery in retail space to create marketing opportunities during 2008 economic crisis.
- Achieved occupancy and stabilization goals during 2008 economic crisis.

**General Manager – Kaneohe Marine Corps Base (Kaneohe Bay, HI)**

- Managed 2,000 family housing units on federal Marine Corps Base in Public Private Venture (PPV) with Department of Defense.
- Directed operations, maintenance, grounds, resident relations, and training and development, staff of ~50.
- Collaborated with Department of Defense, Navy and Marine Corps leadership, and Military Police in preparation of assuming management of homes on Kaneohe Marine Corps Base and Camp Smith.
- Prepared and analyzed \$11.3 million operating budget and monthly variance reports.
- Selected and supervised subcontractors and construction personnel.

***Notable Achievements at Kaneohe Marine Corps Base:***

- Negotiated with Department of Defense, U.S. Marine Corps leadership, and Military Police on development of business plan, leasing conditions, Resident Handbook, and Operations, Maintenance, and Management Plan (OMMP).
- Staffed project with ~50 personnel and facilitated office build-out and training sessions to aid transition.
- Completed lease signing of more than 900 homes within 14 days of lease approval by Dept. of Defense.
- Achieved 97% occupancy within first three months and maintained occupancy rate throughout tenure.
- Earned numerous personal commendations from General Steven Hummer for outstanding service.

**General Manager – The Enclave Apartments (San Jose, CA)**

- Prepared for asset disposition of distressed 637-unit garden style community.
- Facilitated training and development of existing staff and recruited additional personnel for stabilization.
- Processed and audited payroll, prepared weekly and monthly reports, and analyzed/revised budget.
- Oversaw maintenance of grounds and ten multi-unit residential buildings.

**General Manager – The Lofts at 1835 Arch (Philadelphia, PA)**

- Managed National Historic Registry luxury high-rise apartment community including 11 penthouses.
- Developed marketing, leasing, resident relations, staff leadership, and maintenance plans.
- Administered \$3.75 million operating budget, and managed reporting, analysis, accounting, collections, and legal issues.

***Notable Achievements as General Manager for The Enclave and The Lofts:***

- Increased occupancy at The Enclave by 10% to 94%, improving value of asset for buyers.
- Developed marketing plans at The Enclave, including research on competition, economic climate, and market.

- Selected and supervised subcontractors and construction personnel during building of multi-level parking garage for The Lofts at 1835 Arch.
- Negotiated bid at 1835 Arch for continuous flow plumbing system repair, saving \$10-12K monthly in utilities.
- Served on special projects team at The Lofts tasked with developing regional offices in Hawaii in collaboration with US Navy and Marine Corps.

#### OVERVIEW

- Directed projects in 3 states and 4 municipalities across the country with construction budgets exceeding \$250M including multi-family and mixed-use developments.
- Facilitated construction and design committee meetings in all phases of project development.
- Managed community relations and outreach in diverse markets and varying socioeconomic groups.
- Authored and implemented policies and programs for assuming management of military housing for Navy and Marine Corps families in public-private venture with the Department of Defense.
- Transitioned 12,000 housing units to FCE portfolio from Department of Defense, Navy and Marine Corps, and subsequent management during construction and development of more than 2,000 new homes across 10 neighborhoods.
- Convened construction and committee meetings for reporting on progress, status, and financials.
- Coordinated key players from Dept. of Defense, Navy and Marine Corps base representatives and community representatives for the purpose of collecting input and feedback on defining operations and maintenance policy.

#### EDUCATION, TRAINING, AND CREDENTIALS

- **Master of Science**, Urban Strategy, Drexel University
- **Bachelor of Science**, Business Administration, Thomas Jefferson University
- **Real Estate License**, State of Hawaii
- **Institute of Real Estate Management**, Finance, Site Management, and Accounting coursework

#### MEMBERSHIPS

- **International Economic Development Council (IEDC)**, Member
- **Urban Land Institute (ULI)**, Council Member, Small Scale & Impact Development Council
- **Urban Land Institute Intl. (ULI)**, Committee Member, Climate Resiliency & Sustainability Group
- **American Planning Association (APA)**, International Division, Humanitarian Workgroup
- **U.S. Green Building Council (USGBC)**, Member
- **International WELL Being Institute (IWBI)**, Member
- **Hawaii Association of Realtors (HAR)**, Realtor-Associate, State of Hawaii
- **Chicago Council on Global Affairs**, Member

#### CONFERENCES

- **"United Nations Framework Convention on Climate Change: COP25"** – Madrid, Spain      Dec 2019
- **"5th Annual Urban Economic Policy Conference:  
Smart Cities and Urban Economic Development"** – Philadelphia, PA      October 2019
- **"Pritzker Forum on Global Cities"** – Chicago, IL      June 2019
- **"Kansas City Investor Summit"** – Kansas City, MO      June 2019
- **"The Platform Economy and the Future of the City"** – Philadelphia, PA      March 2019
- **"New Institutional Models for Urban Transformation"** – Philadelphia, PA      November 2018

# KEN KLEIN

## Executive Leader

### An Expert in Private and Public Organizational Success

Dynamic and results-driven professional boasting an accomplished track record of leading government and private organizations to efficiently and effectively achieve goals. Determined to establish sound policies and procedures, lead consistent resident and employee satisfaction, preserve brand integrity, promote organizational vision, and connect with diverse audiences. Gifted communicator building sustainable relationships with coworkers, government officials and the public. Intuitive business acumen applying an analytical mindset to identify equitable opportunities and lead teams to achieve positive change.

## CORE PROFICIENCIES

Project Management & Execution | Continuous Improvement | Resource Management | Data Analysis  
Performance Management | Staff Leadership | Verbal, Written, and Presentation Skills | Professional Representation

## PROFESSIONAL EXPERIENCE

### Snohomish County, Everett, WA

2014 to Present

#### ASSISTANT COUNTY MANAGER (2017-PRESENT)

- Direct daily operations to achieve organizational goals while supporting the overall vision, allocating resources, delegating responsibilities, and developing and implementing policies and procedures to promote the County mission.
- Maintain productivity expectations, establishing key performance indicators, while inspiring employees to peak performance through cultivation of a positive work environment.
- Gather and analyze data and metrics to develop strategic insights and evaluate overall performance towards organizational goals.
- Execute and manage County documents, overseeing contracts and instruments, issuing directives, and preparing reports.
- Liaise with external stakeholders, representing the Executive at public hearings and community events, reinforcing the Executive's policies, goals, programs, and actions.
- Partner with community leaders to achieve mutual goals, building relationships with elected officials, departmental heads, associations, subordinates, and the public to facilitate discussion and cultivate a collaborative policy development environment.
- Mitigate risks by proactively assessing economical, political, and social impacts of administrative policies and actions.

#### *Noted Accomplishments:*

- Led \$74M Courthouse Construction project end-to-end, establishing scope, advocating for approval, developing plans, and managing implementation while overcoming political, logistical, and budgetary obstacles.
- Championed positive change, directing the first continuous improvement team assigned to eliminate waste, maximize employee productivity and joy while increasing efficiency and minimizing costs, resulting in 68,640 hours and \$3.3M saved annually.
- Saved the county \$31.4M in future expenditures through proactive upgrades to the ERP system.
- Spearheaded county response to COVID-19 pandemic, providing budgetary and operational planning and oversight to efficiently allocate \$143M in direct funding from the federal government towards county needs.

#### COUNCIL MEMBER

- Evaluated County standing and convened stakeholders to understand and address community needs through introduction of new legislation and policies.
- Enacted organizational vision and mission, developing a strategic growth comprehensive plan and prioritizing policies to efficiently meet the most urgent county needs first.
- Resolved community concerns, responding to constituent requests and collaborating with the Executive and Judicial branches to troubleshoot and solve issues.
- Advocate at regional, state, and federal levels to drive policy change impacting the needs of the County and residents.

*Continued...*

- Informed city governments, taxing district leadership and community groups of priorities, legislation and actions at all governmental levels; disseminating easy-to-understand annual and monthly reports.

*Noted Accomplishment:*

- Funded youth projects following major natural disaster by heading public campaign for state funding.
- Brought the first successful public-private partnership airport terminal in the nation to Snohomish County.
- Presided over the 10 year County Growth Management Comprehensive Plan preparing for the future 424,000 residents and 225,000 jobs by 2050.

## Compass Group, Redmond, WA

2011 to 2013

### OPERATIONS MANAGER

- Curated high-performance team by overseeing staff management, recruiting and hiring qualified staff, overseeing training and development activities, preparing schedules and assigning tasks based on employee strengths, and mentoring, coaching, and enacting disciplinary actions according to policy.
- Adhered to quality expectations for customer service, assessing current policies and procedures to identify opportunities, preparing and implementing action plans to resolve inefficiencies and problems.
- Built a work environment promoting employee safety, health and joy; writing and enforcing standards and procedures that adhere to legal regulations.
- Maximize resource use, analyzing inventory, assessing efficiency of use, and minimizing storage while maintaining supplies to support daily operations.
- Enhanced customer experiences, serving as point-person to resolve customer issues, communicate issues to operational teams, and devise and implement solutions to resolve problems and complaints.

*Noted Accomplishments:*

- Partnered with Microsoft Technical Team to test PowerBI on inventory database, offering improved insights into inventory processes to decrease inventory by 20% and proved the efficacy of PowerBI as a commercial product.
- Increased product sales 10% through innovative changes to product distribution processes, using scarcity to incentivize customer purchases.

Additional Experience:

- **DISTRICT ACCOUNTING MANAGER | Compass Group, 2008 to 2011;** Create and submit annual budgets for two business units. Upheld financial solvency and guided financial decisions, managing general accounting including accounts payable, accounts receivable, general ledger, and taxes. Adhered to regulatory requirements and industry standards while overseeing financial functions and producing required financial reports and statements.
- **CONTROLLER | Rodeo Construction, Inc. 2005 to 2008;** Create and propose annual budget, provide information on organizational performance, collecting, interpreting, and reporting on financial performance trends. Aligned with established budgets, scheduling expenditures, analyzing variances, and initiating corrective actions to make informed financial decisions.

## EDUCATION

Bachelor of Business Administration and Finance, Western Washington University



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## Professional Summary

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Strategic executive administration professional with 10+ years' experience impacting business direction with successful leadership decisions and key plan development and implementation. Highly dependable, ethical and reliable specialist, and leader that blends advanced organizational, technical and business acumen. Works effectively with cross-functional teams in ensuring operational and service excellence

### Career Experience

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>City of Hart</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 7/2018 - Present |
| City Manager/Chief Administrative Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hart, MI         |
| As city manager of Hart, I am responsible for the day-to-day operations. Responsibilities include making recommendations to the mayor and other city leaders on a variety of issues, including budgets, personnel needs and project costs. I focus on the practical, everyday responsibilities of running a city as well as long-range programs that benefit residents and work with various heads of department to identify and resolve issues facing the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |
| <ul style="list-style-type: none"><li>▪ Obtained CDBG Grant funding for Downtown Pocket Park totaling \$398,290 in grant funding for project scheduled for construction spring 2020.</li><li>▪ Executed insurance RFP and renewal processes for all City insurances including property, Workers' Compensation, general liability and employee benefits generating savings of over \$25,000 annually while expanding and improving coverages.</li><li>▪ Entered Intergovernmental agreement with Oceana County to provide assessment services to the City upon the retirement of the City's assessor saving the City over \$30,000 annually.</li><li>▪ Proactively identified and solved complex problems impacting operations management and business direction including compliance with Administrative Consent Order and Federal Energy Regulatory Commission requirements for hydroelectric dam</li><li>▪ Developed and integrated COVID-19 Workplace Preparedness and Response Plan, identifying strategies for ensuring employee and customer health and safety in the workplace, public buildings and public spaces</li><li>▪ Prepared and implemented updated personnel handbook with policies related to: Zero Tolerance Drug Use, Organizational Credit Card use, and implementation of employee job descriptions</li><li>▪ Planned and executed annual budgets with revenue and expenditures in excess of \$11 million annually</li></ul>                                                                                |                  |
| <b>City of South Lyon</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2014-2018        |
| City Manager/Chief Administrative Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | South Lyon, MI   |
| As city manager my responsibilities include managing the collective bargaining agreements with local law enforcement, sanitation, and city workers. Critical project work to ensure water supplies for city were safe and made critical investments future of clean water supply.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |
| <ul style="list-style-type: none"><li>▪ Addressed the challenges of extensive growth in the community and adjacent townships that tax multiple levels of infrastructure including water, wastewater, streets and storm water.</li><li>▪ Successfully negotiated multiple Collective Bargaining agreements with unions representing Police Command, Patrol, Public Works/Water/Sewer and Clerical. Ensured all parties were represented fairly and negotiations came to a successful outcome.</li><li>▪ Wrote and executed RFP process for selecting a 24-hour IT services company for all city departments to reduce downtime and to ensure archiving compliance.</li><li>▪ Oversaw completion of \$4 Million water main replacement project partially funded by Drinking Water Revolving Loan funds. This project was critical to ensure safe drinking water and with the use of the revolving loan the financial impact to the city was reduced significantly.</li><li>▪ Oversaw the implementation of new technology for the City's financial, building and utility billing systems to improve efficiency, expand customer service offerings and enable the City to accept online bill payments. This dramatically change how the city could send invoices and accept payments.</li><li>▪ Responsible for the development and administration of the City budget in excess of \$10 Million annually. The budgeting process is critical to the overall success of the city and future planning for capital investments.</li></ul> |                  |

**City of Hiawatha**

2006-2014

City Administrator/Chief Administrative Officer

Hiawatha, KS

Appointed by the City Council, the City Administrator is responsible for ensuring the policy decisions made by the City Council are executed and for the timely and cost-effective delivery of the City's public services. Responsibilities include managing the City budget, carrying out City Council goals and policy decisions, overseeing day-to-day operations of the City, delivery of public services in an efficient manner and Informing and advising the City Council of any and all City matters.

- Successfully obtained Federal Grant dollars for the second phase of downtown streetscape redevelopment in the excess of \$500,000 in federal share for FY 2012.
- Obtained \$500,000 Community Development Block Grant through competitive process for sewer distribution system rehab and reconstruction for FY 2012.
- Authored successful grant applications bringing \$838,000 in grant money to the community for FY 2011 equaling 15.4% of the overall budget.
- Execute strategies for service delivery while managing annual budget in excess of \$5.6 million controlling costs, decreasing tax mill levies and reducing staffing levels by 10% while scheduling multiple capital improvement projects for FY 2012
- Function as administrative and leadership liaison to various boards and community committees; including Hiawatha Foundation for Economic Development, Hiawatha Convention & Visitor's Bureau, Planning Commission and Board of Zoning Appeals
- Effectively coordinated public private partnership project managed completion of the relocation of City administrative offices to the newly renovated Francis Sewell Plamann History Center.
- Managed economic development department including development of a comprehensive incentive program for new lodging development, facilitated development of new commercial development between local property owners and two new national franchise businesses scheduled to begin construction in spring 2012
- Development of the Hiawatha Fitness and School Trail awarded a \$21,500 grant from the Sunflower Foundation and \$782,967 from the Federal Transportation Community and System Preservation program.

## Education

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**Masters Public Administration***Grand Valley State University – Grand Rapids, MI***Bachelor of Science | Political Science***Grand Valley State University – Allendale, MI***Senior Executive Institute***University of Virginia – Charlottesville, VA*

## Activities & Organizations

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*International City/County Management Association, Member, Class of 2014 Leadership ICMA Graduate, Credentialed Manager*

*Michigan Municipal Executives – Member*

*Merit Network Broadband Advisory Board Member 2018-Present*

*Michigan Public Power Association Board Member 2018- Present*

*Michigan Municipal Risk Management Authority – State Pool Committee 2016-2017, 2019- Present, Vice-Chair 2020 Chair 2017, Events Committee 2020*

*Oceana County Economic Alliance – Board Member 2018- Present*

*Society for Human Resources Management – Senior Certified Professional*

**William Lawrence**



To Colin Baenziger:

It is with great enthusiasm that I submit my qualifications for the City Manager position for City Port Orange. I have included my resume for your review.

I have over 33 years' experience working in municipal government in serving as a police officer, police supervisor, police chief and 9 years serving as city manager. It has been my passion to serve the public at the local level where you can make a difference in people's lives and ensure the best quality of life for the residents of the community.

During my years of experience, I have developed key skills that has helped my ability to solve problems such as active listening, empathy, and tact. The key to my success in the past has been by my ability to develop relationships. I have negotiated several labor contracts with Police, Fire and Public Works. My greatest strength is my ability to solve problems and collaborate with others who have common interest in accomplishing goals.

I have extensive knowledge on the day to day operations related to public administration. I am a member of ICMA, FCCMA, and Florida League of Cities. I am fiscally conservative and have strong skills in preparing, presenting, and executing the operating and capital budgets without sacrificing to quality of services. Furthermore, I have excellent communication skills with an excellent record on community relations. I am a visionary and believe in transparency, keeping elected officials fully informed. I am a strategic thinker, innovator, and creative problem solver. I have a proven skill set in establishing and maintaining effective working relationships with staff, elected officials, businesses, and community groups. I have experience working with Emergency Management during hurricanes and other storm related events. I believe in being an active member of the community and involved in events. I have experience in grant funding opportunities and administration in grants such as FDEP FRDAP Grants (Park & Recreation), FDOT SCOP for Road Improvements and SRF for infrastructure projects.

I have a collaborative management style and key to my success has been surrounding myself with great staff that I encourage to be creative thinkers.

I will be looking forward in meeting with you soon so we can discuss in more detail how The City of Port Orange will benefit from my experience, knowledge, and leadership

Best Regards,

William (Bill) Lawrence



**SUMMARY:** Accomplished municipal manager seeking a great community that fits my skill set as a visionary, innovator and creative problem solver. I am passionate about serving the public and offering the best service that enhances the quality of life to its citizens.

**ACCOMPLISHMENTS:**

- Increased law enforcement clearance rate from 9% to 47%
- Decrease crime rate by 15%
- Established community policing programs
- Budget management by reducing budgets by as much as 20% and increase revenue
- City of Bowling Green is operating with a surplus for the first time.
- Job Creation by bringing in 5 retail stores that created 90 jobs in 18 months.
- Promoted community events that draws people to town such as sporting events and parades.
- Promoted the community using the media and social media outlets.
- Created new personnel policies.
- Road Improvement Programs (SCOP) grant funding for paving roads.
- Implementation of the Weekly Manager's Reports on the website.
- Oversight of a new wastewater treatment plant at cost of \$6,000,000.
- Oversight of a new Nano Filtration System at the water plant at the cost of \$1,200,000.
- Negotiated operator services for water and wastewater operations with Inframark.
- Prepared RFP's for road paving, water & wastewater operations etc.
- Emergency Management Experience: Provided Oversight Hurricane Irma damage assessment and repairs with FEMA.
- Closed out one FRDAP Park Grant and awarded new FRDAP Grant for Main St. Park.
- Successfully negotiated several bargaining agreements with police, fire, and public works unions.
- CRA Manager

**EXPERIENCE:**

04/2019 to present: **City Manager of Bowling Green, FL. Salary \$73,000**

- Prepare & Present Operating Budget
- Manage day to day operation
- SRF Funding & CDBG grant for a new wastewater plant
- SRF Funding for a new Nano System water plant
- USDA Grant for new Community Center
- FDOT SCOP road resurfacing projects
- FRDAP grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new wastewater plant at 4.8-million-dollar project
- EDA Grant for \$247,000 for Pyatt Park Improvements

Reason for Leaving: Being City Manager here in Bowling Green has been a great experience. I have enjoyed the people and the work. However, I have found the professional challenge here is not what I had anticipated. I need a more complex and varied challenge with a great community.

06/2016 – 03/2019: **Town Manager for the Town of Warren, Me. Salary \$70,000**

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations
- Personnel Director -Treasurer-Tax Collector- Road Commissioner
- Negotiate contracts with unions and vendors
- Grant writer currently received DOT Bridge grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region
- General fund grew to cover 5 months of operating expenses.
- Moderate growth with new residential single-family housing added 3 million value in past 12 months.
- New Personnel Policy

**Reason for Leaving:** To move closer to family in Florida. The Town of Warren is in better shape than when I arrived.

07/2015 – 6/2016: **Town Manager for the Town of Howland, Me. Salary \$58,500**

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscataquis River that will allows the Atlantic Salmon to migrate up the river.
- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in \$375,000 in revenue.

**Reason for Leaving:** Howland had searched me out based on my reputation is budgets & economic development: After these tasks were accomplished, I was offered another opportunity with a larger community that paid more. Town was left in better shape than when I arrived.

07/14 – 6/2015: **Town Manager for the Town of White Springs, FL. Salary \$49,000**

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.

- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FDOT SCOP grant for road resurfacing.
- CDBG Funding and Construction of a new Fire Station with Mittauer Ass.
- I & I study on our sewer system with Mittauer Ass.
- Supervised Water / Wastewater Utilities / Police / Fire & Public Works

**Reason for Leaving:** Our house was not selling in Maine and move to Florida to help sick father-in law who died. The Town of Howland reached out to me and offered more money to come back to Maine. Town was left in better shape than when I arrived.

**04/2011 – 07/2014 Police Chief/Town Manager for the Town of Lincoln, Me. Salary \$71,500**

- Manage the day to day operations of a full-service municipality. Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated police, fire & public works union contracts
- Negotiated contracts for Tiff's on economic development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.
- Written State & Federal grants and several smaller grants.
- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

**Reason for Leaving:** My father in-law was sick in Florida and was offered a position in Florida. Our family always comes first and made the decision to move. Town was left in better shape than when I arrived.

**02/2003 – 04/2011 City of Bangor Maine Police Department Salary \$50,000**

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses, and the housing authority which led to the decrease in crime in the public housing neighborhood.

**05/1996-04/2003 Adjunct Instructor for Beal College in the Law Enforcement Program.**

- Instructed several courses and classes on a part time basis for over 7 years.

**02/1996 – 2/2003 Lieutenant Patrol, Penobscot County Sheriff's Office. Salary \$40,000**

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

3/1990 - 2/1996 **Chief of Police for the Town of Pittsfield Maine** Salary \$32,000

- Managed a 17 member police department

7/1978 – 3/1990 **Police Officer/ Detective with the City of Bangor Maine** Salary \$24,000

- Patrol Officer 7/1978 to 12/1980 Detective 12/1980 to 3/19

**High Lights of Skills:**

- **Creative Problem Solver:** Largest employer shut down. We worked with State and Federal agencies to get the laid off workers signed up for benefits and retraining programs, we kicked off an economic development program that created 90 jobs in the community.
- **Budget & Fiscal Management:** I have prepared and presented 10 municipal budgets. These budgets have shown increases in revenues and some reductions in expenditures. When I started in Lincoln Maine, I was tasked to fix a \$1,300,000 shortfall in the budget.
- **Proven Economic Development:** We created over 90 jobs in 18 months by 5 new businesses locating in our community.
- **Project Manager:** I had started a \$1,800,000 road widening project in Lincoln, Maine. In White Springs we received a CDBG grant to replace our old sewer lines and building of a new fire station. In Howland Maine, I provided oversight at the Tannery Mill site cleanup. Warren Maine constructed Smart Stream Bridge replacement project. City of Bowling Green construction of new sewer and water plant.
- **Investigations:** Criminal and Personnel
- **Computers:** I have worked with Microsoft products since 2000 and webmaster.
- **Knowledge of Municipal Programs:** Maine and Florida
- **Grant Development & Funding** for State and Federal Programs such as COPS Fast, DOT, DEP and USDA grants.
- **Labor Contracts Negotiating:** I have negotiated contracts for Police, Fire and Public Works.
- **Collaborative Management Style:** I allow input from the staff to encourage buy in and team building. I believe in praise and recognition and have an open-door policy for staff, elected official and citizens.
- **Public Speaking:** I have been requested to speak at school events, hospitals, businesses and civic organizations.
- **Land Use, Planning and Zoning** experience when I was working for the Towns of White Springs, Howland, Warren, and City of Bowling Green.
- **Human Resource Management:** I hired several Department Managers. I conduct performance evaluations with merit raises. I conducted safety training and initiated safety programs and had success lowering worker comp rates.
- **Government Relations:** I have worked with county agencies on interlocal agreements. I have worked with state representatives and senators on legislative initiatives that would affect the city. I have worked with federal representatives and senators to receive help with federal programs to assist the city.

- **Strategic Planning and Goal Setting:** I work with the elected body on setting goals for the coming year that coincides with the strategic plan. I also do the same with the department managers.
- **Leadership:** I hold weekly department managers meeting for the purpose of accountability, team building and problem solving. They participated in the weekly manager's report.
- **CRA, Community Redevelop Area Manager:** Prepare and present the CRA budget and preparation, plans and construction of a new Main Street Park.

#### Education:

- University of Maine: Degree in Criminal Justice
- University of Louisville Southern Police Institute: Homicide Investigation
- National Fire Academy: Arson Investigations
- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass.

#### Awards:

- Community Policing Fellowship Scholarship: University of Maine
- Special Recognition by the Lincoln Town Council for serving as Interim Town Manager
- Policy King from Partnership for Healthy Northern Penobscot
- Resolution from the Town of Howland serving as Town Manager
- MTCCMA Special Recognition for Leadership Service as Town Manager
- Ridge League of Cities Florida Scholarship

#### Memberships:

- Maine Municipal Association (MMA)-Past Member
- International City Manager Association (ICMA)
- Maine Town, City, County Management Association (MTCCMA)- Past Member
- Florida League of Cities
- Ridge League of Cities
- Hardee County Economic Development Authority Board Member
- Florida City & County Management Association
- Community Recreation Council Hardee County Board Member
- Hardee County Tourism Council

#### References:

- *Chris Stevens*, Lincoln Council 207-631-5614
- *Steve Clay*, Lincoln, Maine Council Chair, [stphn.clay@gmail.com](mailto:stphn.clay@gmail.com), 207-794-2941

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- *Mark Fucile, Police Detective, 207-217-5171*
  - *Josh McNally, Fire Chief, 207-592-4739*
  - *Wayne Luce, Warren Maine, Town Select Chair, 207-542-6088*
  - *Roger Peabody, Warren Maine, Town Select Chair, 207-542-3637*

# Christopher James Layton, MPA, ICMA-CM

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Education: **College of William and Mary**, Williamsburg, Virginia  
B.A. History, 1992

**Virginia Commonwealth University**, Richmond, Virginia  
Master of Public Administration, 1995

**Senior Executive Institute**  
University of Virginia, Weldon Cooper Center for Public Service, 2006

**Public Executive Leadership Academy**  
University of North Carolina School of Government, 2012

Experience: **Interim Town Manager – Town of Plymouth, North Carolina**  
January 11, 2020 – Present

I was hired by the Town Council, after recommendation by staff from the UNC School of Government, to provide stability, increase confidence, and triage all aspects of Town services following a tumultuous period in the Town's history. My work so far has focused on improving employee morale, updating the agenda process, reviewing all aspects of the budget process, determining the status of major capital projects, including large CDBG water and sewer infrastructure grants and USDA loan programs, and other fundamental aspects of service delivery.

Experience: **Town Manager – Finance Officer, Town of Duck, North Carolina**  
November 18, 2002 – July 24, 2020

I was hired to serve as the first town manager (and employee) for the Town and tasked with delivering on the promises of the Duck Incorporation Committee and the first Duck Town Council, including enhanced service delivery, responsible and responsive government, and fiscal responsibility. I successfully guided the Council, staff, and other stakeholders through this tumultuous, yet exciting, period of community building and Duck is now a nationally recognized, premiere, resort town. In July, 2020, I tendered my resignation to the Council after it became clear that I would not resolve an employee matter to the Council's satisfaction.

Highlights of my tenure in Duck include, but are not limited to, the following:

Council and Staff Relations: The vast majority of my tenure in Duck was characterized by strong council and staff relations, although no relationship is perfect. Through candor, trust and a belief in the council-manager form of government, I was able to navigate ten elections, several of which could have resulted in the near complete turnover of the Council. I also helped guide the Council through two significant visioning and goal setting processes in 2012 and 2017. Staff relations have evolved since I was the first employee of Duck and I strived to engage employees in a meaningful way to maintain morale and to empower them to be as high

## Christopher James Layton, Page 2

performing as possible. I did this by stressing accountability to the Town and the shared values that we spent time developing and by continually evaluating each employee's responsibilities in an effort to synchronize interests and passions with job duties.

Financial Management – Oversight: In addition to creating a chart of accounts and implementing processes for accounts payable and receivable, I established a modern and effective budget process, including a Capital Improvements Program (CIP). I also developed models for revenue and expenditure forecasting for short and long term projections to assist Council in the decision making process. Audits of the Town's finances are characterized by compliance with budgetary and other fiscal requirements and show that the Town has a strong and enviable fiscal position.

Project Development and Management: During my tenure with the Town several major projects were completed, and others had made it to the advanced planning stage. Completed projects include the purchase of property, master planning and development of the 11-acre Duck Town Park, the conceptual development, master planning, easement acquisition, and construction of the nearly 1-mile Duck Soundside Boardwalk, the purchase of property, master planning, conceptual design and construction of the Duck Town Hall and Meeting Hall, and the implementation of safety improvements and sidewalks in the Town as identified and recommended in the Duck Comprehensive Pedestrian Plan. Each of these projects were funded using some combination of financing and grant funding. Of special note is the 2017 Town of Duck Beach Nourishment Project. This \$15 million project was constructed using occupancy tax revenues and the issuance of Special Obligation Bonds, with the bond repayment funded largely through the implementation of two Municipal Service Districts. Projects that are in the advanced planning stage, but not yet constructed, include two soundside erosion control projects and the final design and construction of a public safety building to house the police and fire departments and ocean rescue.

Emergency Preparedness: Due to its location, I had to ensure that Duck was a resilient community and able to recover quickly from hurricanes and other weather events. The number of hurricanes that I have had to ensure that Duck was prepared for are too numerous to state, but the most destructive hurricanes, that required substantial remediation and received recovery funding from FEMA, include Hurricane Isabel, Hurricane Irene, and Hurricane Dorian. The Town also was impacted by a tornado in 2010, that required significant mitigation.

Experience: **County Administrator, King and Queen County, Virginia**  
March 2000 – November 2002

As County Administrator I was responsible for the general operations and administration of King and Queen County, a rural county located in the Middle Peninsula Region of Virginia. Highlights of my accomplishments in King and Queen include the modernization of the budget process, and various special projects, including the implementation of an enhanced 911 system, a \$250,000 TEA-21 Grant Project, an \$843,000 Community Development Block Grant Project, and a regional animal shelter project.



## Christopher James Layton, Page 3

Experience: **Assistant to the County Administrator, Culpeper County, Virginia**  
September 1998 – March 2000

As the Assistant to the County Administrator, I was responsible for preparing draft agendas for the Board of Supervisors' Regular Monthly Meetings, spearheaded the process for selecting a consultant for the County's strategic planning process, developed, implemented, and supervised the County performance planning process, managed the County's web page, edited, prepared copy for, and managed the distribution of the Board of Supervisors' newsletter, prepared the departmental budgets for County Administration and the Board of Supervisors, served as the County's Legislative Liaison, served as Chairman of County's Health Benefits Task Force, and conducted research on and made recommendations for a variety of policy issues.

Experience: **Senior Administrative Analyst – Legislative Liaison, City of Suffolk, Virginia**  
September 1995 – August 1998

As Senior Administrative Analyst – Legislative Liaison, I served as the City's chief representative at the Virginia General Assembly, developed the City's 1996, 1997, and 1998 Legislative Package, directed all legislation submitted by the City through the legislative process, acted as the project manager for the City's juvenile detention facility study and cable system study, spearheaded and supervised the development of the City's web page, served as chairman and project manager of the City's GIS needs assessment study, and represented the City on the Hampton Roads Planning District Commission's Transportation Technical Committee and Telecommunications Advisory Committee, the Tidewater Regional Group Home Commission, Children's Resources Hampton Roads, the Western Tidewater Community Services Board, and the Suffolk Community Policy and Management Team.

Other Items of Note: North Carolina, Beach, Inlet and Waterway Association, past Chairman, Vice Chairman and Board Member

Member – International City Managers Association

Member – North Carolina City - County Managers Association

Duck Volunteer Fire Department, Red Tag Firefighter (10 years)

Head Cross Country, Indoor and Outdoor Track Coach, First Flight High School (8 years)

**Professional Experience**

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**New Hampshire Department of Revenue Administration (DRA)**

Concord, NH

*Assistant Commissioner*

April 2018-Present

Manage and lead an Executive Branch agency that collects \$2.3 billion (80%) of NH's revenue. Oversee 160 agency staff and an agency budget of \$24 million. Directly manage the Administration Unit of the DRA, which includes the Business Office, Legal Bureau, Hearings Bureau, Human Resources, Internal Audit, Project Management and Tax Policy and Legislative Group. Make final decisions on tax matters, personnel issues, and project and contract management. Craft and execute strategic initiatives for the agency in furtherance of the mission of fairly and efficiently administer NH tax laws. Drive initiatives and projects to completion, including a current \$30 million capital project to modernize the DRA's tax processing and data management system. Testify at public hearings providing information on tax policy, agency budget, and agency priorities. Respond to legislative inquiries on tax-related and agency issues, including constituent concerns. Engage with the press, stakeholders, the legislature, the Governor's Office, and public interest groups on various tax-related and agency issues. Engage with nation-wide consortiums and groups dedicated to state tax administration including the Federation of Tax Administration and the North Eastern State Tax Officials Association.

*Tax Policy Counsel*

July 2015-Mar. 2018

Advised the Commissioner of the DRA of changes in state statutes, rules, and administrative policies relating to NH tax law. Coordinated all matters of legislative and tax policy assigned to the DRA. Represented the DRA before the General Court, which included completing analyses of the fiscal/technical impact of legislation, reviewing legislation for administrative/legal feasibility, and testifying at legislative committees.

*Assistant Revenue Counsel*

June 2013-June 2015

Represented the DRA in bankruptcy court and administrative adjudicatory hearings before the Hearings Bureau and the Board of Tax and Land Appeals. Assisted the Attorney General's Office representing the DRA in Superior Court and New Hampshire Supreme Court. Administrative rulemaking (drafting, public hearings, legislative testimony). Researched and rendered official opinions, legal interpretations, and legal advice regarding state tax administration and general DRA operations. Conducted periodic legal training of DRA staff.

**Blue Cross & Blue Shield of Rhode Island**

Providence, RI

*Law Clerk*

May 2010-Aug. 2010

Drafted memoranda regarding ERISA/employee benefits issues, and the tax consequences of the CLASS Act. Advised on the avoidance of penalties during a period of lay-offs through compliance with the WARN Act. Wrote and implemented a FACTA compliant identity theft protection plan. Wrote/reviewed business contracts.

**Judge Michael A. Silverstein, RI Superior Court**

Providence, RI

*Judicial Intern*

Jan. 2010-Apr. 2010

Researched and wrote memoranda regarding the taxability of consumer extended service and warranty contracts, the right of the RI Tax Administrator to intervene in private litigation, and other legal issues relevant to the Judge's business calendar focused on receiverships and general business litigation.

**Massachusetts Office of the Attorney General**

Boston, MA

*Legal Intern, Trial Division*

June 2009-Aug. 2009

Researched/wrote memoranda regarding real estate trusts for eminent domain action and Chapter 40B (the "Anti-Snob Zoning Act") in preparation for litigation. Assisted with multiple trials, summary judgment and motion to dismiss hearings and depositions and researched legal issues to assist with cases.

*Constituent Liaison*

May 2007-May 2008

Responded to all constituent correspondence to Executive Bureau of Attorney General's Office (AGO).

Answered constituent questions, educated constituents about services offered by the AGO and referred them appropriately, and corresponded with other government branches/agencies to direct constituents to resources.

## **Education**

### **Boston University School of Law**

LL.M. in Taxation

GPA: 3.6

Honors: Boston University School of Law LL.M. Scholar (scholarship program)

Boston, MA

May 2012

### **Roger Williams University School of Law**

Juris Doctor, *magna cum laude*

GPA: 3.7 Class Rank: 6 of 145 (Top 5%)

Honors: Roger Williams University Law Review, Honors Program, Honors Mentorship Program

Bristol, RI

May 2011

### **Northeastern University**

Bachelor of Science in Political Science, *magna cum laude*

Boston, MA

May 2008

## **Bar Membership**

Massachusetts, November 2011 (inactive)

New Hampshire, June 2013

New Hampshire District Court, October 2013

## **Speaking Engagements**

### **32<sup>nd</sup> Annual Tax Forum**

*New Hampshire Department of Revenue Administration Panel Discussion* November 14, 2014

### **2017 NESTOA Conference**

*Market Based Sourcing and Apportionment*

September 18, 2017

### **36<sup>th</sup> Annual Tax Forum**

*How Does Federal Tax Reform Impact New Hampshire Taxes?*

November 28, 2018

### **2019 NESTOA Conference**

*New Hampshire's Public Outreach Strategy*

September 11, 2019

### **2019 Tax Season Education Seminars**

*Greater Manchester, Greater Keene, and Greater Concord Chambers of Commerce*

Spring 2019

## **Volunteer Activities**

### **Massachusetts National Guard VITA Clinic**

Completed individual income tax returns and complex business tax returns for members of the Massachusetts National Guard. Performed financial, estate, and tax planning for members of the Guard and their spouses.

May 2011-June 2012

### **NESTOA Planning Committee**

Evaluate and select location of the meeting and venues, make budgetary and spending decisions, solicit event sponsors, craft event agenda, and solicit/evaluate presenters for annual conference of Northeastern States Tax Officials Association.

2017-Present

## **Awards and Recognitions**

### **2020 Federation of Tax Administrators Annual Award**

*New Hampshire's Strategic Approach to Public Outreach*

August, 2020

# Megan Leinen

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## PROFESSIONAL EXPERIENCE

**Volusia County Branch Jail/ Correctional Facility – Daytona Beach, FL** October 2014- Present  
Health Services Administrator June 2018- Present

- Titled as the Responsible Health Authority ensuring compliance with all corporate and accreditation standards.
- Work directly with the Director of Nursing to ensure all below listed duties are also completed appropriately.
- Monitoring staff, budget, and services provided by corporate to ensure we are in compliance with the contract with Volusia County. Preparing and providing a variety of reports to Volusia County as requested.
- Attend all necessary meetings and present findings and practices implemented by the Continuous Quality Improvement program.
- Maintain, organize, and audit records, for a minimum of three years, on an array of staff requirements and patient trends.
- Develop and implement new and innovative procedures for an array of infection control issues, with emphasis on Hepatitis A and COVID-19.
- Develop new policy and treatment for patients with substance abuse issues on Medication Assisted Treatment (MAT).
- Active involvement in proposal writing for correctional medical contracts out to bid throughout the country.

Director of Nursing November 2017- June 2018

- Directly monitor Assistant Director of Nursing and the duties listed below. Provide direct supervision, management, and scheduling for a staff of approximately 75.
- Monitor staff adherence to corporate policy and procedure and develop new procedures as needed to meet corporate policy per recommended guidelines of NCCHC accreditation standards.
- Ensure staff adheres to guidelines set by correctional staff while maintaining best patient care practices. Acting as the point of contact liaison between correctional staff and medical staff.
- Provide training and presentations to all county and contract staff as needed about necessary medical information to include infection control practices.

Assistant Director of Nursing July 2017- November 2017

- Monitoring trends in staffing practices as part of a Continuous Quality Improvement program.
- Creating and implementing corrective action plans as needed to improve staff performance and compliance with corporate policy and procedure.
- Monitoring staff adherence to policy and procedure and corrective action plans, and enforcing staff accountability with assistance of the Director of Nursing.
- Monitoring and responding directly to patient concerns and complaints to ensure staff are following proper procedure.
- Head the tuberculosis monitoring and prevention program for all county and contract staff.

Charge Nurse October 2014- July 2017

- General Registered Nurse duties in a correctional facility housing up to 1500 inmates.
- Responsible for direct care of up to ten critical patients housed in an infirmary setting.
- Responsible for the direct management of all diabetic patients and wound care patients.
- Work directly with Health Care Providers to ensure continuity of care for all inmates needing medical treatment.
- Supervision of RN's, LPN's, and CNA's.

**Halifax Health – Daytona Beach, FL** February 2016- March 2019  
Registered Nurse

- General Registered Nurse duties for up to six hospitalized patients.
- Flexibility achieved by floating to several different medical/surgical floors.
- Work directly with Health Care Providers to ensure best patient outcomes.

**The Homestead – Des Moines, IA** December 2010 –December 2012  
Autism Associate

# Megan Leinen

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- Provide supervision and treatment following ABA guidelines to children with varying levels of autism.
- Plan activities to help improve function in the home and community.
- Submit extensive documentation on clients weekly.

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## **Glencoe Youth Services – Glencoe, IL**

August 2008 – April 2010

### Youth Worker

- Provide direct care and service to youth (ages 14-19) living in Glencoe, IL.
- Provide help with homework, emotional support, referral services, and other mentor duties as needed.
- Plan recreational and community service oriented activities.

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## **University of Illinois at Chicago – Chicago, IL**

March 2008 – August 2008

### Research Assistant

- Clean data involving all juveniles in the state of Illinois who are current Department of Children and Family Services wards of the state (youth living in foster homes and residential treatment centers).

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## **Johnson County Public Health Department - Iowa City, IA**

January 2007 – May 2007

### Internship: HIV Outreach Administrator

- Provide pre- and post-test counseling to persons seeking HIV testing and health information.
- Facilitate testing with clinical staff of health department.
- Co-Facilitate prevention groups for at-risk populations, including the homeless and intravenous drug users.
- Provide proper documentation for testing services and prevention groups in CDC based computer program.
- Conduct health education outreach for groups at risk for HIV, raising awareness and increasing access to testing.

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## **Four Oaks – Youth Emergency Shelter – Iowa City, IA**

August 2006 – June 2007

### Youth Counselor

- Provide direct care, supervision, and counseling to runaway, abused, and delinquent youth (ages 11-17) for emergency shelter program in Iowa's largest organization addressing child welfare and juvenile delinquency.
- Plan and facilitate daily treatment and skills groups.
- Provide crisis intervention through de-escalation techniques and restraints learned in MANDT training.
- Pass prescription and non-prescription medications to clients.
- Document behaviors and interventions with clients for agency staff and records.
- Conduct intake assessments, and manage intake and discharge information.

### Volunteer Coordinator (in conjunction with Youth Counselor position)

- Recruit prospective volunteers for various programs of the Iowa City Four Oaks facility.
- Interview and qualify volunteer candidates, calling references, completing background checks, and processing paperwork.
- Supervise volunteers at the Youth Emergency Shelter, setting schedules, training volunteers, and conducting performance reviews.

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## **Four Oaks – Pursuing Adventures in Learning (PAL) Program – Iowa City, IA**

May 2004 – August 2006

### Youth Counselor (Part-Time)

- Provide treatment and supervision of youth (ages 6 – 13) diagnosed with behavioral disorder and/or developmental delay in after-school and all-day summer programming.
- Teach life skills, social skill building, behavior management, and problem-solving skills to youth participants.
- Plan and implement daily activities for children to help them lead more structured lives.
- Provide crisis intervention through de-escalation techniques and restraints learned in MANDT training.
- Pass prescription and non-prescription medications to clients.
- Document behaviors and interventions with youth while following extensive monitoring guidelines.

# Megan Leinen



**Education**

|                                                        |                           |
|--------------------------------------------------------|---------------------------|
| University of Iowa- Bachelors of Arts in Social Work   | August 2003 –May 2007     |
| Grand View University- Bachelors of Science in Nursing | January 2011- August 2014 |

## Benjamin B. Marchant

Seasoned executive with 20 years in local government, 12 years as chief executive officer, building high performing organizations, teams, budgets and projects through vision driven goals, values and leadership.

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### EXECUTIVE MANAGEMENT KNOWLEDGE, SKILLS AND ABILITIES

- |                            |                                   |                             |
|----------------------------|-----------------------------------|-----------------------------|
| • Visioning                | • Team talent multiplier          | • Project management        |
| • Strategic planning       | • Contracts                       | • Performance optimization  |
| • Budgeting                | • Negotiations                    | • Mentoring                 |
| • Fiscal turn-around agent | • Stakeholder partner development | • Policy making, governance |

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### PROFESSIONAL EXPERIENCE

#### Interim Township Manager

2021

##### Manheim Township, Lancaster, Pennsylvania

Served as Interim Township Manager providing day-to-day supervision and guidance in establishing effective policies, procedures and protocols for the Board of Commissioners to improve governance in anticipation of recruiting for the full time position of Township Manager. First Class Township, population 40,500, budget \$32M, 200 employees.

#### Township Manager

2016 - 2020

##### Springettsbury Township, York, Pennsylvania

*Turn-around fiscal agent, strategic planning leader, project manager*

Directed a municipal operating budget of \$31,000,000 with 101 employees in seven departments: Police, Public Works, Wastewater Treatment, Community Development, Parks & Recreation, Finance, Administration.

Challenges, accomplishments and results:

- Eliminated ten years of structural \$1M budget deficits through strategic planning and budgeting. Achieved a balanced budget and increased operating reserves 100% from \$3M to \$6.2M in three years.
- Overcame financial and regulatory obstacles to advance the planning and construction process for a new Police Facility, replacing an obsolete facility of 11,000sf with 34,000sf to meet optimal standards for design space and efficiency.
- Effectively negotiated and implemented management priorities in two labor union contracts with Teamsters and Fraternal Order of Police, including a successful arbitration award.
- Optimized organizational performance through effective outreach to stakeholders, customers, community partners and regulatory agencies resulting in lower costs and improved services.
- Conducted project management and administered capital projects. Oversaw construction of \$8.2M improvements to the wastewater treatment plant. Negotiated a settlement with Norfolk Southern Railroad to build a new at-grade crossing.

#### City Manager

##### City of Coquille, Oregon

2012 - 2016

*Visioning leader, strategic fiscal and operational manager, organization improvement agent.*

Directed a municipal operating budget of \$12,000,000 with 34 FTEs in ten departments: Police, Fire, Emergency Medical Services, Water Utility, Wastewater Treatment, Public Works, Library, Parks & Recreation, Finance, Administration.

- Effected a Police department culture transformation. Achieved standards of performance and professional conduct.
- Union labor relations: Teamsters and FOP. Implemented new Employee Manual and performance standards.
- Replaced an obsolete wastewater treatment plant. Completed construction of new \$12M Wastewater Treatment Facility.
- Property acquisition: acquired three strategic properties (at below market value) to advance economic and residential development, emergency operations, and community services.
- Community and economic development. Removed blight, improved code compliance and parking downtown.
- Communications and public relations: Public speaking, newsletters, surveys, public meetings, forums, digital media.
- Asset Management: Conducted a timber sale of forestry assets. Expanded scope of Municipal Court to meet community needs. Developed a Master Parks Plan.
- Economic development: business outreach, new investment marketing, participation in regional efforts.

# **Benjamin B. Marchant**

## **City Administrator**

### **City of Jerome, Idaho**

**2008 – 2011**

Directed a municipal operating budget of \$18M with 104 FTEs in ten departments: Police, Fire, Public Works, Administration, Building, Engineering, Information Systems, Library, Water Works.

- Provided administrative leadership for all aspects of municipal governance. Budget administration, strategic planning, performance management, capital projects, communications, organizational development, collective bargaining, intergovernmental relations, economic development.
- Improved fiscal administration: GFOA Distinguished Budget Award received for 2008, 2009 and 2010.
- Project management: new senior center, a road project (which had been stalled for 24 years), a federal EDA grant project (\$5M, which had stalled 5 years), and major upgrades to water and sanitary sewer systems.
- Communications: newsletter, citizen survey, town hall meetings, media/public relations, social media and website.
- Achieved high performing culture in labor relations.
- Stakeholder relations: Performed value-added efforts with County, School, and other city and state agencies.

## **Assistant to the City Administrator**

### **City of Maryland Heights, Missouri**

**2005 – 2008**

Duties: Communications, budgeting, strategic planning, performance measurement, supervision, risk management.

## **Administrative Intern**

### **Village of Hoffman Estates, Illinois**

**2004 – 2005**

- Conducted research and analysis for budgeting, economic development, human resources, emergency preparedness.

## **Deputy Chief of Protocol**

### **City of San Diego, California**

**2000 – 2004**

- Community Relations: Mayor's liaison to City Council, City staff, Town Councils, Planning Boards and the public.
- Organizational Development: formed the San Diego-Shannon, Ireland Partnership, Inc., a non-profit corporation promoting ties with Ireland as part of San Diego's Sister City program. Facilitated the San Diego International Sister Cities Corporation while providing staff liaison support to the same. Event planning and execution.

## **EDUCATION**

**Senior Executive Institute - Leadership course** University of Virginia, Darden School of Business

**Master of Public Administration**, Fiscal Administration - Northern Illinois University

**Bachelor of Arts**, Political Science, University of California, San Diego

## **SKILLS**

**Languages:** English, Spanish and French (fluency in speaking, reading and writing)

## **AWARDS AND ACTIVITIES**

James M. Banovetz Fellowship 2005, Northern Illinois University

American Field Service Alumni (France) 1993 – 1994,

Eagle Scout 1993

Toastmasters International 2001-2003

## **ORGANIZATIONS**

**International City/County Manager's Association**, Member 2004-Present

**Rotary Club**, Member 2008-Present, President 2017-2018

**Association of Pennsylvania Municipal Managers**, Member 2017-Present

**Boy Scouts of America**, Scout Committee 2013-2016.

References Available Upon Request



# Patrick Marsh

## ICMA – Credentialed Manager



Tel: [REDACTED]



[REDACTED]



[REDACTED]  
[REDACTED]  
[REDACTED]

### EDUCATION

#### Master's Degree

Major: Public Administration  
Northern Illinois University - 2004

#### Bachelor of Arts

Major: Business/Public Adm.  
Augustana College - 1988

### EXPERTISE

Leadership

Team Management

Economic Development

Tax-Increment Finance

Finance & Budgeting

Planning & Zoning

Land-Use

Sustainability

Transportation

### CAREER OBJECTIVE

To utilize my thirty years of local government experience, including eighteen years of local government management, to provide exceptional local government management in an effort to increase quality of life for residents, business, and, visitors to the community.

### EXPERIENCE

#### City Administrator – City of Fitchburg

*Fitchburg, Wisconsin – September 2015 to present*

- Chief Appointed Official for the City of Fitchburg
- Primary contact for elected officials (Mayor and eight Common Council members)
- Primary contact for business recruiting, retention and expansion
- Responsible for the day-to-day management of fifteen department heads.
- Lead staff for annual budget preparation and management
- Liaison between local organizations such as the Chamber of Commerce and the City

#### City Administrator & Economic Development Director – City of Monona

*Monona, Wisconsin – November 2007 to September 2015*

- Chief appointed official for the City of Monona
- Primary contact for elected officials (Mayor and six Common Council members)
- Primary contact for business recruiting, retention and expansion
- Responsible for the day-to-day management of ten department heads
- Lead staff for annual budget preparation and successful management of the budget

#### Village Administrator – Village of Coal Valley

*Coal Valley, Illinois – June 2003 to November 2007*

- Chief appointed official for the Village of Coal Valley
- Primary contact for elected officials (Village President and six Trustees)
- Primary contact for all planning and economic development activities
- Responsible for the annual budget and daily management of four department heads

# Patrick Marsh

## ICMA – Credentialed Manager



Tel: [REDACTED]



[REDACTED]



[REDACTED]  
[REDACTED]  
[REDACTED]

### EXTRA

#### Board of Directors

Illinois City/County Managers  
Association, 2005-2007

#### Board of Directors

Wisconsin City/County Managers  
Association, 2008-2012

#### Board of Directors

Cities & Village Mutual Insurance  
Company, 2014-2015

#### Volunteer Coach

Monona Youth Recreation  
Baseball, Football, Wrestling  
2010-2015

### TECHNICAL SKILLS

Efficient in Microsoft software

Word, Excel

### EXPERIENCE CONTINUED

#### Assistant City Manager – City of Eldridge

*Eldridge, Iowa – December 2002 to June 2003*

- Assisted the City Manager with day-to-day operation of the City
- Assisted the City Manager with budget preparation and management
- Lead staff person for all economic development, planning and zoning activities
- Primary contact for all property maintenance complaints
- Primary liaison between the City Council and City staff

#### Director of Operations – iPower Distribution Group

*Rock Island, Illinois – July 2000 to December 2002*

- Lead staff member for a multi-disciplinary, twelve business conglomeration focused on providing one-stop opportunities for industrial material replacement and operation (MRO)
- Reported to a twelve member Board of Directors on monthly operations of company operations
- Lead staff liaison between member companies and industrial clients (Case IH, John Deere, and, Honeywell)
- Managed eight employees

#### Senior Planner – Bi-State Regional Commission

*Rock Island, Illinois – February 1989 to July 2000*

- Lead staff person for all transit and park and recreational activities in a two state, five county and forty plus local governments in the Quad City Metropolitan Area and adjacent rural counties
- Assisted local governments with land and right-of-way acquisition for multi-use trails throughout the region
- Coordinated multi-use trail development with the state-wide network of regional trail systems in northern Illinois
- Assisted local governments with comprehensive planning and park and recreation master plans

#### Intern – Duane Olivier Associates & City of Moline

*Moline, Illinois – September 1987 to March 1988*

- Assisted local governments with planning documents and asset management inventory systems
- Assisted business consultant with various planning and economic development projects for local governments
- Reviewed local government ordinances for compliance
- Attended city council and village board meetings to experience governing operations of local government

# WILLIAM DANIEL McCARTY

## EDUCATION

**UNIVERSITY OF ILLINOIS – SPRINGFIELD** Springfield, IL  
Master of Public Administration

December 2009

**UNIVERSITY OF NOTRE DAME** Notre Dame, IN  
Bachelor of Business Administration, Finance & Computer Applications

May 1998

## WORK EXPERIENCE

CITY OF SPRINGFIELD, Springfield, IL

### **Director, Office of Budget and Management**

05/11 - present

Oversee accounting, accounts payable, budgeting, payroll, procurement, fleet services and facility maintenance (6 yrs) operations for a city with a population of approximately 117,000 and a budget in excess of \$200 million.

- Accounting Division responsible for maintaining the City's financial records, accounts payable, revenue projections, administration and collection of City-imposed taxes, fixed asset inventory maintenance, and preparation of the annual external audit and financial reports.
- Budget Division responsible for preparation of annual appropriations request, examining fiscal impact of pending legislation, creation of position and policy papers regarding financial matters and ongoing observance of revenue and expenditure trends.
- Procurement Division administers the procurement of goods and services for the City and its utilities, ensuring strict compliance with the City's procurement code. It is also responsible for the disposition of city surplus property.
- Payroll Division accountable for preparing bi-weekly payrolls covering approximately 1,400 employees and maintaining all payroll records.
- Facilities Management Division maintains the city hall complex buildings and grounds. (FY13 – FY18)
- Fleet Services oversees the maintenance of over 1000 city vehicles and pieces of equipment. It also oversees administration of the city's WEX fuel card and alternative fuels programs.
- Please see attached document for accomplishments associated with this position.

ILLINOIS CENTRAL MANAGEMENT SERVICES, Springfield, IL

### **Chief Financial Officer, Bureau of Property Management**

10/07 - 05/11

Oversaw operations of the bureau's fiscal office. Responsible for budgeting and fiscal oversight (including cash management) of \$200+ million in annual appropriations. Supervised contract obligation / accounts payable staff responsible for processing 30,000+ invoices annually. Led cost allocation and facility rate development team. Accountable for issuing client agency billings and related accounts receivable tracking. Interacted with various divisions, state agencies, and private vendors on a regular basis. Developed and implemented policies and procedures to improve process efficiencies and effectiveness. Key accomplishments include:

- Coped with 20% staff reduction by creating efficiencies through the alteration of payable staff procedures.
- Changed facility rate development process in order to more quickly issue client billings in new fiscal years. Resulted in issuance of bills 2 months earlier than previously accomplished, allowing for faster revenue generation and more stability in vendor payments.
- Addressed cost allocation inconsistency issues in the Chicago office through a reorganization of employee responsibilities.
- Instituted cost allocation procedures in Illinois' Surplus Property program in order to address continuing audit concerns related to appropriate cost separation between Federal, State, I-Cycle, and LESO programs.
- Improved Property Management's strained relations with client agencies by providing better information, more frequent communication, and face-to-face meetings as needed to address questions and concerns.

### **Federal Finance Manager / Budget Analyst**

06/06 – 10/07

Planned, evaluated, and executed policies related to cost allocation and federal reimbursements. Performed budgetary analysis and conferred with other agencies in order to maximize federal reimbursements. Served as budget office liaison to bureaus in order to monitor and consult on consolidated services and programs. Performed budgetary analysis of the IL employee life insurance program to project future liability and funding needs. Performed funding analysis for the agency's Professional Services Fund and Worker's Compensation Revolving Fund. Utilized cost allocation to develop billing rates for CMS PIO and Graphic Design services.

VILLAGE OF WILLIAMSVILLE, Williamsville, IL

**Village President (Mayor)**

04/05 – 04/09

Chief Executive Officer overseeing all municipal departments and staff including public works, office administration, and police force. Developed and implemented policies and procedures with relation to personnel and operations. Guided village trustees in analyzing and developing Williamsville's annual revenue and expense budget. Served as de facto Chief Financial Officer. Led short and long term strategic planning efforts. Presided over village board meetings. Interacted with citizens, other governmental units, private entities, and the media. Key accomplishments include:

- Successful promotion of home rule referendum and municipal fuel tax ordinance resulting in a significant new revenue stream.
- Fiscal oversight led to general revenue reserves in excess of 110% of the annual general operating budget.
- Instituted surplus cash investment strategies to provide greater return on idle funds.
- Advocated for the creation of the Capital Improvement Fund in order to earmark resources for short and long term infrastructure improvement projects.
- Saved \$500,000 through development of a partnership between the City of Springfield, the State of Illinois and Williamsville.
- Improved employee relations and retention through departmental reorganizations, appropriate compensation adjustments based on performance and training, and policy adjustments.

**Village Trustee**

08/02-04/05

Responsible for public buildings and grounds oversight. Worked with the Village President and fellow Trustees on annual budgets, ordinance development, and other governmental tasks. Interacted with citizens in order to address questions and concerns.

MCCARTY'S AT THE DEPOT, Lincoln, IL

06/03 – 12/12

**Owner/Operator**

Operated a restaurant, later converted to a banquet business. Managed staff of over 20. Handled all administrative responsibility including budgeting, revenue forecasting, payroll, inventory control, banking, accounts payable, and accounts receivable. Interacted with customers and vendors daily.

GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET, Springfield, IL

**Analyst I**

11/00 – 11/01

**Analyst II**

11/01 – 10/03

Lead Medicaid Analyst – Analyzed hospital, pharmaceutical drug, and other provider lines with total appropriations in excess of \$4 billion. Projected future liabilities and examined program expansion feasibility. Maintained Medicaid payment cycle model in order to track and estimate payment cycles as well as determine necessary appropriations.

Agency Analyst – Utilized historical information and trends, while taking into account the effect of enacted legislation and other factors, to determine the budgetary needs of state agencies. Liaison between state agencies and the Governor's office regarding budgetary matters. Analyzed the uses and sources of various state and federal funds within assigned agencies. Analyzed agency specific legislation to determine fiscal impact.

OTHER ACTIVITIES/INVOLVEMENT

Present

- Member/Vice President, Illinois Government Finance Officers Association (IGFOA) Executive Board
- Chair, IGFOA Legislative Committee
- Member, Illinois Municipal League Policy Committee on Personnel and Pensions
- Member, Illinois Municipal League Legislative Committee
- Chair, National Association of Fleet Administrators (NAFA) U.S. Government Affairs Committee
- Trustee, Springfield Police and Fire Pension Boards
- Board Member, The Parent Place of Springfield (President, 2016 – 2020)
- Member, Springfield Chapter of AMBUCS
- Former Board Member, MERCY Communities

**LEGAL EXPERIENCE**

**City of Miami City Attorney's Office, Miami, FL**

*Deputy City Attorney/Chief of Staff, October 2013 – Present*

Oversee the administration of the Office of the City Attorney which includes thirty-one attorneys and thirty-one staff members. Responsible for a \$10.4 million budget. Provide legal advice to the City Commission, City Mayor, and City Administration. Act as City Attorney during her absence. Review all legislation presented to the City Commission. Supervise all attorneys in the Complex Transactions and General Government Divisions. Serve as General Counsel to the Southeast Overtown/Parkwest, Midtown, and Omni Redevelopment District Community Redevelopment Agencies as well as the Downtown Development Authority.

**Village of Pinecrest, Pinecrest, FL**

*Hearing Officer, September 2014 - Present*

Act as Hearing Officer in Village of Pinecrest's Red Light Camera Program. Preside over appeals and render decisions related to red light traffic violations. Impose administrative fines and other non-criminal penalties and provide an equitable and effective method of enforcing Pinecrest's ordinances.

**Guardian Ad Litem Program, Miami, FL**

*Volunteer Guardian Attorney, July 2005 – Present*

Act as advocate on behalf of children involved in legal proceedings. Prepare witnesses for hearings, trials, mediations, and depositions. Draft and file pleadings in both dependency and criminal courts.

**Jackson Health System, Miami, FL**

*Director of Contract Management, February 2013 – October 2013*

Drafted, negotiated, reviewed, and maintained all contracts Jackson Health System entered into, including but not limited to bids, proposals, contracts, grants, and agreements. Analyzed all contracts and agreements to ensure compliance with appropriate laws, regulations, corporate policies, and business unit procedures. Acted as liaison with County Attorney's Office, executive team, and individual departments. Implemented new centralized database for drafting and approval of contracts.

**Office of the Attorney General, Miami, FL**

*New Motor Vehicle Arbitrator, July 2008 – July 2013*

Arbitrated warranty disputes between consumers and new motor vehicle manufacturers under Florida's "Lemon Law."

**City of Miami Office of Zoning, Miami, FL**

*Zoning Administrator, August 2010 – February 2013*

Oversaw the Office of Zoning and staff of thirteen employees. Responsible for reviewing plans, interpreting the City's Zoning Ordinance, and assisting with code enforcement proceedings. Developed and maintained policies and procedures and oversaw a one million dollar budget. Drafted legislative amendments to the Zoning Ordinance, City Code, and development agreements. Developed and implemented training programs. Advised City officials, agencies, departments, administration, and the City Commission on zoning issues.

**City of Miami City Attorney's Office, Miami, FL**

*Assistant City Attorney, July 2008 – August 2010*

Represented the City of Miami in appeals of disciplinary actions, grievances, and investigations before the Civil Service Board. Provided legal advice to various departments in the City of Miami administration as well as to the City Commission. Drafted legislation on various quality of life, land use, employment, and law enforcement matters.

Previously assigned to the Quality of Life and Land Use Division. Prosecuted cases before the Code Enforcement Board and advised the Waterfront Advisory Board. Handled foreclosures, collections, and litigation related to land use, development, and unsafe structures.

**The Florida Bar, Miami, FL**

*Bar Counsel, July 2004 – July 2008*

Investigated and prosecuted attorneys for violations of the Rules Regulating The Florida Bar before grievance committees, referees, and The Florida Bar Board of Governors. Responsible for eighty cases before the Supreme Court of Florida including submission of appellate briefs and presentation of oral arguments.

**Miami-Dade State Attorney's Office, Miami, FL**

*Assistant State Attorney, August 2000 – July 2004*

Responsible for prosecution of felony cases including homicides, armed robberies, violent career criminals, trafficking cases, economic crimes cases, sexual batteries, domestic violence cases, gang prosecutions, child abuse cases, public corruption cases, juvenile offenders, gun crimes, environmental crimes, and DUIs. Appointed by Governor Jeb Bush to handle special prosecutions in Monroe and Broward Counties. Lead attorney on fifty-five jury trials including forty-five felony trials.

**EDUCATION**

**University of Connecticut School of Law, Hartford, CT**

J.D., May 2000

Journal: *Connecticut Law Review* – Editor

Honors: CALI Award for Excellence in Employment Discrimination Law

Harold Green National Security Law Moot Court Competition – Finalist and Best Brief

Activities: Moot Court Advisory Board – Director

Client Advocacy Board – Director

**Washington University College of Arts and Sciences, St. Louis, MO**

A.B. in Political Science and International Studies, May 1997

Honors: First Korean Church of Greater St. Louis Academic Scholarship  
Missouri Higher Education Academic Scholarship

Activities: St. Louis Philharmonic Orchestra  
Association of Korean Students

**Yonsei University, Korean Language Institute, Seoul, Korea**

Summer 1994

Five-week intensive coursework in Korean language

**Harvard University, John F. Kennedy School of Government, Cambridge, MA**

Awarded a Certificate of Completion for the Senior Executives in State and Local Government Program,  
June 2017

**ADMISSIONS**

The Florida Bar, September 2000

United States District Court for the Southern District of Florida, April 2005

Supreme Court of the United States, May 2007

United States Bankruptcy Court for the Southern District of Florida, January 2014

**PROFESSIONAL AFFILIATIONS AND ORGANIZATIONS**

Asian Pacific American Bar Association of South Florida – member 2006 – present

President 2009 – 2010

Director 2011 – 2017

National Asian Pacific American Bar Association – member 2006 – present

Chair of Public Sector Committee 2013 – 2018

Dade County Bar Association – member 2006 – present

Director 2009 – 2010

Miami Dade Justice Association – member 2007 – present

Faith Family Chapel – member 2007 – present

Director 2009 – 2010

International Municipal Lawyers Association – member 2008 – present

Admiral's Port Condominium Association – Director 2008 – 2012

Secretary 2010 – 2012

Vice-President 2012

The Florida Bar Client's Security Fund – member 2009 – 2015, 2019 - present

Cuban American Bar Association – member 2009 – present

Miami-Dade County Compensation & Benefits Review Committee – member 2010

Florida Lawyers Assistance, Inc. – Director 2010 – present  
Secretary 2015 – 2017  
President 2017 - 2019

Miami-Dade County Asian American Advisory Board – member 2010 – 2019  
Vice-Chair 2011 – 2014  
Chair 2015 – 2017

Spellman-Hoevler Inn of Courts – member 2011 – present

League of Prosecutors – member 2011 - present  
Director 2012 – 2016  
Chair of Mentoring Program 2014 – 2016

Legal Services of Greater Miami, Inc. – Director 2013 – present  
Chair of Strategic Planning Committee 2015 – 2017  
Chair of Nominating Committee 2016 – 2017  
Vice-Chair of Search Committee 2017  
Secretary 2017 - 2019

Miami-Dade Teen Court – member 2014 – present

Vizcaya Museum and Gardens Trust – Trustee 2014 - 2018

The Florida Bar Leadership Academy – Fellow 2015 – 2016

The Florida Bar Senior Lawyers Committee – member 2015 – 2019

The Florida Bar Voluntary Bar Liaison Committee – member 2017 – 2019

Florida Board of Bar Examiners – member 2017

Leadership Florida Cornerstone Class XXXVII member 2018 – 2019

The Florida Bar Judicial Nominating Procedures Committee – member 2019 – present

The Florida Bar Governmental and Public Policy Advocacy – member 2019 – present

Urban Land Institute Southeast Florida/Caribbean Leadership Institute – member 2020 - present

### **SPEAKING OPPORTUNITIES**

#### **American Planning Association Florida Chapter**

Panelist on “City of Miami’s Sign Standards and Regulations,” September 2018

#### **Dade County Bar Association and Miami Realtors Educational Seminar**

Panelist on “Zoning Powerhouse Panel: Everything You Want to Know About Zoning,” February 2018

#### **Florida International University College of Law**

Panelist on “Law Student for a Day Program,” April 2017

#### **The Florida Bar**

Featured Speaker on “The Florida Bar Clients’ Security Fund and Fee Arbitration Programs,” April 2017

#### **National Asian Pacific American Bar Association**

Panelist on “Lessons From Detroit: Advising Municipalities in Distress,” November 2015



**Florida Shandong Fellowship Association and Florida International University**

Featured Speaker at Commemoration for the 70<sup>th</sup> Anniversary of the World Anti-Fascist War Victory, October 2015

**Department of Homeland Security Citizenship and Immigration Services**

Keynote Speaker at Naturalization Ceremony on “Many Cultures, One Voice: Promote Equality and Inclusion,” May 2015

**Masters of DUI**

Panelist on “Ethics,” February 2015

**Ethical Governance**

Featured Speaker on “Ethics, Public Records, and Constitutional Issues,” October 2013

**Miami Veterans’ Affairs Healthcare System**

Featured Speaker on “Celebrating Heritage, Advancing Education,” May 2012

**Latin Builders’ Association**

Panelist on “Legislative Updates,” March 2012

**Legal Environment of Real Estate**

Lecturer on “Zoning and the Government’s Role,” February 2012 and October 2012

**City of Miami Code Enforcement Board**

Lecturer on “Code Enforcement Workshop,” August 2009

**The Florida Bar**

Panelist on “What are the Most Pressing Issues Affecting Specialty Bar Associations Today?” July 2009

**Asian Pacific American Bar Association of South Florida and South Asia Bar Association**

Panelist on “Passing the Bar Exam,” April 2009

**City of Miami Department of Fire-Rescue**

Lecturer on “Successful Prosecution of Fire Inspection Violations,” January 2009

**City of Miami Department of Code Enforcement**

Lecturer on “Abandoned Properties and Municipal Resources,” January 2009

**Spellman-Hoeveler American Inn of Court**

Panelist on “Professional Standards That Bite: Attorney out of Court Behavior That Results in Suspension,” January 2008

**Legal Aid, Put Something Back, and Dade County Bar Association**

Lecturer on “Nuts and Bolts of Real Property Law Seminar,” October 2007

**The Florida Bar**

Panelist on “Criminal Justice and Our Constitutions: That Delicate Balance,” June 2007

**The Florida Bar and Dade County Bar Association**

Panelist on “How to Avoid a Bar Complaint,” April 2007

**Legal Aid, Dade County Bar Association, and Real Property Committee**

Lecturer on “Ethical Considerations in Real Property Matters,” October 2006

**Florida Association of Criminal Defense Lawyers and Dade County Bar Association**

Panelist on “Criminal Justice and our Constitutions: That Delicate Balance,” March 2006

**Put Something Back and Dade County Bar Association**

Lecturer on “How to Handle a Bar Grievance,” December 2005

**Florida International University**

Lecturer on “Getting to Law School,” October 2004

**Miami-Dade State Attorney’s Office**

Lecturer on “DUI Trial Advocacy,” August 2001 and August 2002

**AWARDS**

**Voices for Children Legal Advocacy Award** – October 2010

**Cystic Fibrosis Foundation 40 Under 40 Outstanding Young Lawyers of Miami-Dade County** – November 2011

**Miami Today Best of Miami 2015** – Stars in Government June 2015

**Florida Trend’s Florida Legal Elite** – Top Government/Non-Profit Attorney July 2015, July 2016, July 2017, July 2018, July 2019, July 2020

**Dade County Bar Association** – Legal Luminary in Government Law July 2016

**Miami-Dade County Asian American Advisory Board Leadership Award** – April 2018

# Scott Morris Moye

## **SUMMARY QUALIFICATIONS**

### **General**

**Management:** Twenty-four (26) years of diversified analytical and comprehensive managerial skills in both the public and private sectors. Managed multi-million dollar projects with a pre-allocated annual budgets of various sizes (\$1.2M - \$76M), and achieved directed and personal goals. Innovative, results-oriented leader in coordination of organizational efforts, including: goal setting, budgeting, employee motivation, labor relations, and human resources administration. Strong interpersonal relations skills and customer service ethic.

**Finance:** Proficient in the preparation and administration of organizational budgets and grants.

**Communications:** Outstanding interpersonal skills. Very strong oral and written communication skills. Effective in fostering cooperative relationships with citizens, staff, elected officials, and the media.

**Planning:** Comprehensive understanding of land use and community development issues, including building/zoning code enforcement.

**Human Resources:** Experience in recruiting, hiring, training and motivating staff.

## **EDUCATION**

Georgia Southern University  
Georgia College  
University of Oklahoma

Master of Public Administration  
Bachelor of Business Administration  
Economic Development Institute

Statesboro, Georgia  
Milledgeville, Georgia  
Norman, Oklahoma

Georgia State University

Certified Public Finance Manager  
(July 2021)

Atlanta, Georgia

## **PROFESSIONAL EXPERIENCE**

### **County Manager**

**August 2016 to Present**

### **Ware County Board of Commissioners**

Serve as the chief administrative officer for County and see that the ordinances, resolutions, and regulations of the Board of Commissioners and the laws of the State of Georgia are faithfully executed and enforced; exercise managerial authority and supervision over the County Manager's staff and 15 all department heads under the jurisdiction of the Board of Commissioners, including delegation of duties to subordinates without relieving burden of responsibility from the County Manager. Supervise the preparation, certification, and maintenance of county records such as: minutes of commission meetings; ordinances; agreements; personnel files; general correspondence; resolutions; contracts; and licenses.

Arrange appointments and screen calls for county commissioners. Provide background information, financial status updates, and policy recommendations to the Board of Commissioners to aid in making decisions. Monitor financial status of county, include preparing preliminary budget and compiling information from department heads relative to budget requests. Oversee general maintenance of county buildings and assure proper insurance coverage on building and vehicles. Correspond with the general public on requests for information and complaints. Serves as liaison for county commissioners and other departments.

### **Procure-to-Pay (P2P) Operations Coordinator**

**May 2013 to August 2016**

**MCHS in Waycross**

Manage all departmental facets of the P2P Supply Chain division of the Mayo Clinic Health System in Waycross, Georgia. Responsible for local contract administration for identified commodities and projects. Formulate analytical reports and Supply Expense updates to department and institutional leaders, customers and colleagues. Participate in

selecting suppliers and continuing business relationships on the basis of the value analysis principal. Provide customer service related functions to all MCHS departments and customers. Collaborate with Sourcing and Contracting and committees to identify supply expense reduction opportunities.

**Achievements:** Implemented the first P2P division for MCHS Waycross. Developed and implemented the Travel/P-card system for MCHS Waycross. Assisted Mayo Clinic Florida staff with recognizing and implementing a \$2.5M annual expense savings for MCHS Waycross.

## City Administrator

April 2004 to May 2013

City of Blackshear, Georgia

Managed municipal government with a staff of 42 FTE's in a full-service southern Georgia community. Reported to a seven-member board elected by districts with mayor elected at-large from a community of 3,483 full-time residents. Managed the following departments: Public Works-Streets, Sanitation, Water/Sewer & Fleet Maintenance, Finance, Human Resources, Police, Fire, City Clerk, Information Technology, and Economic Development. Provided guidance and oversight with City's grant administration for community and economic development projects. Prepared and presented the annual City Budget and the Capital Improvement Plan totaling \$4.8 million. Served as the City Clerk and Treasurer.

**Achievements:** Served as the first city administrator for Blackshear. Spearheaded many administrative improvement projects such as city property tax collection agreement with Pierce County, industrial park infrastructure improvement project (water tower/water & sewer installation), information technology conversion for document imaging, council agenda packet structure,

## Adjunct Instructor

September 2005 to Present

Coastal Pines Technical College, Waycross GA

Provide instruction for Interpersonal Relations (Personal and Professional Development - EMPL 1000) in traditional classroom setting and online setting (BlackBoard). Provide advisement to students on human relations, employability, job search, and job advancement. Prepare and submit administrative documentation on students via Banner Web. Responsible for overall classroom instruction including: preparing lesson plans, maintaining department guidelines and standards, evaluating students by assigning grades and work ethic appraisals, and interacting with other faculty.

## Deputy City Manager Interim City Manager

July 2000 to February 2004  
October 2001 to March 2002

City of Fernandina Beach, Florida

Assisted with managing full-service municipal government with a staff of 204 full-time employees in a Florida coastal resort community with a rich, historic heritage. Responsible for development and administration of a \$19.5 million operating budget and a \$76 million total budget, which included a \$25million capital budget and three enterprise funds. City operations include a municipal airport, an 18-hole golf course, and a marina. Reported to a 5-member City Commission, elected at-large from a community population of 11,500 (20,000+ during the tourist season). Managed the following City Departments: Human Resources/Information Technology, Finance, Parks and Recreation, Public Works, Marina, Golf, Airport, Fire, and Police. Oversaw operations in various City facilities which included: three recreation centers, two municipal pools, two fire stations, a police station, a wastewater facility, and a vehicle maintenance garage. City Manager office was responsible for management/maintenance of 8-miles of Atlantic Ocean beachfront.

**Achievements:** Completed addition to City Marina. Oversaw site-selection/development and financing of a state-of-the art City Police Station. Opened first phase of the City's 225-acre Greenway. Assisted with developing City newsletter to improve communications with City residents. Initiated facility beautification program. Developed City Mission and Core Values Statement. Initiated: City Wellness Program and City Employee Orientation Program. Initiated development of two waterfront parks, and the rehabilitation of another. Assisted CM developing weekly project-tracking and current events reports to keep the City Commission better apprised of important community happenings-continued as Interim. Initiated developer workshops to better explain land-use regulations to prospective land developers. Implemented an organization-wide information technology program (voice mail, computer network, Internet presence), which modernized organizational communications and provided better, more timely customer service. To improve service and streamline operations, conducted performance audits of City departments, and restructured departments based on audit findings. Served on committee to negotiated two successful employee bargaining unit contracts for Police and Fire Departments. Worked closely with community groups (downtown merchants, service clubs, etc.) on various civic projects. Initiated anti-crime coalition task force (composed of City Public Safety staff and city residents) to reduce crime and drug trafficking in the community. Served as interim city manager to transition to new city manager during a tumultuous period.

**Assistant to County Manager**

August 1993 to July 1998

Ware County BOC, Waycross, Georgia

Provided assistance in county daily administration, financial forecasting/budgeting, local strategic planning, economic and community development, and project/grants management. Directed to manage daily activities and financial management for various County operations. Provided technical assistance to standing and formed committees of County/City, Chamber of Commerce, Waycross-Ware County Development Authority, and Okefenokee Area Development Authority with project management activities -- coordination, budgeting, administration, and consultation. Assisted Public Works Department with project concepts, designs, budgeting, facility development, and implementation in the areas of street and road improvements and paving, bridge replacement, and landfill operations.

**Achievements:** Coordinated and organized projects such as the Iron Bridge Road Landfill closure after 38 years. Successfully managed the capital project development and construction of the Tri-County Regional Landfill and Intermodal Surface Transportation Enhancement Act (ISTEA) projects which included concepts and design, funding applications, and administration to Federal and State agencies.

**Administrative and Financial Director**

August 1988 - August 1993

Southeast Georgia Reg. Dev. Center

Maintained sound administrative and financial policies and procedures in coordination with the Board of Directors of the Southeast Georgia Regional Development Center and Certified Development Corporation. Managed a regional commission staff of 45 FTE's in southeast Georgia to serve eight (8) counties and twenty-seven (27) cities. Provided technical assistance to local governments in all areas of general administration, financial management, economic development, and grant administration. Managed the Financial Management System of the SEGaRDC with a \$2.8M budget. Provided consultation to local governments in areas of data automation and processing, reviewed and recommended computer hardware and software proposals for various local government operations. Served as the administrator of the SEGaRDC Retirement Plan; maintain retirement system records; and serve as a member on the Trustee Committee. Ensured SEGaRDC complied with all federal, state, and local contracts.

**References**

Additional information furnished upon request.

# Christopher Nelson

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## WORK EXPERIENCE

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| MovePro                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Daytona Beach, Florida |
| <b>CEO/Founder</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>2018 - Present</b>  |
| <ul style="list-style-type: none"><li>- Managed a team of 6 FT &amp; 300+ PT employees (virtually) while ensuring a 99% customer satisfaction rate through jobs completed.</li><li>- Setup supply chains across the U.S. through corporate partnerships including PODS, Uhaul, Penske, Budget by reducing costs (16%) and improving transparency.</li><li>- Oversaw a \$16,000,000 (annual) operation across North America.</li><li>- Developed advanced technology software using no-code apps for all-in-one backend tools used to minimize redundancies and improve efficiency rates (12%).</li></ul>                                                                                                                                                                   |                        |
| Indiana Tech                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Fort Wayne, Indiana    |
| <b>Operations Professor</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2016 - 2020</b>     |
| <ul style="list-style-type: none"><li>- Set-up undergraduate and graduate programs in project management and supply chain along with tying these to specialized accreditations for PMI and APICS helping the University improve enrollment numbers by 11% within the College of Business.</li><li>- As a Malcolm Baldrige Examiner, trained and facilitated OKR's for VP's, directors, and remote employees (CEO's included).</li><li>- Worked with ASQ in improving their retention efforts (63%) and marketing initiatives through increasing the use of virtual tools and brand awareness via social media.</li><li>- Trained employees, university-wide through SWOT, Kaizen, and quality standards increasing awareness of presidential initiatives by 42%.</li></ul> |                        |
| Avatar Transportation Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chicago, Illinois      |
| <b>Director of Operations/Owner</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2012 - 2016</b>     |
| <ul style="list-style-type: none"><li>- Managed approximately 46 direct/indirect reports in 4 cities.</li><li>- In charge of compliance related to state, federal, &amp; DOT mandates required for our supply chain to ensure a high level of quality &amp; customer service satisfaction.</li><li>- Oversaw all areas related to operations, training staff and financials for the company.</li></ul>                                                                                                                                                                                                                                                                                                                                                                     |                        |
| Moving Up                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Baton Rouge, Louisiana |
| <b>General Manager/Owner</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2008 - 2012</b>     |
| <ul style="list-style-type: none"><li>- Training, development, hiring, and firing performed for over 24 direct/indirect reports.</li><li>- Responsible for KPI's, hiring, improvement programs and yearly reviews for all direct reports reducing turnovers by 33% over a 4 year period.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                        |
| Acadian Ambulance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Baton Rouge, Louisiana |
| <b>Emergency Medical Technician</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2009 - 2011</b>     |

## EDUCATIONAL QUALIFICATIONS

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### **Doctor of Strategic Leadership - Management**

Liberty University (coursework only)

### **Master of Science – Finance & Accounting**

Southern New Hampshire University

### **Master of Business Administration – Management**

Southeastern Louisiana University

### **Bachelor of Business – International Management**

Southeastern Louisiana University

## PROFESSIONAL CERTIFICATIONS

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### **Lean Six Sigma Master Black Belt**

Villanova University, USA

### **Lean Six Sigma Black Belt**

IASSC & Council for Six Sigma

## PROJECTS & CONSULTING

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- Interim VP for several SaaS/Technology departments across U.S. & Asia.
- Streamlined the sales process from 9 steps to 2 for a tech company with an \$80 million valuation.
- Spearheaded fundraising efforts of over \$25,000,000 for multiple companies in technology and customer service across the globe.
- Improved overall customer satisfaction rates by 18% for a concierge company with an average transaction rate of \$268,000.
- Developed a quality system, as interim VP, for improving data trends and increased transparency for reaffirming regional and national accreditation efforts.
- As a master black belt, in charge of optimizing the enrollment process by eliminating bottlenecks and improving the customer service touch points for an African University.
- Provided direction for KPI's needed and used within the University's strategic planning process including training for trend analysis, accreditation metrics.
- Trained Boeing employees through six sigma at the green belt level across Europe & North America.

## ACADEMIC JOURNAL/BOARD MEMBERSHIPS

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- Malcolm Baldrige Examiner - U.S. Department of Commerce
- The Chronicle Of Leadership & Management
- American Society for Quality (ASQ)
- American Council on Education (ACE)
- Project Management Institute (PMI) Examiner

# Christopher Novak

**I am relocating to Florida.**

## **Cover letter & Competencies, Page 1 | Traditional Resume, Page 2-4**

During my career I have worked with multiple improvement strategies such as Six Sigma and Total Quality Management to develop and monitor improvement processes within my current and previous organizations. With the help of talented cross-functional teams, we established and drove a culture of continuous improvement throughout those organizations. Additionally; we establish effective improvements of existing workflows, by reducing operating costs, improving the efficiency of work done, adding new functions to an existing workflow, reduced the time taken to complete the task at hand, and other factors to ensure those workflows perform as efficiently as possible. I've had the opportunity to be part of the leadership teams which started up manufacturing facilities and production lines, writing and implementing budgets, SOPs, effective KPIs and other company policies and procedures to include developing those professional relationships with all local, state and federal regulatory agencies.

My career accomplishments demonstrate expertise in needs analysis, vendor relationship management, contract negotiation, cost reduction, and team leadership to facilitate improved financial performance and organizational success. With key experience in both domestic and international procurement, my additional skills in effective communication, problem solving, and staff direction allow me to excel in driving successful procurement executions and ensuring achievement of corporate objectives.

Throughout my career I have become a strategic thinker with strong negotiation skills and a history of creating value for past organizations to maximize achievements and goals. My talents, behaviors, knowledge in leadership and operations allow me to be a valued member to work in a cross-functional team environment.

### **COMPETENCIES**

- |                            |                             |                                     |                             |
|----------------------------|-----------------------------|-------------------------------------|-----------------------------|
| • S&OP Management          | • Microsoft Dynamics AX SME | • Inventory Control                 | • Leadership                |
| • Supply Chain Management  | • SAP SME                   | • Budgets and Forecasting           | • CAPA Management           |
| • Inventory Management     | • Cross-functional          | • Results-oriented                  | • P&L Management            |
| • Change Management        | • Interpersonal Skills      | • Strategic Planning                | • PowerBi                   |
| • Demand Forecasting       | • Versatile                 | • Total Quality Management          | • 6S                        |
| • Purchasing & Scheduling  | • GMPs                      | • Lean Manufacturing                | • Human Resource Management |
| • Distribution & Logistics | • Innovative                | • Cost Reduction                    | • Teaming                   |
| • Warehousing              | • Systems Implementation    | • SQF/BRC, TPM, OSHA, DOT, FDA/USDA |                             |
| • SOP & KPI creation       | • Team Building             | • Contract Manufacturing            |                             |
| • Risk Analysis            | • Analytical                | • Kaizen Facilitator                |                             |
| • Project Management       | • Project Planning          | • Project Based Logistics           |                             |
| • Continuous Improvement   | • Risk Management           |                                     |                             |
|                            | • Contract Negotiation      |                                     |                             |



# Christopher Novak

**I am relocating to Florida.**

## **CUSTOM CULINARY – 2020**

### **MATERIALS MANAGER**

Responsible for managing the day to day Materials and Supply Chain Operations. While being the main port of contact for logistic issues. Reviewed the performance of the supply chain and identified areas for improvement.

- Leveraged planning knowledge to drive supply chain activities
- Negotiated new and renewed supply agreements/contracts to maximize competitive pricing
- Created a Supplier performance program to outline the roles, responsibilities and behaviors
- Philanthropy and Charity Committee Manager
- Effectively managed logistics and freight to the customers/DCs
- Managed 1000+ SKUs during the Microsoft Dynamics AX implementation
- Reduced loss on inventory by \$55,000 within the first year
- Created stocking programs with vendors to reduce on-hand inventory
- Developed and maintained the purchasing strategy to support the organizations strategic growth
- Renegotiated minimum order quantities and pricing
- Increased efficiencies with our contract manufacturing partner's
- Created an effective cycle count program to increase by 20%; currently at 90%
- Created an effective schedule adherence process to measure plant abilities
- Optimized all processes of the supply chain
- Analyzed logistical data for improvement
- Increased forecast accuracy by 10%
- Developed effective KPIs utilizing PowerBi
- Managed plant continuous improvement efforts and 6S process
- Daily Gemba walks and facilitated Kaizen events

## **PURIS 2019-2020**

### **PLANT MANAGER**

Hired to lead a new startup processing facility. Oversaw cross functional operational areas including production, purchasing, sourcing, warehousing, logistics, maintenance, safety and quality.

- Led a Non-GMO soybean processing plant startup operation
- 100% people and food safety attitude
- Drove a safety and quality first culture
- Develop plant SOP & KPIs
- P&L Management
- Created a Supplier performance program to outline the roles, responsibilities and behaviors
- Developed maintenance programs for reliability and cost savings to reduce downtime
- Set up facility infrastructure
- Strategically planned, managed and executed schedules for export
- Managed quality for all incoming and outgoing materials
- Created an engaging work environment
- Oversaw sanitation and pest control practices

# Christopher Novak

## I am relocating to Florida.

- Oversaw all quality management practices & GMPs
- Managed all maintenance and PM schedules to ensure top performance
- Facilitated all continuous improvement activities and kaizen events
- Tracked time and performance standards to reduce waste and spoilage

### **RICH PRODUCTS 2012-2019**

#### **MATERIALS MANAGER**

Actively interfaced with vendors and executive management for order expediting, capacity planning and material forecasting. Developed production schedules for a two-shift operation with minimal changeovers. Served as the project manager, interacting with internal supply groups and operating teams.

- New high-speed Bakery and USDA facility start up
- Philanthropy and Charity Committee Manager
- Created a Supplier performance program to outline the roles, responsibilities and behaviors
- Effectively managed logistics and freight to the DCs
- Project team member for construction of an offsite cold storage facility as well as 5 high speed pizza crust and topped pizza production lines
- Managed day to day operations of materials that promote efficiency and effective plant operations
- Determined production needs and manage material flow utilizing LEAN techniques
- Inventory accuracy in the plant sustained at 99.3%
- SAP subject matter expert
- Developed a supplier quality assurance program
- Collaborated with other departments to optimize the overall operation process
- Developed plant SOP and KPI's
- Managed all supply chain activities
- Facilitated all continuous improvement activities and kaizen events
- Managed the sales and operations planning process (S&OP)
- Daily GMP and Gemba walks
- Managed 3PL cold storage to ensure customer accuracy
- Championed the plant engagement, continuous improvement efforts, Kaizen events and 6S process

### **GATE GOURMENT INTERNATIONAL 2011-2012**

#### **MATERIALS / PRODUCTION MANAGER**

Promoted to top volume facility to manage all operations in the food and materials departments. Directly managed a staff of 5 Chef's, 2 supervisors and over 250 associates indirectly.

- Set up a robust delivery system to the other departments on the production floor
- Menu development
- Responsible for safety, quality and compliance to customer specifications
- Streamlined and organized warehouse for better inventory control
- Implemented an in-house WMS
- Opened 5000 square feet of warehouse space for new business
- Increased productivity by 7% and reduced OT by 13%.
- Ensured quality production standards are followed and maintained
- Ensured employees adhere to HACCP, FDA, USDA and safety regulations

# Christopher Novak

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## I am relocating to Florida.

- Monitored yields of products to ensure maximum usage
- Ensured compliance with company policies and procedures
- Facilitate and monitor compliance audits
- Developed safety best practices through departmental audits and inspections
- Supported TQM and all continuous improvement activities
- Initiates problem solving efforts and assured implementation of solutions
- Mentored and trained subordinates on company directives and policies

### **UNITED STATES ARMY RESERVES 2004-2010**

#### **UNIT SUPPLY & LOGISTICS SPECIALIST (92Y) – RANK E4**

As the unit supply specialist, it was my primarily responsibility for supervising or performing tasks involving the general upkeep and maintenance of all Army supplies and equipment. Our duties include receive, inspect, inventory, load/unload, store, issue and deliver supplies and equipment. Issue and receive small arms. Secure and control weapons and ammunition in security areas. Scheduled and performed preventative and organizational maintenance on weapons. Some additional training during advanced individual training (AIT) include procedures for shipping, receiving, storing and issuing stock. Stock control and accounting procedures. Procedures of handling medical and food supplies. Movement, storage and maintenance of ammunition.

### **EDUCATION**

#### **DECEMBER 2021**

University of St. Francis: Master of Science in Management with a minor in Supply Chain Management

#### **DECEMBER 2019**

University of St. Francis: Bachelor of Science in Business Administration with a minor in Transportation and Logistics

#### **FEBRUARY 2015**

Villanova University: Certificate in Lean Six Sigma Master Black Belt

#### **JUNE 2014**

Villanova University: Certificate in Lean Six Sigma and Six Sigma Green Belt

## Michael D. Null

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**Skills Profile:** Extensive experience with project management, process development and team-building. Excellent trouble-shooting, problem-solving and consensus-building skills. Strong ability to build effective relationships with employees, co-workers and the public. Extensive knowledge of utilities including water, wastewater and electric. Working knowledge of government planning, human resources, information technologies and finance operations. Strong ability to lead effectively and act quickly and decisively during emergency situations.

### **Work Experience:**

7/03 – Present **City of Green Cove Springs**, Green Cove Springs, FL

2/14 – Present – **Assistant City Manager**

- Grant management and administration, including preparing applications, quarterly reports, directing the project and closeout and reimbursement.
- Lead City operations during times of emergency including Hurricanes Matthew and Irma.
- Project management.
- Direct planning and operations of water, wastewater, stormwater and electric utilities.
- Direct planning and operations of solid waste, public works, parks and related City operations.
- Oversee all IT operations.
- Assist with operations of Human Resources to include insurance benefits and risk management.
- Develop and administer budgets for all assigned departments.
- Assist with operations of finance, planning and building departments.
- Coordinate all aspects of new development with multiple departments.

3/09 – 2/14 – **Public Works Director**

- Direct planning and operations of water and wastewater utilities.
- Direct planning and operations of solid waste, public works, parks and related City operations.
- Develop and administer budgets for all assigned departments.
- Project management.

7/03 – 3/09 – **Assistant Water Utilities Director**

- Direct all operations of water and wastewater utilities.
- Assist Public Works Director with public works projects as assigned.
- Project management.

5/97 – 2/03 **Gem Products**, Orange Park, FL

**Facilities Manager / Chief Chemist – Electropolishing Facility**

- Oversee, maintain and properly record and report all hazardous waste disposal activities in the plant.
- Plan, design and implement new equipment and processes.
- Production Manager, Safety Coordinator, Quality Control Inspector and technical writer for ISO 9002 certification team.

- Solicit bids and negotiate contracts with subcontractors.
- Responsible for overseeing a fiscal budget.

5/94 – 8/96  
(summers)

**Clay County Public Works Department**, Green Cove Springs, FL

**Address Technician, Road History Researcher and Mosquito Control Assistant**

- Established and developed a database to contain information on all roads in Clay County; this included researching and entering road histories and assigning new addresses.
- Conform all existing roads to E-911 Street Listing Guidelines for Emergency Response purposes.

**Education:** Barry University – Masters in Public Administration (anticipated graduation 12/22)  
Jacksonville University – Bachelor of Science Degree *cum laude*; major in Biology (5/97)  
Middleburg High School – High School Diploma (6/93)

**Community Service:**

- President of the Bostwick Community Association
- Coordinate vendors for the Bostwick Blueberry Festival (100+ vendors and 8,000 visitors)
- Volunteer EMR (Emergency Medical Responder) and Wildland Firefighter with the Bostwick VFD in Putnam County, FL
- Board member of the Bostwick Volunteer Fire Department – Station 21
- Co-Leader of the Bostwick Helping Hands 4-H club
- Volunteer with programming at the Bostwick Public Library
- Volunteer weekly at St. Johns Christian School
- Volunteer with SAFE animal shelter

**Certifications:**

- FSA Stormwater Operator – Level 2
- Class “B” Wastewater Operator
- First Aid / CPR
- Multiple FEMA NIMS courses including ICS 100, 200, 300, 400, 700 and 800

**Professional Memberships:**

- Florida Stormwater Association
- American Water Works Association
- FCCMA (Florida City and County Management Association)

## **D. WAYNE O'NEAL**

### **EXECUTIVE SUMMARY**

#### **EDUCATION**

- IIMC - Certified Municipal Clerk – 2005
- ICMA – Credentialed City Manager - 2003
- M.P.A. 1983 - Oakland University
- B.A. 1974 - University of Michigan
- A.A. 1972 - Wayne County Community College

#### **EXPERIENCE**

- Seasoned City/County Manager/City Clerk
- Labor Relations, Contract Negotiation and Administration
- Negotiated Cable TV Franchises in four communities
- Policy Development and Strategic Planning
- Community Development and Growth Management
- Downtown Development, Economic Development and Urban Renewal
- Capital Improvement Programs and Municipal building projects
- Excellent Interpersonal and Communication skills
- Intergovernmental Cooperation - Served on Solid Waste, Water and Cable TV Authorities
- Information Systems
- Risk Management
- Budget Preparation and Financial Management
- Public Relations and Community Involvement
- Involved in Professional Organizations
- Grant Procurement and Administration
- Leadership Development
- Organizational Development
- Legislative Liaison

**D. Wayne O'Neal**  
**ICMA-CM, IIMC-CMC, MPA**



**EDUCATION**

M.P.A. - Oakland University  
B.A. - University of Michigan

**PERTINANT RELATED EXPERIENCE**

**JANUARY 2017 TO AUGUST 2020, CITY OF FRASER, MICHIGAN**

**CITY MANAGER**

The City of Fraser is a full service city located in Macomb County with a population of 14,650, 4.0 square miles and 63 miles of roads. Fraser has an elected Mayor and six Council members elected at large. The Mayor has no veto power.

The General fund is 16.2 Million dollars and the total of all funds was in excess of 30 Million dollars. Staff consists of 62 full time and 45-part time employees. My starting salary was \$105,000.00.

A summary of my responsibilities include the enforcement of all laws and ordinances, manage and supervise all public improvements, utilities and contracts. Negotiator for all labor contracts and agreements. Supervise employee contracts, compensation and benefits program. Prepare and administer the annual budget. Personnel Director and Purchasing Agent. Coordinate the activities of the City Attorney, consultants and risk management.

**ACCOMPLISHMENTS**

Assisted with the remediation of a football field size “Sink Hole”, which was created on the northern border of the community. This was caused by a problem with the Macomb Interceptor Drainage District underground drain that failed and allowed for the ground covering to seep into the structure. This facility was not owned by the city, but it caused a tremendous amount of stress on the organization and the residents.

Identified a structural deficit of \$2 million Dollars in the general fund and closed a potential deficit of this amount by cutting services and eight Public Safety Employees and outsourcing dispatch.

Successfully closed this structural deficit by promoting and obtaining by council vote, a nine mill Public Act 33 Police and Fire Millage. This millage has been renewed over two successive budgets and was reduced to 4.5 mills in the upcoming fiscal year. Standard and Poors lauded the city in their report on fiscal viability for the dramatic turnaround in both revenue enhancements and expenditure control thereby maintaining our AA rating.

Identified the presence of and “blew the whistle” on sexual harassment from the elected Mayor and another Councilman with five appointed and regular female employees. This resulted in the Mayor and Councilman

being dismissed from the council by a tribunal of their peers. This resulted in a lawsuit brought by three of these employees.

Identified and “blew the whistle” on a pay discrepancy of three appointed female employees as compared to their appointed male counterparts. This situation is currently being litigated.

Successfully obtained clean audits for my first two fiscal years; these are the only clean audits in the recent past.

Capital improvement projects are being funded through increased utility rates and state revolving loans. Other capital needs are being paid for from enterprise funds and the additional capital from PA 33. These include road repairs, new park structures and a complete makeover of the city owned senior living apartments.

Obtained grants in excess of one million dollars to complete modifications to our senior center, city sidewalks and storm structures.

## **NOVEMBER 2014 TO JULY 2016, CITY OF ECORSE, MICHIGAN**

### **CITY ADMINISTRATOR**

The City of Ecorse is a full service city located in Wayne County with a population of 9,850, 3.7 square miles and 53 miles of roads. Ecorse has an elected Mayor and six Council members elected at large. The Mayor has no veto power.

The General fund is 10.2 Million dollars and the total of all funds was in excess of 18 Million dollars. Staff consists of 32 full time and 25-part time employees. My starting salary was \$95,000.00.

A summary of my responsibilities include the enforcement of all laws and ordinances, manage and supervise all public improvements, utilities and contracts. Negotiator for all labor contracts and agreements. Supervise employee contracts, compensation and benefits program. Prepare and administer the annual budget. Personnel Director and Purchasing Agent. Coordinate the activities of the City Attorney, consultants and risk management.

### **ACCOMPLISHMENTS**

The City of Ecorse is under state receivership per PA 436 and is governed by a Receivership Transition Advisory Board (RTAB). There are 98 orders put in place by the state appointed Emergency Manager that the city is required to follow. These orders established the position of City Administrator and vests control of the day to day operations within the job description for this position. The City Administrator is the liaison with the RTAB and attends and presents all of the actions of the city to this board for approval.

Developed Five year balanced budget as required by the State Department of Treasury.

Grants awarded totaling approximately \$3,000,000 for Distressed Cities and demolition of blighted houses.

## **DECEMBER 2013 TO APRIL 2014, CITY OF ECORSE, MICHIGAN**

### **INTERIM CITY ADMINISTRATOR**

Temporary position.

**D. Wayne O’Neal**



## **JUNE 2010 TO SEPTEMBER 2013, IMLAY CITY, MICHIGAN**

### **CITY MANAGER**

The City of Imlay City is a full service city located in Lapeer County with a population of 3,597, 2.7 square miles and 42 miles of roads. Imlay City has an elected Mayor from the commission and seven Commissioners elected at large. The Mayor has no veto power.

The General fund is 2.2 Million dollars and the total of all funds was in excess of 10 Million dollars. Staff consists of 23 full time and 5 part time employees. My starting salary was \$67,500.00.

A summary of my responsibilities include the enforcement of all laws and ordinances, manage and supervise all public improvements, utilities and contracts. Negotiator for all labor contracts and agreements. Supervise employee contracts, compensation and benefits program. Prepare and administer the annual budget. Personnel Director and Purchasing Agent. Coordinate the activities of the City Attorney, consultants and risk management.

### **ACCOMPLISHMENTS**

Developed Five-year budget forecast and fiscal plan to avoid one million dollars plus shortfall in General Fund. Fund balance in General Fund projected to be 81% as of June 30, 2013.

Grants awarded totaling approximately \$810,000 for Downtown Infrastructure and Category "A" Road Reconstruction.

Refunded and re-issued Water and Sewer Bonds for a \$177,000 saving.

Successfully developed Community Development efforts of the city, DDA and Chamber of Commerce into the "Supporting Business, Entrepreneurs, and Economic Development" or SEED Group. This group was recognized by the U of M Dearborn cities for Best Practices and the Michigan Municipal League's Region V winner. Competing against the six other regional winners throughout the state for the "Race for the Cup" as best of the best at the MML convention in September, 2013.

Charter Board member of the I-69 Next Michigan International Trade Corridor. Developed Renaissance Zone for our Industrial Park which allows for new development with reduced taxes for job creation projects. Assisted Pinnacle Foods, Inc (Vlasic Pickles) consolidation of plants from another state into Imlay City and were recognized by Governor Snyder for our efforts on August 26, 2013.

Negotiated renewal of cable television franchise agreement.

Successfully completed the presidential primary and general election after the abrupt resignation of the City Clerk.

Developed Capital Improvement program, which is on a Five-year cycle and updated annually.

Completed Recreation Master Plan and in the process of completing the city's Master Plan in October, 2013.

Completed the closure of a Leaking Underground Storage Tank (LUST) that had been an ongoing problem for many years.

**D. Wayne O'Neal**

## **DECEMBER 2007 TO JUNE 2010, GLOBAL COMMUNICATIONS SOLUTIONS**

Global Communications Solutions L.L.C. is a full service Information Technology Consulting firm that helps clients choose from among 1000s of telecom and I T services and products on the market, to find the most productive and cost-effective solutions for each client's particular needs to both the Municipal and Private Sectors of the market. Our comprehensive needs analysis is performed for voice services, data networking, software, hardware and staffing, that significantly reduces our clients' communication costs across any and all voice and data services, while simultaneously improving the quality of service.

I have used my extensive background in municipal government to assist public sector organizations in downsizing and cross-training staff in these tough economic times.

## **APRIL 2007 TO JULY 2008, HENDRY COUNTY, FLORIDA**

### **COUNTY ADMINISTRATOR**

Hendry County is a full service county located in southwest Florida south of Lake Okeechobee between Palm Beach and Lee Counties. It has a population of 40,000 and a land area of 1,164 square miles. Hendry County has an elected Board of County Commissioners elected by district. The Chair and Vice-Chair are elected by the BOCC members. The BOCC General Ad-valorem budget is 22 million dollars and the total of all funds are in excess of 91 million dollars. Staff consists of 180 FTE's and 200-part time employees. My salary is \$128,750.00 plus a \$5,000.00 administrative reimbursement.

My duties and powers as enumerated in the code of ordinances are to advise the board of county commissioners in its role as the policy-setting governing body of the county. Specifically, Administer and carry out the directives and policies of the board. Enforce all orders, resolutions, ordinances, and regulations of the board. Report to the board, on action taken pursuant to any directive and provide an annual report to the board on the state of the county, the work of the previous year, and any recommendations as to actions or programs deemed necessary for the improvement of the county.

Provide the board, or individual members thereof, upon request, with data or information concerning county government and to provide advice and recommendations on county government operations to the board.

Develop, install and maintain centralized personnel, legal, and purchasing procedures. Cooperate with the clerk of the court of the county, to supervise the care and custody of all county property, recommend to the board a current position classification and pay plan for all positions in county service. Select, employ, and supervise all personnel and fill all vacancies, positions, or employment under the jurisdiction of the board. Suspend, discharge, or remove any employee under the jurisdiction of the board pursuant to procedures adopted by the board. See that all terms and conditions in all leases, contracts, and agreements are performed and notify the board of any noted violation thereof. Attend all meetings of the board with authority to participate in the discussion of any matter. Perform such other duties as may be required of him by the board of county commissioners.

## **ACCOMPLISHMENTS**

Submitted a balanced budget for 2007 - 2008. This budget had reduced expenditures of approximately twenty percent across the board. These expenditure reductions were added to reductions that I initiated in the 2006 - 2007 budget shortly after coming to the county. These two budgets ended with a positive fund balance.

Prepared a balanced budget for 2008 - 2009. This included a ten percent reduction in expenditures where possible without eliminating a department. A total of seventeen positions were eliminated.

Capital and economic development projects included an industrial park at the county owned Airglades Airport, Emergency Operations Center, Special Districts Building, Clewiston Sub-Office Building, Courthouse renovation and a 96-bed Jail Expansion Project.

Major planning projects included the final calibration of the Fiscal Impact Analysis Model, amendments to the Land Development Code, completion of the Evaluation and Appraisal Report (EAR) and completion of the Rural and Agricultural Lands Study.

I was appointed to the Florida Government Utilities Association (FGUA) and Florida Heartland Rural Economic Development Initiative (FHREDI) Board of Directors, elected Treasurer, County representative to the Public Risk Management Group Health Trust and Self Insurance Pool.

## **MAY 2000 TO JULY 2006, CITY OF EASTPOINTE, MICHIGAN**

### **CITY MANAGER/CITY CLERK**

The City of Eastpointe is a full service city located in Macomb County with a population of 34,077, 5.1 square miles and 99 miles of roads. Eastpointe has an elected Mayor and four Councilpersons elected at large. The Mayor has no veto power. The General fund is 17 Million dollars and the total of all funds is in excess of 67 Million dollars. Staff consists of 175 full time and 330-part time employees. My salary is \$94,694.00 plus \$12,000.00 deferred compensation.

My responsibilities also include those of the City Clerk and Personnel Director. Lead negotiator for all labor contracts and agreements. Supervise employee contracts, compensation and benefits program. Prepare and administer the annual budget. Coordinate the activities of the City Attorney, consultants and risk management. Chairman of Eastpointe Building Authority. Secretary to Eastpointe Employees Pension Board. Voting Member of the Downtown Development Authority. Liaison to the 38<sup>th</sup> District Court.

### **ACCOMPLISHMENTS**

Succeeded in passing a voter approved five-year seven mil tax increase for public safety.

Prepared Five balanced budgets and had an increase in fund balance of \$163,000 in 2003 - 2004, \$966,000 in 2002 - 2003, \$567,000 in 2001 - 2002 and \$336,000 in the 2000 - 2001 fiscal year for a total fund balance increase of \$2,032,000.

Obtained a refund of \$446,000 for overcharges from the Detroit Water and Sewage Department and the Southeast Macomb Sanitary District. Recovered \$150,000.00 in over charges for rubbish removal costs. Negotiated six-year contracts with the Command Officers Association, Police Officers Association and Teamsters. Completed the District Court Building Complex. Expanded the city website. Procurement of Traffic Signal Grant and grants for road construction and park playground structures. Implementation of new

Pentimention Purchasing Software. Liaison with other units of government. Developed Capital Improvement Program.

## **JUNE 1985 TO JUNE 1998, CLAWSON, MICHIGAN**

### **CITY MANAGER**

The City of Clawson is a full service city located in southeastern Oakland County with a population of 13,873, 2.4 square miles and 40 miles of roads. Clawson has an elected Mayor and four Councilpersons elected at large. The Mayor has no veto power.

The General fund is 6.1 Million dollars and the total of all funds was in excess of 10 Million dollars. Staff consists of 60 full time and 40-part time employees. My starting salary was \$36,000.00 and my ending salary was \$76,000.00.

A summary of my responsibilities include the enforcement of all laws and ordinances manage and supervise all public improvements, utilities and contracts. Negotiator for all labor contracts and agreements. Supervise employee contracts, compensation and benefits program. Prepare and administer the annual budget. Personnel Director and Purchasing Agent. Coordinate the activities of the City Attorney, consultants and risk management. Executive Director of the Downtown Development Authority.

### **ACCOMPLISHMENTS**

Negotiated renewal of cable television franchise agreement. Negotiated franchise agreement with second cable provider to offer competition and better services to our citizens.

Activation of the Downtown Development Authority that was established in 1977 and remained inactive until 1990. The D.D.A. developed a streetscape plan and a Tax Increment Finance plan approved by the City Council. Installation of \$1.5-Million-dollar Downtown streetscape project. This was partially funded with an Intermodal Surface and Transportation grant.

Developed the first Capital Improvement program, which is on a Five-year cycle and updated annually.

Privatization of rubbish removal with increased services and an annual saving of \$45,000.00. Privatization of the cleaning of city owned building with an annual saving of \$10,000.00.

Procured and administered the computerization of all departments of the city. This included voter registration and accounting package, payroll and software programs for engineering and other functions. MIS information system is updated annually through the capital improvement program.

Increased the General Fund balance by \$1,500,000 from 6/30/85 to 6/30/97.

Replaced all water meters with state-of-the-art meters with electronic remote reading capabilities.

Converted vacant school into a Recreation Senior/Community center that offers such programs as Latchkey, recreation classes and adult education. The majority of funds for this project were from grants.

Updated the Master Land Use plan, Zoning Ordinance and Zoning Map.

Obtained three \$25,000 grants from the State of Michigan for the Library roof, Gazebo and Community Center parking lot. Received a \$148,000 grant from the Department of Natural Resources for a Park Concession Stand/Restroom Facility and park playground equipment.

Completed street paving and sewer replacement projects on time and under budget.

Completed compensation study and job descriptions for all non-union personnel. Developed new personnel manual and standard operating procedures for all classifications.

## **APRIL 1983 TO JUNE 1985, KEEGO HARBOR, MICHIGAN**

### **CITY MANAGER**

The City of Keego Harbor is a full service city located in Oakland County with a population of 3,083,6 Square miles and 12 miles of roads. Keego Harbor has a five-member City Council elected at large and the Mayor is elected by the City Council and has no veto power.

The General Fund is \$275,000 and all funds total more than one million dollars. Staff consisted of 12 full time and 4 part time employees. My starting salary was \$28,000 and my ending salary was \$32,000.

A summary of my responsibilities: Enforce all laws and ordinances, supervise department heads and to monitor all public works, utilities and contracts, prepare and administer the annual budget and to function as the Purchasing Agent and Personnel Director. Represent the city at all labor negotiations.

### **ACCOMPLISHMENTS**

Increased General Fund surplus from \$26,000 to \$225,000. Established a Capital Improvement Program for the replacement of all major equipment and needed repairs to streets and city owned buildings.

Assisted in the development of a major shopping center and office complex in the downtown business district.

Updated the Master Land Use Plan, Zoning Ordinance and Zoning Map.

Negotiated the first Cable Television Franchise Agreement.

Reduced consulting fees. Implemented a new risk management program that increased the city's insurance coverage from two million to ten million dollars with an annual saving of \$6,500.

### **ADDITIONAL EXPERIENCE**

## **DECEMBER 1999 TO APRIL 2000, MADISON HEIGHTS, MICHIGAN**

### **ASSISTANT DIRECTOR of PUBLIC SERVICES**

Madison Heights is located in Oakland County, Michigan with a population of 32,196 and 7.25 square miles. My primary responsibilities were to assist the Director in the day to day operations of a full service public service facility. Departments within this area were Water and Sewer, Streets and Highway, Sanitation, Parks and Recreation, Senior Citizen Services and Motor Pool. My salary was \$69,650.00 with full benefits.

## **APRIL 1999 TO DECEMBER 1999, MARION TOWNSHIP, MICHIGAN**

### **TOWNSHIP PROJECT MANAGER**

Marion Township is located in Livingston County, Michigan with a population of 6,200, 36 square miles and a 120 miles of roads. Marion Township has a Board of Trustees consisting of a Township Supervisor, Treasurer, Clerk and two at large Trustees. I was responsible for the budget and construction of a twenty-two million-dollar sewer project.

I was able to lend my expertise to the Township for the transfer of ownership of the Cable Television Franchise and securing a significant franchise fee. I developed a comprehensive Personnel Manual and related policies for smoking, computer use, race and sexual harassment, drug use and Family Medical Leave Act. Codified and updated the Zoning Ordinance. Researched and procured a Geological Information System. My salary was \$75,000.00 with no benefits.

## **OCTOBER 1998 TO MARCH 1999, HOWELL, MICHIGAN**

### **INTERIM CITY MANAGER**

The City of Howell is a full service city located in Livingston County with a population of 8,450, 3.8 square miles and 60 miles of roads. Howell has an elected Mayor and Six Councilpersons elected at large. The Mayor has no veto power.

The General fund is 7.2 Million dollars and the total of all funds is in excess of 12 Million dollars. Staff consists of 67 full time and 55-part time employees. My salary was \$40.00 per hour plus ten percent-deferred compensation.

I was responsible for the daily activities of the organization. Projects that were completed and/or continued included annexations, expansion of the wastewater treatment plant, development of a Fire District, preparation of the 1999 - 2000 budget, expansion of the largest tax payer using an M.D.O.T. transportation grant, T.I.F.A. bonds and C.D.B.G. funds and site plan approvals for several major land developments.

## **MARCH, 1975 TO APRIL 1983, CITY OF SOUTHFIELD, MI**

### **SENIOR ADMINISTRATIVE ASSISTANT TO THE DIRECTOR OF PUBLIC SAFETY**

The City of Southfield is a full service city located in southeastern Oakland County with a population of 76,000, 26.4 Square miles and 264 miles of roads. Southfield has an elected Mayor and seven Councilpersons elected at large. The Mayor has veto power. The city has an appointed Administrator.

The General Fund is 60 Million dollars and all operating funds are in excess of 100 Million dollars. The staff consisted of 700 full time employees. My starting salary was \$6,000.00 and my ending salary was \$24,000.00.

The Public Safety Group is comprised of an administrative division that coordinates and oversees the operation of the Police, Fire and Civil Defense. There are 301 employees and a budget of \$18,500,000. This assignment was from December 1982 to April 1983.

#### **ADMINISTRATIVE DUTIES**

Assist the Director in areas of policy formation, program development, financial evaluation and the preparation of the Public Safety budget. Assisted the Director with personnel and labor relations. Worked through the Grievance procedure on matters associated with contractual disputes.

### **SR. ADMINISTRATIVE ASSISTANT TO THE DIRECTOR OF PUBLIC SERVICES**

The Public Services Group is comprised of an administrative division, which oversees the following departments: Building and Safety Engineering, Planning and Economic Development, Facilities Maintenance, Streets and Highways, Transportation, Engineering, Water and Sewer, Motor Pool and Sanitation. There were 136 employees and a budget of \$17,500,000.

#### **ADMINISTRATIVE DUTIES**

This position had the same duties as the previous position. I was also responsible for the Motor Pool. I administered and developed a routine maintenance schedule and an ongoing evaluation and replacement program for a fleet consisting of 200+ units.

I was the Staff Liaison to the Cable Television Committee. I assisted with the establishment of the Franchise process, prepared informational materials for the committee consisting of a 100-page text on the background of cable television. Successful completion of franchise process. I was assigned the task of monitoring the construction of the system in compliance with the franchise agreement. This assignment was from April 1979 to December 1982.

### **ADMINISTRATIVE ASST. AND CODE OFFICER - BUILDING AND SAFETY ENGINEERING**

Office manager for twenty-two clerical staff, plan review and safety inspectors. Responsible for the issuance of all Certificates of Occupancy. Liaison to the Zoning Board of Appeals and Planning Commission. Department liaison on site plan review committee and other boards and committees. This assignment was from March 1975 to April 1979.

## **D. WAYNE O'NEAL**

### **Professional Affiliations and References**

Married to [REDACTED], Daughter [REDACTED] and son [REDACTED].

[REDACTED] Hobbies are running, weight training, fishing and golf.

#### **PROFESSIONAL ASSOCIATIONS**

Elected to Michigan Municipal Workers Compensation Board of Trustees in 1993. Vice-Chairman in 1996. Chairman 1997. Assets estimated at \$100 Million dollars.

International City and County Management Association - Full Member and Credentialed City Manager (CM).

International Institute of Municipal Clerks – Full Member and Certified Municipal Clerk (CMC).

Michigan Local Government Management Association, Elected to Board of Directors in 1998. Past Chairman of Managers Recognition Committee, Chairman of 1999 and 2003 Winter Institute Planning Committees, Chairman of Summer Institute Planning Committee.

Chairman of South Oakland County City Managers Association 1989 - 1990.

#### **CIVIC LEADERSHIP**

Past member of the Imlay City Rotary Club, LaBelle, FL Rotary Club., Eastpointe Rotary Club, Clawson Rotary Club - Past President and Charter Member. Awarded Paul Harris Fellow – 1998. Clawson Lions Club - Past President – 1997 and Lion of the Year. Clawson Optimist Club - Vice -President and Charter Member. Keego Harbor Optimist Club. Southfield Exchange Club - Past President.

#### **REFERENCES:**

Robert Hellar, Mayor Pro-Tem, Ecorse, MI 313-520-2788

Walt Bargaen, Mayor, Imlay City, 810-417-2344

John Stano, Chief of Police, Imlay City, 586-436-0999

Kevin McCarthy, Commissioner, Hendry County BOCC, 863-228-0360

Susan Pixesly, Mayor, City of Eastpointe, MI. 586-218-4875

Micheal Lauretti, Chief of Police (ret.), City of Eastpointe, MI. 586-206-3592

Tim Ferrand, Attorney, Partner, CMDA, 586-731-5000

Joe Schwab, Councilman, City of Clawson, MI. 248-435-2958



# ALAN M. OURS

## STRENGTHS

- Comprehensive knowledge of all aspects of local government.
- Successful track record in building relationships with elected officials and community leaders.
- Proven Leader.
- Excellent budgetary skills.
- Exceptional Communicator.
- Outstanding team builder.
- Competent and calm leader during times of natural disasters, protests and emergency response.
- Successful track record of overseeing and managing large capital improvement projects.
- Loyal, dedicated, ethical, committed, professional.

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

**County Manager,** Glynn County, GA

August 2010 to present

### *Duties and Responsibilities as County Manager:*

- Chief Executive Officer of a county government with 1,030 employees and a \$132 million annual budget.
- Responsible for oversight of police, fire, public works, community development, parks and recreation, finance, human resources, information technology, emergency management, animal control and communications.
- Provide leadership and guidance to the Board of Commissioners, department heads and elected officials.
- Work closely with the Board of Commissioners in developing and updating policy and setting initiatives.
- Responsible for preparing and administering the annual operating and capital budgets.

### *Achievements:*

- Assisted with the development of a successful response to COVID-19.
- Provided guidance and leadership for the restructuring of the Glynn County Police Department to align it with 21<sup>st</sup> Century Police Practices.

- Provided strategic direction for the successful public-private partnership that created Canal Crossing, which is a new retail center that resulted in a capital investment of approximately \$80 million and the creation of close to 800 new jobs.
- Helped create Glynn County's first Strategic Plan, which provides clarity and direction for the delivery of county services.
- Provided oversight for a new pharmaceutical program for employees that is estimated to save \$1.1 million in 2021.
- Initiated an update and expansion of the County's emergency response plan, which resulted in the successful preparation, response and recovery for Tropical Storm Hermine, Hurricane Matthew and Hurricane Irma.
- Provided leadership for the upgrade of the County's bond rating to AA+ by Standard and Poor's.
- Provided budgetary support for the purchase of capital equipment for the Glynn County Fire Department which resulted in a Class 3 ISO Rating.
- Established a transportation improvement plan to address current and future growth.
- Provided financial oversight and control that has helped maintain a general fund fund balance of between \$40 and \$50 million the last eight years.
- Created a process to facilitate open communication between county government, municipal government, the school board and community organizations.

**County Administrator**, Lee County, GA

May 2006 to August 2010

- Responsible for the daily management of the county.
- Reestablished credibility of county government.
- Established financial controls which reduced expenses and increased the fund balance for the first time in five years, which added \$3.1 million to the fund balance.

**County Administrator**, Pickens County, SC

January 2000 to February 2006

- Responsible for the daily management of the county.
- Worked closely with the Economic Development Alliance to successfully recruit new business and industry to the County Commerce Park, which resulted in the creation of over one thousand new jobs.

**County Manager**, Lowndes County, GA                      October 1997 to January 2000

**Deputy County Administrator**, Spartanburg County, SC      October 1990 to  
October 1997

## **EDUCATION**

Bachelor of Arts degree in Political Science Winthrop College, Rock Hill, SC

## **PROFESSIONAL AFFILIATIONS**

- Member of International City/County Manager's Association (ICMA).
  - ***Credentialed Manager.***
  - Served as Vice-President on the Executive Board, 2013-2016.
- Member of Georgia City/County Manager's Association (GCCMA).
  - Served as President of GCCMA, 2011-2012.
- 2018 Recipient of the GCCMA Pillar of Professional Management Award.
- Chairman of the Board of the United Way of Coastal Georgia (2018, 2019).

## **INTERESTS**

Reading, golfing, kayaking, fishing, playing/coaching basketball.

# Personal Resume of Scott S. Randall

## Present Address:

[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]

## Professional Summary:

Senior level executive with diverse experience in local government management; governmental finance, budgeting and revenue enhancement; creating effective public and private partnerships; implementing successful economic development projects; capital improvement planning and construction; and developing public education/community outreach programs.

## Work History:

**PGA West Master Association (11/16 – Present)** – Serving as General Manager for a 3,200 household, gated, golfing community. Reporting to a seven-member elected Board of Directors, I am responsible for board relations, financial management, gates and security, landscaping and community outreach.

**Holiday Retirement Corporation (3/15 - 11/16)** – Served as General Manager of “The Camelot”, a 140-unit, independent living community for seniors in Hemet, CA. I was responsible for all operations including leasing, facility maintenance, housekeeping and dining services.

**Los Alamos Commerce and Development Corporation (4/13 – 7/14)** – Served as Executive Director of a multi-faceted, not-for-profit economic development agency responsible for business attraction and retention, job creation and increasing private sector investment for a community of 18,000. Principle activities included overseeing the Los Alamos Chamber of Commerce, Main Street and Creative District programs, operation of two visitor centers, comprehensive business assistance services and managing a diverse real estate portfolio, including the Los Alamos Research Park. Significant accomplishments included:

- Construction of Trinity Place, a 400,000 SF, Kroger-based, multi-tenant retail center
- Attraction of numerous new retailers, including Fusion Sports and UnQuarked, a multi-tenant wine tasting facility
- Creation of the innovative “Virtual Incubator”, in partnership with LANL and other regional entities
- Renegotiation of existing long term debt and lease agreements that resulted in annual savings in excess of \$150,000

**Hot Springs Village, Arkansas (12/10 – 10/12)** – Served as General Manager for a privately-owned, full-service, gated community consisting of more than 40 square miles and serving a constituency of 34,000 property owners and 15,000 residents; with oversight of a \$33 million operating and capital improvement budget and 550 employees. Significant accomplishments included:

- Reducing the annual operating budget by more than \$3 million by streamlining operations, staff reductions and renegotiating service agreements; reducing amenity subsidies through an increase in user fees; and disposing of assets; all resulting in a
- Developed an inventory of capital assets and a 20-year capital improvements program; and funded the first year, \$7 million CIP

- Implementing comprehensive marketing, community education and outreach efforts, including creation of a new, multi-tenant Visitor Center
- Developed a formal review process and negotiated the community's first commercial development agreement agreements resulting in two new multi-tenant, mixed-use buildings; and a new 99-unit assisted living facility

**Town of Superior, Colorado (3/07 – 10/10)** – Served as Town Manager for a young, upscale, suburban municipality in the Denver metropolitan area, with a population of 14,000; responsibilities include oversight of a \$33 million annual operating budget, lean staff and emphasis on providing exceptional community services through third-party vendors and intergovernmental service agreements. Significant accomplishments included:

- Developed and began implementation of an energy self-sufficiency initiative which included conservation, solar and wind components; resulting in the community producing 120 percent of its electrical consumption
- Initiated cooperative library service and code enforcement programs
- Led community visioning process for development of a comprehensive plan for Town Center development; negotiated annexation and development agreements for new residential subdivision; successfully recruited an array of new retail operations, including the Town's first hotel facility (Hilton Garden Inn); and retained Key Equipment Finance, the Town's largest employer

**City of Auburn Hills, Michigan (12/04 – 5/06)** – Served as City Manager for a fast-growing suburb of Detroit, with a population of 20,400 and a daytime population of 90,000; supervising 14 departments with 189 full-time personnel and a budget of \$69 million. Significant accomplishments included:

- Implemented a multi-faceted economic development program, including retail attraction and business retention components resulting in 1.2M SF of new commercial occupancy, \$350M in new investment and 1500 new jobs; and development of a regional business incubator in partnership with Oakland University
- Developed an array of property maintenance codes and a system for enforcement

**Scott Randall & Associates (9/03 – 12/04)** – Provided management consulting services to a variety of public and private sector clients. Engagements included interim municipal management, executive recruitment, association management, grant procurement and administration services.

**City of Clayton, Missouri (6/97 – 9/03)** – Served as City Manager for a progressive, upscale, inner-ring suburb of St. Louis, with a permanent population of 15,900 and a daytime population of 80,000; supervising seven departments with 185 full-time employees and a \$30.1 million budget. Significant accomplishments included:

- Leading the most prolific construction boom in the City's rich history, consisting of more than two million square feet of new commercial development and large scale multi-family dwellings in the central business district, continued reinvestment in high-end residential neighborhoods, and extraordinary institutional expansion; as well as the retention of St. Louis County, Enterprise Rent-a-Car and other commercial businesses within the City
- Initiated a regional (three community) study of cooperative efforts that resulted in more than two dozen intergovernmental agreements, with numerous service enhancements and cost efficiencies; and oversaw the introduction of regional light-rail transit
- Enhanced the City's financial position by introducing its first multi-year financial plan, reducing reliance on property tax, the strategic use of debt, and implementation of two (then) unique revenue enhancements (telecommunications tax on wireless and ROW degradation) all of which resulted in a significant upgrade in the City's bond rating
- Helped implement a multi-faceted public art initiative
- Built a \$20 million, 134,000 square foot, state-of-the-art community recreation center, in cooperation with the local school district.

**Village of Inverness, Illinois (1/97 -6/97)** – Served as the Interim Village Administrator for an upscale residential community of 6,500 located in the northwest suburbs of Chicago. Responsible for developing the community’s first operating and capital improvements budget, communications plan and code enforcement programs; and selection of a permanent Village Administrator.

**Village of Streamwood, Illinois (11/92 -12/96)** – Served as Village Manager of a fast-growing, full-service community of 33,600, supervising seven departments with 172 full-time employees and a \$27 million budget. Significant accomplishments included:

- Implementing a multi-year financial planning process, re-engineering various municipal services and a long-term CIP which ultimately led to a freeze in local property tax rates and the elimination of all existing debt
- Oversaw an aggressive economic development program including a successful (an unique) retail TIF district; the aggressive annexation of unincorporated property for residential development
- Improved employee relations within a heavily-unionized environment

**Village of LaGrange, Illinois (1/88 – 11/92)** – Served as Village Manager of a mature, full-service suburban community of 15,300; accountable for six departments with 96 employees and a budget of \$18.2 million. Principle accomplishments included:

- Initiated a successful economic development program including CBD TIF District, with streetscape, façade renovation and public amenity components; recruiting a myriad of new retailers to the Village; and an aggressive retention program for commercial and industrial operators
- Upgraded all municipal facilities, including construction of a new public safety facility
- Improved the budgetary and financial management systems by introducing a multi-year budget; elimination of one operating department and the merge of two others; reduction in number of employees; all resulting in stabilizing local property taxes, the elimination of all short-term debt and funding an aggressive CIP with funds on-hand.

**Town of Normal, Illinois (6/84 – 1/88)** – Served as Assistant City Manager, responsible for Town-wide administration including oversight of seven departments. In addition, assumed responsibility for economic development, community relations, risk management and labor relations. Significant accomplishments included:

- The successful recruitment of Diamond Star Motors, resulting in more than \$1B in new investment, construction of a 2M SF facility and 2900 jobs; and numerous ancillary developments
- Creation of the Municipal Insurance Cooperative (MICA), a multi-government self-insurance pool

**City of Portage, Michigan (2/83-6/84)** – Served as Assistant to the City Manager; responsible for general management, grant procurement, public information and special projects.

**City of South Haven, Michigan (1/81-2/83)** – Served as Director of Community Development; responsible for all economic development and community development activities including central business district revitalization, industrial park development and the administration of various state and federal grant programs.

**Western Illinois Regional Council (7/78 – 1/81)** – Served as Manager of Community Services, supervising a staff of seven and responsible for all local government technical assistance activities including planning, grantsmanship and grant implementation.

**Community Activities (representative):**

Los Alamos Main Street – President  
Leadership Los Alamos  
Superior Chamber of Commerce

Auburn Hills Boys & Girls Club  
Clayton Recreation, Sports and Wellness Commission  
East-Central Dispatch Consortium – Vice Chair  
St. Louis Art Fair – Executive Board  
St. Louis Jazz Festival – Board of Directors  
LaGrange Area United Way  
Fifth Ward Alderman – City of Macomb, Illinois (two terms)

**Professional Memberships (representative):**

CCAM – Community Manager (2019)  
International City/County Management Association – Credentialed Manager  
ICMA – Governmental Affairs and Policy Committee (2008-2010)  
Colorado Municipal League – Fiscal Issues Committee (2007-2010)  
Colorado City/County Management Association  
National Renewable Energy Laboratory – Energy Executives – 2009  
Oakland County (MI) City Managers Association – President  
St. Louis (MO) Area City Management Association – Vice-President

**Education:**

(1978 – 1981) Western Illinois University  
Macomb, Illinois  
Completed 51 semester hours of instruction toward Master of Business Administration degree program

(1973 – 1978) Western Illinois University  
Macomb, Illinois  
B.A. Political Science  
Baccalaureate Certificate in Public Administration

(1969 – 1973) Oak Lawn Community High School  
Oak Lawn, Illinois

# **JOHN FITZGERALD RAUBACK**

**MBA, AAE, SCP-SHRM, CPM**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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## **EMPLOYMENT:**

### **Bryan County Georgia, Board of Commissioners Finance Director (February 2018 to Present)**

#### **Job Duties & Responsibilities:**

- Comprehensive oversight and management of the County's accounting, finance, procurement, risk management and contracts
- Manage the County's \$50 million annual budget and capital program
- Manage cash flow by reviewing and evaluating billing and accounts receivables, accounts payable, and payroll with detailed cash flow reports
- Prepare agenda items for commission meetings to present to the Commissioners
- Liaison with the County attorney and auditors
- Work with bankers and attorneys to issue & refinance County bonds
- Manage and invest over \$40 million of the County's cash
- Manage the County's 457-retirement fund and pension plan
- Manage the County's risk management and insurance programs
- Assist with creation of the Bryan County Public Facilities Authority (of which I am ex-officio member)
- Participate in creation of the Local Victims Assistance Program (LVAP) Committee (of which I am a member)

#### **Results & Accomplishments:**

- Evaluated and modified County's investments in first 2 years and increased interest earnings over \$800k
- Facilitated issue of 3 bonds worth over \$38 million
- Coordinated refund of 2 County bonds and saved over \$2 million in interest
- Assisted County Administrator with planning and management of County's COVID-19 pandemic response

### **City of Savannah Georgia, Savannah Airport Commission Assistant Executive Director (February 2014 to January 2018) Director of Administration and Finance (July 2008 to February 2014)**

#### **Job Duties & Responsibilities:**

- Comprehensive oversight and management of the airport's accounting, finance, risk management, human resources, procurement, contracts, and legal functions



- Complex analysis, forecasting, evaluation, and recommendations concerning the airport's strategic plan and priorities
- Negotiated and implemented the airport's employee benefits programs
- Developed and monitored the airport's annual and monthly budgets and capital program
- Managed cash flow by reviewing and evaluating billing and accounts receivables, accounts payable, and payroll with detailed cash flow reports
- Revised, established, and implemented internal controls, policies, and procedures to safeguard airport assets, cut costs, enhance accountability, ensure efficiencies, and lower audit risk
- Attended commission meetings to present complex analyses and recommendations
- Liaison with airport attorney, federal, state, and local agency heads
- Acted as airport executive director in his absence
- Established airport's rates and charges and negotiated a new 5-year airline agreement
- Negotiated new 5-year rental car contract, managed the finances of the CFC program, and attended quarterly meetings
- Worked on over \$750 million in contracts for Gulfstream Aerospace with airport director, attorneys, and Savannah Economic Development Authority (SEDA)
- Worked with investment bankers and attorneys to refinance airport bonds
- Managed all grant programs (AIP and PFC) and the airport's investments
- Managed the airport's 457 retirement fund and pension plan
- Managed all property and procurement activities/functions
- Managed the airport's risk management program
- Negotiated airport's concession contracts and upgrades
- Served as the airport's DBE Liaison Officer

#### **Results & Accomplishments:**

- Selected and implemented new accounting program in first 6 months of employment with the airport
- Selected and implemented new electronic time clock and software system
- Implemented new MS Access contracts and statistics databases
- Implemented new paperless document management system
- Refinanced airport bonds
- Saved over \$1 million in labor costs (finance and administration) over 9 years
- Saved over \$500,000 on the airport's medical renewal in (2016)
- Consolidated the Director of Administration and Finance and Director of Operations duties and responsibilities into one position (as Assistant Executive Director) saving over \$150,000 per year in salary expenses

#### **Savannah Air Center, LLC**

#### **Chief Financial Officer (October 2004 to April 2008)**

#### **Job Duties & Responsibilities:**

- Managed accounting, finance, risk management, and human resources
- Developed an executive dashboard for daily financial data retrieval for owners
- Worked with external auditors to secure first audited financial statements for the company to secure larger lines of credit
- Developed various financial models in Excel to track, analyze, and report financial data to owners and Board of Directors

- Developed banking relationships to secure lines of credit and various types of financing for long term debt and capital projects
- Managed the company's cash flow by reviewing and evaluating billing and accounts receivables, accounts payable, and payroll with detailed cash flow reports
- Implemented internal controls, policies, and procedures to safe guard company assets, cut costs, enhance accountability, and lower audit risk
- Tax planning and preparation
- Administered employee 401k/Profit Sharing programs
- Analyzed and selected cost-effective employee benefit programs
- Negotiated and selected insurance carriers for worker's compensation, general liability, health, dental, life, aviation, D&O, umbrella, business interruption, auto, and property coverages
- Outsourced and implemented payroll systems
- Worked with Savannah Economic Development Authority (SEDA) and bank to issue Industrial Revenue Bonds to finance new hangar

### **Results & Accomplishments:**

- Leveraged up/packaged the company and completed sale to Jet Aviation, Inc.
- Cleaned up and produced company's first audited financial statements (2004 and 2005)
- Increased lines of credit from \$500k to \$3.2 million
- Switched banks from BB&T to Wachovia, lowered interest rates by 1.5% on over \$3 million of long-term debt, which saved approximately \$45,000 per year in interest expense
- Worked with tax credit consultant to obtain manufacturer status which resulted in Georgia tax credits with estimated worth of \$800k over 5 years
- Worked with CPA and discovered problem with owners' equity account which resulted in restating the financials, producing a tax refund to the owner partners of approximately \$300k in tax refunds
- Developed revenue recognition spreadsheet to recognize revenue properly (match revenue and costs in the same period to properly evaluate profitability)
- Developed a forecast spreadsheet which allowed the company to forecast and budget one year in advance
- Worked on bond financing with Wachovia to save up to \$600,000 in interest expense on a new hangar
- Worked with Savannah Economic Development Authority (SEDA) on reducing the ad valorem tax on new hangar to save approximately \$50,000/year (over \$250,000 over the next 5 years)

### **ADDITIONAL WORK HISTORY:**

#### **Williams Earth Sciences, Inc. (Tampa, Florida) Senior Vice President and Chief Financial Officer**

January 2000 to October 2004

Engineering Consulting Firm. Major client: State of Florida, Florida Department of Transportation

**Handex, Inc. (Orlando, Florida)****National Reimbursement Manager** - March 1998 to January 2000**Regional Controller** - January 1996 to December 1996

Engineering Consulting Firm. Major clients: State of Florida, Florida Department of Transportation, U.S. Environmental Protection Agency (EPA), Amoco, BP

**Universal Studios, Inc. (Orlando, Florida and Los Angeles, California)****Financial Analyst**

January 1997 to February 1988

Islands of Adventure project: \$700 million, including construction of 3 resort hotels

**Harding Lawson Associates, Inc. (Orlando, Florida)****Regional Controller**

January 1995 to December 1995

Engineering Consulting Firm. Major client: Texaco

**Westinghouse Remediation, Inc. (Tampa, Florida)****Accounting Manager** - January 1994 to December 1994**Project Accountant** - August 1991 to January 1994

Environmental Engineering Consulting Firm. Major clients: State of Florida, Florida Department of Transportation, U.S. Environmental Protection Agency (EPA), Chevron

**EDUCATION:****Master of Business Administration (MBA)****University of Central Florida; Orlando, Florida**

May 1999

**Bachelor of Science, Business Administration (BSBA)****Specialization in Accounting****University of Central Florida; Orlando, Florida**

December 1990

**Associate of Arts (AA)****Engineering Major****University of Florida; Gainesville, Florida**

June 1988

**PROFESSIONAL ACCREDITATIONS, MEMBERSHIPS, and CIVIC ORGANIZATIONS:**

- Certified Public Manager (CPM) - University of Georgia, Carl Vinson Institute of Government
- Accredited Airport Executive (AAE) certification - American Association of Airport Executives (AAAE)
- Senior Certified Human Resources Professional (SHRM SCP) - Society for Human Resource Management
- Past President - Kiwanis Club of Savannah
- Member - United States Propeller Club, Port of Savannah
- Leadership Savannah Graduate (2011)
- Working toward Certified Public Finance Officer (CPFO) certification with the GFOA
- United States Navy ROTC (1984-1987)

### **MANAGEMENT and SUPERVISION:**

- 30+ years' managerial, administration and professional experience
- Direct supervision and management of accounting, finance, human resources, administration, contracts, legal, information technology, project and cost accounting, risk/insurance and property management functions
- Exceptional data analysis, critical thinking, quantitative evaluation, and problem-solving skills
- Extensive compliance with federal, state and local regulations, policies, and procedures
- Committed to training, developing, mentoring and coaching staff
- Demonstrated expertise in managing multiple demands, shifting priorities in fast-paced environments and implementing change

### **SOFTWARE and DATABASE SYSTEMS:**

Microsoft Office (Excel, Word, PowerPoint, Access), Great Plains Accounting, Peachtree Quantum, Sage 50 Accounting Software, Edmunds Accounting Software, Microsoft Project, ADP, Paychex.

### **PRESENTATIONS and PUBLICATIONS:**

- AAAE Unison CIP Conference presentation "The JetBlue Effect" – August 2014
- SEC AAAE Annual Conference presentation "Airport as an Economic Engine" – May 2014
- Airport Magazine published article "How to Land the Big One" – October/November 2013
- AAAE Unison CIP Conference presentation "North Aviation Development Project" – September 2012
- ACI Small Airports Conference & March 2012: SEC AAAE Finance & Administration – July 2012

February 15, 2021

To Whom It May Concern:

I am confident I can be successful as City Manager for the City of Port Orange. I have worked in government most of my career, with most of it spent at the local level. I worked for nearly nineteen years with the City of Columbus in management positions including nine years as chief of staff for the mayor of Columbus and two years as Deputy Chief of Staff. I solved tough problems in a team environment; created successful public/private partnerships with challenging operating and capital budgets; managed two dozen directors; guided investment in neighborhood infrastructure, social programs and facilities and held a team accountable to implement a bold agenda. I also worked closely with the Columbus City Attorney, Columbus City Council Members, Franklin County Commissioners, The Ohio State University, the Ohio Governor's chief of staff and many public and private stakeholders in the community.

Many of my strengths align with what has been outlined for the City Manager position. I have experience preparing and executing strategic initiatives. I have a track record of fostering teamwork and creative problem solving while deploying my leadership skills to get things done. I am an effective communicator and listener and am capable of managing multiple projects at the same time. I managed fourteen directors as part of the Mayor's Cabinet that represented 9,000 employees in the City of Columbus. I understand how to partner with a legislative body as I spent most of my nineteen years with the City of Columbus working closely with Columbus City Council.

I serve on the Ohio Water Development Authority (appointed by the Ohio Governor), a board that provides loans and financial assistance to local governments throughout Ohio for clean water, sewer infrastructure and brownfield projects. I received a Master's Degree in Political Science in 1993 and participated in the Harvard Kennedy School Urban Policy from 2008 through 2015.

I am looking for my next career opportunity in public service, preferably working for a municipality. I was laid off due to COVID-19 from Ice Miller LLP, a law firm in Columbus Ohio that I worked at from 2016 through 2020. My personal credit has been affected because I am associated with a bankruptcy that my ex-wife initiated during our divorce in 2017.

I am very excited about this opportunity and look forward to discussing it further. I can be reached by phone at [REDACTED] and by email at [REDACTED] Thank you for your time and attention.

Sincerely,

*Michael D. Reese*

Michael D. Reese

## REFERENCES

Michael Coleman  
Partner, Ice Miller and former mayor of City of Columbus  
614-462-2255  
Michael.Coleman@icemiller.com

Ken Wilson  
Administrator, Franklin County  
614-525-4132  
Wilson\_ken@sbcglobal.net

Christie Angel  
President and CEO, YWCA Columbus and former colleague with City of Columbus  
614-302-7305  
cangel@ywcacolumbus.org

Ty Marsh  
Executive Director, Solid Waste Authority of Central Ohio and former boss with City of Columbus  
614-783-4988  
Tydmarsh@gmail.com

Tom Homan  
City Manager, City of Delaware, Ohio  
740-203-1011  
thoman@delawareohio.net

MICHAEL D. REESE

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**PROFESSIONAL EXPERIENCE**


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**Ice Miller Whiteboard***Director of Local Government Affairs***Columbus, Ohio***3/2016 to 7/2020*

- ◆ Point person for the Ohio Political Action Committee; responsible for creating the annual budget and spending plan, tracking financial contributions and being strategic with how we spent the firm's PAC resources.
- ◆ Represented clients before local governments throughout the State of Ohio on economic development/real estate and procurement opportunities, on policy and regulatory matters and provided government relations consulting.
- ◆ Focused on city/county governments, State of Ohio, school districts, colleges/universities, airports and non-profit organizations for opportunities on behalf of clients. Columbus, Toledo, Cleveland, and Cincinnati were the most active markets.
- ◆ Worked to secure new clients through strategic outreach to businesses and civic organizations, participation in networking events, active involvement on several boards and attendance at community events.
- ◆ Attended bi-annual US Conference of Mayors sessions to network with mayors throughout the country and with the Ohio Mayors Alliance, secure new business opportunities for existing clients and identify new clients.

**City of Columbus***Chief of Staff, Mayor Michael B. Coleman***Columbus, Ohio***2007 - 2015***Key Management Responsibilities and Major Accomplishments**

- ◆ Oversaw annual operating and capital budget process (\$2.2 billion total), resulting in a "Triple A" credit rating, restoration of a health rainy day fund and investment in downtown and neighborhood projects and facilities while maintaining basic city services.
- ◆ Managed fourteen department directors (representing over 9,000 employees), participated in key hiring decisions and conducted performance evaluation plans with the management team.
- ◆ Liaison to Columbus Partnership President/CEO, The Ohio State University President's Office, Ohio Governor's Chief of Staff, Franklin County Administrator, Columbus City Council Chief of Staff, Columbus City Auditor, Columbus City Schools Chief of Staff and Central Ohio Mayors/City Managers.
- ◆ Designated as Mayor Coleman's point person in several candidate/issue campaigns (2007 and 2011 Mayoral Elections; 2009 Income Tax Increase; 2013 Columbus City Schools Levy and several City Bond Package campaigns). Each of these required a management role, as well as a fundraising and educational strategy.
- ◆ Adopted a new Bed Tax Code in 2013 and 2014 where Experience Columbus, the Greater Columbus Arts Council and social service agencies all received more funding.
- ◆ Directed key policy initiatives that were developed within Mayor Coleman's annual State of the City address (participated in each of the Mayor's sixteen speeches).

- ◆ Implemented historic Big Darby Accord where ten governmental jurisdictions came together to protect the Big Darby Creek and provide for responsible development/growth.
- ◆ Provided strategic guidance within the collective bargaining process in negotiating with four major unions.
- ◆ Educated citizens in order to successfully pass City Income Tax in 2009 – at the height of the economic recession. This effort was part of a three-pronged strategy that included increased revenue from taxes, savings from government reforms/efficiencies and long- term revenue from a focused, sustainable job creation program.
- ◆ Represented the City of Columbus in managing 2009 President Barack Obama’s participation in the Columbus Division of Police graduation. The City was able to save the police cadet class with federal stimulus resources.
- ◆ Initiated Neighborhood Pride program in 2000 where city services and residents partnered to clean-up and improve a targeted neighborhood.

### **Economic and Neighborhood Development Efforts**

- ◆ Worked closely with the Columbus Downtown Development Corporation on the 2012 and 2002 Downtown Master and Business Plans. Accomplishments included the Lazarus Building redevelopment, Hilton Hotel, Arena District, Columbus Commons/Scioto Mile Parks, Main/Rich Street Bridges, Scioto Greenways River restoration, High Street Cap, Gay Street and River South neighborhoods and Scioto Audubon Metro Park.
- ◆ Assisted with the Nationwide Arena financial negotiations among the City of Columbus, Franklin County and the private sector that kept the Columbus Blue Jackets in Columbus.
- ◆ Partnered with The Ohio State University on economic development, environmental and infrastructure projects. This included Weinland Park/Columbus Coated Fabrics redevelopment; University Medical Center expansion; Near East side neighborhood effort (Partners Achieving Community Transformation/PACT); 5<sup>th</sup> Avenue Dam removal/Olentangy River restoration; and Cannon Drive, Lane Avenue and High Street infrastructure projects.
- ◆ Coordinated with Nationwide Children’s Hospital on expanding hospital/research jobs, improving the infrastructure through federal and city capital resources and developing a comprehensive neighborhood investment effort in the areas of housing, safety, education, workforce development and health and wellness.
- ◆ Participated in all significant economic development and housing transactions. Major job creation/economic development efforts and sites included Nationwide, Nationwide Children’s Hospital, The Ohio State University, Alliance Data Systems, Grange Insurance, Columbia Gas of Ohio, Net Jets Inc., Ohio Health, Port Columbus International and Rickenbacker International Airports, Polaris Fashion Place, Easton Town Center, Rickenbacker, Morse Road/Northland Mall redevelopment and major housing redevelopment efforts.
- ◆ Collaborated with Columbus State Community College, Columbus College of Art and Design, Columbus Art Museum, State Auto Insurance Companies and others to fund the Creative Campus infrastructure project -- several millions of dollars for streetscape and pedestrian friendly improvements.
- ◆ Invested in cultural, art, entertainment and social service institutions with capital and operating funding. This included the Columbus Museum of Art, Franklin Park Conservatory, Columbus Metropolitan Library, COSI, The King Arts Complex, Community Shelter Board, Pre-K and After School Programs, and Workforce Housing.
- ◆ Led negotiations representing the City of Columbus with Penn National Gaming on casino matters. This included moving the casino to the west side, cleaning up a brownfield site, finalizing annexation and utility services and establishing a \$5 million West Side Fund to improve the neighborhood.



- ◆ Identified over \$10 million in infrastructure around Huntington Park to support the move of the Columbus Clipper Triple-A minor league baseball team to the Arena District.

#### City of Columbus

*Deputy Chief of Staff, Mayor Michael B. Coleman*

*Deputy Director, Department of Development*

*Policy Advisor/Assistant Policy Director, Mayor Michael B. Coleman*

*Legislative Analyst, Columbus City Council/Council President Michael B. Coleman*

#### Columbus, Ohio

2005 - 2006

2004 - 2005

2000 - 2004

1997 - 1999

#### State of Ohio

*Legislative Aide, Senator Linda J. Furney, Ohio Senate*

#### Columbus, Ohio

1996 - 1997

#### Franklin County

*Planner, Franklin County Emergency Management Agency*

#### Columbus, Ohio

1995 - 1996

#### Columbus State Community College

*Adjunct Instructor, Social and Behavioral Sciences Department*

#### Columbus, Ohio

1995 – 2001

### PROFESSIONAL AND PERSONAL AFFILIATIONS/VOLUNTEERISM/WELLNESS/LEADERSHIP

#### Current and Recent Boards/Committees

- ◆ Ohio Water Development Authority Board, October 2017-Present
- ◆ House of Hope Board, January 2017- Present and Co-Chair of Capital Campaign Committee, 2018-2019
- ◆ Columbus Chamber Government Affairs Steering Committee, February 2017-December 2020

#### Past Boards/Committees

- ◆ Experience Columbus and Greater Columbus Sports Commission
- ◆ MORPC Board/Exec. Committee
- ◆ 2012 Bicentennial Committee
- ◆ Columbus Zoo Board
- ◆ Lifecare Alliance Day of Service & Meals-on-Wheels Volunteer

#### Community Volunteer Efforts

- ◆ Ice Miller Holiday Adopt A Family Committee, 2016
- ◆ Dublin Youth Athletics Baseball Coach, 2005- 2013 and Basketball Coach, 2013-15
- ◆ Goodwill Art Studio & Gallery Volunteer, 2014-2015
- ◆ Indian Princess Y Tribes and Boy Scouts, 2008 – 2015

#### Wellness/Athletic Activities

- ◆ Orange Theory Fitness, 2018-Present; Yoga on High Teacher Training, 2016-2018; Pelotonia, 2014; Yoga Teacher, 2016-18; Many Columbus Marathons and Half Marathons and OSU Ross Heart Hospital Triathlon, 2018

#### Educational Efforts and Leadership Accomplishments

- ◆ Ohio Wesleyan University--Columbus Study Group, 2019 (Focus is student recruitment and internship opportunities in Central Ohio)
- ◆ Ohio Wesleyan Football Team, Starting Quarterback, 1986-89, and Team Captain, 1989
- ◆ Leadership Columbus Graduate, 1999
- ◆ Harvard Kennedy School Urban Policy Member, 2008-15

### EDUCATION

#### Bowling Green State University

Master of Arts, 1993 (Political Science)

#### Bowling Green, Ohio

#### Ohio Wesleyan University

Bachelor of Arts, 1990 (Politics & Government Major/Economics Management Minor)

#### Delaware, Ohio

# Quinn M. Robertson, MBA

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## Qualifications

- Municipal and Federal Government
- Superior public speaking ability
- 15 years senior management experience
- Process Improvement Expert
- Risk Management / Quality Control
- Technology Assessment and Management
- Expert with Microsoft Word, PowerPoint, Excel
- Expert in Municipal Budget analysis
- Expert in Leadership
- Business Systems Expert
- Municipal Growth Management
- Project Management
- Policy and Procedure Development
- Grant Administration
- Economic Adviser
- Coastal regulatory experience

## Work Experience

### **Town Manager, Colonial Beach, VA, February 2018-Present, Colonial Beach, VA**

- Responsible for all operational facets of Town Operations (Police, Public Works, Zoning, Finance, Administration)
- Identified, developed and executed largest real estate development initiative in town history, expected to inject over 25 million dollars into local economy.
- Identified significant budget deficits and systematically overhauled town operations for balanced budget requirements.
- Produced multimillion-dollar revenue strategies to support town operations that ultimately positioned the town for future city status anticipated for the upcoming 2020 census.
- Developed and implemented a functional plan to revitalize a 75-year-old decaying infrastructure.
- Increased tourism initiatives through marketing campaigns that produced a 30% increase during the rainiest tourist season in 49 years.
- Developed, introduced and implemented numerous operating SOP's otherwise absent from town operations.
- Increased the waning general fund through increased revenue and property sell resulting in over a 1-million-dollar (15-20% swing) to the general fund.
- Administered and led the development of a recreational facility scoped at 1 million dollars which was funded primarily through private donorship.
- Restructured staff alignments to optimize town efficiencies resulting in an increase in operational activity and employee satisfaction.
- Managed multiple grants totaling in over a 1 million dollars while successfully implementing a comprehensive parking plan designed to bring in over 500K annually. Awarded multiple environmental grants focused on coastal resiliency.
- Negotiated numerous contracts for outsourced services, reducing the over-all expenditures by 30% and implementing web-based municipal software designed to replace "30-year-old" technology resulting in a dramatic increase in staff productivity.
- Through leadership, developed a renewed vigor to task completion and culturally changed the organizations approach to customer service and value-added activities.

**Pentagon Senior Business Analyst, Business Systems Efficiency Expert, March 2017 – February 2018**  
**iCIO Inc., Crystal City, VA**

- Senior Business Systems Analyst for the ASA(ALT) Assistant Secretary of the US Army (Acquisition, Logistics & Technology), providing efficiency expertise involving Department of Defense business processes and Information Technology systems.
- Initiated, coordinated and performed efficiency operations across multi-tiered IT system functionalities, involving Program Executive Office's and Commands for the purpose of providing synergistic solution sets for short and long term system integration, maturation and migration operations.
- Advisory to "End 2 End" (i.e. cradle-to-grave) business architecture processes designed to identify "As-Is", current state operations and "To-Be", desired operations, ultimately identifying all process "touch points" and process gaps.

**INSCOM Business Development, Capture and Proposal Expert, November 2015 – November 2016**  
**Trident Proposal Management (Booz Allen Hamilton), Alexandria, VA**

- Deputy to the Senior Project Management Officer, providing operational support to the Booz Allen Hamilton DMI PMO account, streamlining processes and increasing efficiencies across the holistic proposal lifecycle
- Coordinated all logistics and preparations for multiple partner-level review teams per proposal, enabling maximum effective feedback for over 20 participants
- Performed as the SharePoint administrator initially designing, coordinating and implementing multiple SharePoint projects

**INSCOM Program Manager, February 2015 – October 2015**  
**Charles F. Day & Associates, LLC. – Fredericksburg, VA**

- Program Manager for INSCOM & CYBERCOM Task Orders based off of IDIQ Award
- Continuously certified that SharePoint and Microsoft Office 365 collaboration accounts were set up and access was monitored and controlled to reflect the appropriate level of subcontractor access
- Responsibility for account management; supervision of employees and external consultants; handling daily staff assignments; planning and administering budgets; controlling income and revenue; and tracking program expenses
- Directs, defines and coordinates resolutions to program issues

**Director/ Program Manager, Afghan National Military Intelligence Center, 2012 - 2014**  
**New Century, Inc. – Kabul, Afghanistan**

- Responsible for the creation, implementation and development of National Military Intelligence Center
- Managed and directed 16 advisors associated with the National Military Intelligence Center
- Established effective communications with the project stakeholders (Commanding Generals, Diplomats, Politician's, etc.) regarding interdependent timelines and requirements, as well as key project actions and decisions

- Developed, instituted, and ensured the project strategy regarding the Military Decision Making Process (MDMP) was aligned to the business strategy
- Responsible for preparing the MDMP budgets and/or additional investment requests, updating financial plans against actuals, and delivering to the budget by effective management of cost, schedule and resource

### **Targeting Analyst, 2012**

New Century Inc., Kabul, Afghanistan

- Theater level Targeting Subject Matter Expert that implemented the strategic Afghan National Level Targeting system
- Conducted target analysis and research, using a variety of analytic tools and data sources (classified and open source) to perform research and analyze priority intelligence targets and non-lethal targeting that support the government mission
- Conducted technical target analysis that leads to the collection of information that address intelligence gaps concerning BW capabilities and computer networks, with an emphasis on technical collection operations
- Authored a variety of documentation (government messaging traffic, strategic assessments), describing the results of research and analysis

### **Senior Economic Advisor, 2012**

Strategic Social Inc., Kabul, Afghanistan

- Provided budget formulation and justification support for the country of Afghanistan development to the Commanding General ISAF
- Produced Economic Models to support Afghanistan economic growth initiatives currently being operationalized for theater-wide implementation
- Worked with US Embassy (Ambassador's staff) on strategic economic models that directly influence the Afghan Ministry of Economics policies
- Interacted and instructed Afghan Business Advisors in economic theory and implementation procedures

### **Senior Intelligence Analyst IV, 2011 – 2012**

BAE Systems, TBOC, Newport News, VA

- Conducted source analysis of combined and joint military operations conducted across the spectrum of war, from theater campaigns to operations other than war
- Operated widely accepted military combat models and simulations, all source intelligence analysis, as well as other appropriate operations research techniques in support of in-theater missions
- Provided analysis support of gaming activities including interpreting and presenting results and recommendations to senior military and civilian decision makers
- Led and managed interdisciplinary studies conducting of a scope and nature expected of a theater level command
- Detailed knowledge in military doctrine, planning and operational employment of forces - combat arms, combat support, and combat service support

### **Senior Foreign Military Advisor, (deployed), 2008 – 2009**

1<sup>st</sup> Battalion, 77<sup>th</sup> Armor (US), Amman, Jordan

- Performed as Senior Military Intelligence advisor to the Jordanian National Army during Operation Eager Light
- Advised senior leadership on all intelligence operations for Jordanian Special Forces (classified operations)
- Designed and implemented standard operating procedures for the Jordanian Intelligence elements in Operation Eager light

### **Senior Intelligence Manager, 2008 - 2011**

1<sup>st</sup> Battalion, 77<sup>th</sup> Armor, Camp Shelby, Mississippi

- Knowledge and experience with military intelligence operations and its various disciplines, functions, processes, and documentation including military operations, OPSEC, or Counterintelligence/HUMINT operations
- Experience with the intelligence cycle and collection fusion, analysis, production, and dissemination for intelligence databases and products
- BDE FSO; knowledge of intelligence oversight and security guidelines
- Experience with all-source intelligence processes, data evaluation, and analysis
- Knowledge of state-of-the-art intelligence analysis tools
- Experience with intelligence automated systems, especially imagery analysis, signals intelligence and exploitation tools and libraries
- Ability to manage research and coordination for projects

### **Combat Arms Commander (deployed), 2006- 2007**

2/32 FA BN, 4<sup>th</sup> BDE, 1<sup>st</sup> Infantry Division, Bagdad Iraq

- Responsible for all Intelligence operations of the Battalion
- Executive Officer of a Battery in charge of over 100 personnel and \$10,000,000 worth of assets
- 1<sup>st</sup> Civil Military Affairs Platoon Leader in charge of the development of western Baghdad during the Surge

### **Battalion S2 (Intelligence Manager), 2005 - 2008**

Headquarters, 2/32 FA BN, 4<sup>th</sup> BDE, 1<sup>st</sup> Infantry Division, Fort Riley, KS

- Served as SME on all aspects of air component ISR Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) policy and processes
- Responsible for authoring combat capability documents, PPT presentations, formal messages, background papers, items of interest, and staff summary packages as the ISR Collections SME
- Monitored new emerging multi-INT ISR technologies and develops integration strategies into ongoing combat operations
- Developed concepts of employment that fully utilize intelligence weapon system capabilities to include airborne platform and ground exploitation systems
- Authored briefings and background papers for the Brigade Commander
- Provided training/mentoring on tradecraft, as required, to other analysts

### **Senior Intelligence Analyst (deployed), 2004**

**J-2, Bagram, Afghanistan**

- Provided multi-intelligence (multi-INT) all-source analysis, link analysis, Geospatial visualizations, and high-value target development

- Assisted with crafting new methodologies and provide ideas for rapid software prototypes in support of global DOD client's units
- Delivered in depth network analysis on IED threat networks operating across CENTCOM to the DoD and Joint clients
- Provided support to new technology initiatives through tool design, requirements generation, and pilot testing
- Monitored trends and events related to global IED threat groups, and transnational foreign fighter facilitation networks then prepare and deliver written and oral assessments to senior leadership

### **Intelligence Analyst, 2003 - 2005**

#### **Headquarters, J-2, G-2, 10<sup>th</sup> Mtn. Division (LI), Fort Drum, NY**

- Assessed and assisted in the exploitation of devices for the purpose of technical dissemination to operational elements within the AOR
- Utilized various collection methods to include: Biometrics, CELLEX, DOCEX, MEDEX, SIGINT, HUMINT, and TECHINT to assist in comprehensive targeting of insurgent networks and facilitation operations
- Created pattern-of-life and device emplacement targeting assessments utilizing Biometric resources and electrical circuit exploitation reporting to assist in defeating IED networks throughout the assigned AOR
- Liaised between assigned unit and operational commanders to assist in the direct targeting of insurgent networks who facilitate the use of IED devices
- Maintained databases there contrast information from multiple sources, utilizing current tools
- Utilized the WTI universal profile schema closely with the electronic exploitation to create an assigned device profiles
- Provided subject matter expertise analysis of the areas IED and IED networks to the operational commander

### **Education**

**Radford University**, Masters Business Administration, Radford Virginia 1999

**Radford University**, Bachelors of Business Administration, Radford Virginia 1998

- Concentration in Operations Management.

### **Professional Development**

- ICMA Member and completed all entry level coursework to date
- Military Intelligence Officer Captain's Career Course, Military Intelligence School, Ft. Huachuca, AZ
- Diploma, Field Artillery Officer Basic Course, Field Artillery School, Ft. Sill, OK
- Diploma, Officer Candidate School, Ft. Benning, GA
- Planning Commission Member, Towne of Colonial Beach, VA
- Virginia BZA (Board of Zoning Appeals) Certified (November, 2017)

## PROFESSIONAL EXPERIENCE

### **Town Manager, Westerly, RI**

**May 2018 - present**

Chief Executive Officer for a coastal community located 2.5 hours from New York and 1.5 hours from Boston, with a population of 25,000 residents / 50,000+ summer months. Home to magnificent beaches, including Watch Hill. Westerly's thriving tourist economy supplements a healthy mix of commercial and residential tax base exceeding \$6.5B in EAV. Responsible for ten operating departments. FY 2019/20 overall budget \$98M. 180 FT and 70 PT town employees, with an additional 350 school employees.

#### *Accomplishments:*

- Achieved certification in Rhode Island's municipal Resilience Program, a community focused process to assess current hazard and climate change impacts and vulnerabilities, due to storm surge and sea level rise. One of the first three in the state.
- Achieved Class 7 certification of FEMA community rating system.
- Assisted policy makers in establishing Plastic Committee. Established plastic bag ban by 2020. Became leader in state to reduce use of plastic straws and utensils in all coastal establishments.
- Established Town's first Capital Equipment Replacement Fund (CERF) and other GFOA best management practices to prevent downgrade of Aa2 bond rating.
- Received first GFOA Distinguished Budget award.
- Implemented E-permitting system to reduce zoning and building permit wait time by four weeks for major projects.
- Lead negotiator for all collective bargaining units, Police, Public Works and clerical staff. Advised on the school department's bus drivers and maintenance staff units.
- Initiated process to redevelop closed mill site with US EPA grant funding to make site suitable for redevelopment, creating 45 immediate jobs and potential for over 100 jobs by 2022.
- Worked with staff and Town Council to pass a \$15M referendum for infrastructure improvements. Utilized Rhode Island infrastructure bank and saved over \$1M in bond and interest cost over the life of the bond.
- Managed \$15M capital improvements to town roads. Worked out a decade old dispute between the States of Connecticut and Rhode Island to rebuild a bridge destroyed by Hurricane Sandy in 2008.
- Applied and received \$2M federal dollars to dredge sand from inter-coastal pound damaged by Hurricane Sandy to restore salt marsh and provide beach nourishment on Atlantic Ocean beaches.
- Coordinated the completion of a Harbor Management Plan that had languished for 15 years. Resulted in approval by both the Army Corp of Engineers and the Rhode Island Coastal Resources Management.
- Facilitated an agreement with the Rhode Island Department of Environmental Management to improve the management of traffic, parking and trash at state and town beaches utilized by over 10,000 people every weekend from Memorial Day to Labor Day.
- Facilitated the completion of a revision to the Town of Westerly's Economic Development process. Created "Get to Yes" vision for staff to implement Town goal of being business friendly.
- Completed Comprehensive Plan and Zoning Map (1998). State requires every ten years. Last completed in 2006.
- Reorganized Animal Control and Town Dog Pound. Worked collaboratively with nonprofit agencies to reduce operating deficit by \$150K.
- Implemented a third-party billing and scheduling system to reduce police details and overtime by over \$500K in the first year. Increased third-party collections rate by 50%
- Increased grants from less than \$250K to \$2M.
- Reduced cyber risk by implementing new hardware and software changes along with major changes to protocols for external and internal system access.

## J. MARK ROONEY

### PROFESSIONAL EXPERIENCE

#### **Village Manager, Carpentersville, IL**

**Sep 2010 - Jan 2018**

Chief Executive Officer for a suburb located 32 miles northwest of Chicago. 39,000 residents. FY 2017 overall budget of \$65M, 178 FT and 42 PT employees. Responsible for seven operating departments.

#### *Accomplishments:*

- Oversaw the creation of 4 new TIF districts; maintained positive and collaborative intra-governmental relations with impacted tax districts: schools, park and Kane County.
- Negotiated a \$4.3M TIF incentive to bring a \$25M Wal-Mart Super center. (185,000 sq ft and gas station). Generates additional \$1.2M sales tax, \$80K local gas tax and \$650K property tax for the Village.
- Implemented a “priority-based” budget process which resulted in the Village adopting 7 successive balanced budgets with no reduction of service levels and a \$9.7M General Fund balance as of December 2017, a \$6.6M increase from 2010.
- Implemented the reorganization of 9 operating departments to 7 in 2011, resulting in the elimination of 25 full-time and 15 part-time positions resulting in annual savings of \$1M.
- Coordinated the completion of a comprehensive revision of the Village economic development process. Created “Get to Yes” operating slogan to implement Village Board goal of being business friendly.
- Negotiated a new, solid waste contract with a private sector company. Saved the Village \$1M over a 5-year contract term by implementing curbside solid waste and recycling containers.
- Managed the construction of a \$13M, 120,000 sq ft Public Works building and \$2M Village Hall rehab.
- Worked with staff and financial consultants to upgrade the Village’s bond rating to AA2.
- Received the Illinois Public Employer Labor Relations Association 2011 James Baird Leadership Award. One of three communities nationwide to receive the National Public Employer Labor Relations Association 2012 Pacesetter Award for the Village’s leadership and innovation in collective bargaining. Collectively the agreements saved the Village over \$250K by healthcare and step pay plan changes.
- Increased transparency rating by IPI, an independent watchdog agency, from 46% to 96%.
- Negotiated 12 intergovernmental agreements with various government entities.
- Initiated the Village adopting the Greenest Region Compact 2 to address and act on common public policy issues and multi-jurisdictional challenges regarding sustainability and environmental stewardship.

#### **Chief of Staff, North Chicago, IL** (*non-ICMA recognized position*)

**Nov 2009 - Sep 2010**

Chief of Staff for a suburb located 35 miles north of Chicago. Diverse population of 36,000. Home to the Naval Station Great Lakes, Rosiland Franklin Medical Center and Abbott Laboratories. FY 2009/10 overall budget of \$37M. Reduced \$2.3M deficit to \$650K.

#### **Village Manager, Wheeling, IL**

**Oct 2006 - Oct 2009**

Chief Executive Officer for a suburb located 25 miles northwest of Chicago. 36,000 residents. Extensive industrial and office parks bring the daily population to over 100,000. FY 2008 overall budget of \$96M, 260 FT and 45 PT employees. Municipal board member of the Northwest Water Commission. Representative to Solid Waste Agency of Northern Cook County, SWANCC. Member of the Board of Directors of the Chicago Executive Airport, the third busiest airport in Illinois.

#### *Accomplishments:*

- Maintained Wheeling’s AA+ Fitch Investor Services and S&P AA bond rating.
- Manage the \$25M construction of a 48,000 sq ft Village Hall.
- Demonstrated the cost savings of “Design Build” \$13M, 48,000 sq ft Public Works building; \$6.2M, 24,000 sq ft Fire Headquarters facility; \$5.1M, 48,000 sq ft renovation of Police Station and 911 Center. Total savings exceeded \$3M.
- Implemented two new TIF districts and negotiated an 11-year extension of an expiring TIF.



## **J. MARK ROONEY**

### *Accomplishments:*

- Negotiated Village purchase of over 30 retail properties, totaling in excess of \$15M to accomplish downtown redevelopment plan. Increased EAV over \$50M.
- Negotiated with Village of Wheeling Park District and Metropolitan Water Reclamation District for the storage requirement of Levy 37, on the Des Plaines River to prevent regional flooding. Created a Forestry Division within Public Works; Managed by certified arborist.
- Created an Information Technology Department; Implemented GIS via an intergovernmental cooperative agreement with 12 communities.
- Negotiated IGA between Wheeling and the Cook County Forest Preserve to create a unique prairie restoration, canoe launch and bike/jogging trail.

### **Assistant Village Manager, Wheeling, IL**

**Mar 2003 - Oct 2006**

#### *Accomplishments:*

- Lead negotiator for all collective bargaining agreements (Police, Fire and Public Works).
- Initiated request for a "special census" to ensure recent growth from new construction and annexation would be reflected in state revenue sharing figures and utility taxes. \$3M, 6-year, projected fiscal impact.
- Applied and received \$240K Brownfield Grant from IEPA.
- Negotiated exclusive waste hauler contract. \$175K annual franchise payment to Village.
- Negotiated a \$22M TIF incentive for a \$110M, 412 room Westin Hotel, retail and restaurant complex.

### **City Administrator, Highwood, IL**

**Feb 1996 - Mar 2003**

First City Administrator in Highwood's 112-year history. Located 28 miles north of Chicago. 5,600 residents. Responsible for all aspects of City administration and policy implementation.

#### *Accomplishments:*

- Redevelopment of Fort Sheridan, a former Army base identified for closure under BRACC in 1988 and closed in 1992. Served as Highwood's chief negotiator in the redevelopment of Fort Sheridan from a former military facility to a premiere residential community. Preservation of unique historical and environmental features, which include 92 buildings listed on the National Historic Register and the restoration and conservation of its natural beauty and 2-miles of public beach access.
- Efforts recognized by the Illinois Planning Association in conjunction with the City Manager of Highland Park. Received award for historic preservation and adaptive reuse.
- Negotiated over 40 intergovernmental and developer agreements. Worked effectively with various levels and departments of government, i.e. Departments of Defense, Army and Navy, U.S. Senate, U.S. Congress, State of Illinois, Lake County, Cities of Highland Park and Lake Forest and 5 nonprofit organizations that held land interest on the closed military base.
- Managed \$4.9 capital improvements to the City's water treatment plant and associated infrastructure to include a new, 1 million gallon water tower.
- Negotiated model agreements for telecommunication providers, which generated over \$400K annually.
- Improved service by contracting with the City of Lake Forest.

### **Staff Assistant to Senator Paul Simon**

**June 1992 - Feb 1996**

- Achieved bipartisan consensus to facilitate the passage of Senate and House Bills which resulted in the redevelopment of Joliet Arsenal, Fort Sheridan, Glenview Naval Air Station and Rantoul Air Base.

## J. MARK ROONEY

### PROFESSIONAL EXPERIENCE

#### **United States Army Officer, Lieutenant Colonel, Retired**

**Nov 1983 - June 2014**

*Active Duty*

*1983 - 1991*

*Reserve Duty*

*1991 - 2014*

Held positions of leadership and responsibility in domestic and international locations, including Germany, Korea, East and West Africa. Graduated from military schools with emphasis on leadership, problem solving and cohesive team building skills. Possessed top-secret and compartmental security clearance.

#### **Desert Storm**

**Oct 1990 - June 1991**

*Saudi Arabia, Iraq & Kuwait*

#### **Operation Iraqi Freedom**

**Feb 2005 - June 2006**

*Iraq*

Senior Advisor for Military Transition Team (MiTT)

#### **Awards**

- Awarded the Bronze Star with V-device for valor, Combat Action Badge.

### EDUCATION & CERTIFICATIONS

Graduate of Command & General Staff College, Ft. Leavenworth, KS

*Civilian equivalent to Master Degree in Leadership Management*

Northern Illinois University, DeKalb, IL

*Completed all coursework for Master of Public Administration*

University of Nebraska, Lincoln, NE

*Bachelor of Science, Economics & History*

### AWARDS

- ILCMA Special Service Award for Service to the Profession.
- Labor Relations and Collective Bargaining:
  - IPELRA - Leadership Award 2011
  - NPELRA - Pacesetter Award 2012

## **SUMMARY**

Work experience includes 32 years as a professional local government employee. Successfully developed and implemented improved management procedures; implemented team building and strategic management programs; developed and implemented in-house management training programs; and financing and construction of major infrastructure and maintenance projects. My career exposures have allowed me to develop effective leadership styles and develop critical skill sets related to prioritization, organization, and effective communications. As a result, I have the proven ability to work in unison with diverse groups of elected officials, personnel, citizens, and other local interests to develop policy recommendations or establish goals and objectives to facilitate the resolutions of community problems.

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## **WORK HISTORY**

### **City Manager, City of Peachtree City, GA (2015 – Present)**

Incorporated in 1959, Peachtree City is a thriving planned community of approximately 35,000 located just a few miles south of Atlanta, Georgia. Today Peachtree City is a full service metropolitan community with its own history and character while also offering nearly instant access to all of the amenities within the Atlanta area such as opportunities to enjoy arts, culture, retail, employment, medical services, education, and recreation that contribute to the exceptional quality of life in Peachtree City.

The City Manager reports to a five-member City Council. The City's 2020/2021 annual general fund budget is nearly \$39 million including \$5.2 million dedicated to capital projects, and enterprise funds of approximately \$5 million. The City Manager is responsible for the development and administration of each of these budgets as well as all daily operations of the city, including various municipal departments charged with the delivery of services for police, public works, community services, human resources, library, finance, community development and administration.

- Serve as chief administrative officer responsible for establishing a high-performance organization and maintaining the fiscal integrity of a full service planned community.
- Successfully developed and managed annual operating budgets exceeding \$42 Million dollars.
- Effectively modified recreational program rate structure to enhance revenues through programming fees, user fees, and Hotel/Motel Tax revenues to balance public and private interests.
- Successfully negotiated with local hotels a voluntary 2% increase in the Hotel/Motel Tax geared toward using sports recreation as an economic development tool. The increase resulted in an additional \$250k in annual revenues.
- Terminated outsource contracts for city-wide grounds maintenance and replaced with a Parks and Grounds Division (22 employees) to enhance grounds maintenance city wide.
- Experienced in reduction in force, hiring, termination and promotion of employees. Successfully restructured performance evaluation system.
- Worked with Council, staff, and citizen's advisory groups to win voter approval of a \$45 million Special Purpose Local Option Sales Tax.
- Worked with City's Finance Director to overhaul and improve the annual budget process.
- Prioritization and master planning of municipal road resurfacing projects, multi-use trail projects and transportation improvements exceeding \$45 million dollars through voter approved Special Purpose Local Option Sales Tax(SPLOST).

- Worked cooperatively with staff to revise costly overtime, post-retirement and early retirement benefit programs and health insurance premiums.
- Helped improve the City's tax base and local economy through work with the Fayette County Development Authority, and Fayette County Chamber of Commerce, and state, local, and regional agencies and elected officials
- Serve as an ex-officio member of various boards and committees such as Planning Commission, Peachtree City Visitors and Convention Bureau, Peachtree City Water and Sewer Authority or other ad-hoc committees.
- Assembled, inspired, and led a truly exceptional team of talented senior and intermediate staff, providing outstanding guidance, customer service, professionalism and supervision for every Department or municipal service in the City

### **Community Services/Public Services Director-City of Peachtree City, GA (2011 – 2015)**

As director, responsibility included the operational leadership of nine departments and over 100 personnel consisting of Recreation and Special Events, Amphitheater, Library, Planning and Zoning, Building Department, Streets/Paths, Engineering, Storm-water utility, and Buildings and Grounds.

- City ordinance revisions to impact fee methodology, livable community initiatives related to sidewalks and bicycle friendly communities, city wide beautification efforts/standards, and tree save ordinances
- Developed long-range annexation plans and growth boundaries.
- Developed and Implemented “STAR” in-house supervisory training program
- Developed, implemented and contract management oversight for outsourcing Building Code Enforcement resulting in 10% increase in permit/inspection revenues.
- Perform effectiveness and efficiency assessments on programs, policies and procedures related to janitorial services, grounds maintenance services, and building code enforcement services. The effort lead to a hybrid approach to produce services using city employees and outsource contractors.
- Identified, prioritized, and coordinated efforts to complete \$6.2 million dollars in capital improvements to various municipal facilities including the renovation of two Senior Centers, City Hall, Tennis Center, four fire stations, Police Station, and “The Fred” Amphitheater.
- Organized and implemented a Public Safety Organizational Efficiency and Effectiveness Study with various organizational modifications.

### **Fire Chief- Town of Carolina Beach, NC**

**(2008 – 2011)**

Planning, organizing, administering, and directing the activities of a thirty-seven (37) member department consisting of full-time, part-time and volunteer personnel to provide professional fire suppression, fire code enforcement, prevention and education, medical response, and ocean rescue.

- Developed fire station expansion plans.
- Developed capital equipment replacement schedule so costs are spread over multiple budget years.
- Preparation and administration of two SAFER Fire grants that lead to the award of four full-time positions and a recruitment and retention grant for volunteer firefighters.
- Developed and implemented plans to lower Insurance Services Office (ISO) rating from ISO Class 5 to ISO Class 3.
- Tripled on-duty staffing at 1/3 costs of traditional methods through the use of resident and volunteer programs.
- Developed and implemented fire officer promotional process.
- Trained, supervised and evaluated staff, coached improvement management skills.

**Captain- WSLLC Fire & Emergency Services, Baghdad, Iraq**

**(2006 – 2007)**

Planning, organizing, administering, and directing the promotional and in-service training activities for approximately 700 personnel during Operation Enduring Freedom.

**Fire Chief- City of Roxboro, Roxboro, NC**

**(2004 - 2006)**

Planning, organizing, administering, and directing the activities of over thirty-seven (37) members consisting of full-time, part-time and volunteer personnel to provide professional fire suppression, fire code enforcement, prevention and education, medical response, and ocean rescue

**Program Director- Durham Tech. Comm. Coll., Durham, NC**

**(2003 – 2004)**

Coordinate and deliver emergency training programs to 18 fire departments and approximately 1000 emergency personnel throughout Durham and Orange Counties.

**Fire Chief - City of Hartsville, SC**

**(2001 – 2003)**

Planning, organizing, administering, and directing the activities of forty-two (42) members consisting of full-time, part-time and volunteer personnel to provide professional fire suppression, fire code enforcement, prevention and education, and medical response. Command and leadership of 16 career and 21 volunteer personnel.

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**EDUCATION**

**MPA -University of North Carolina-Pembroke**

**BAS with Highest Distinction - Campbell University, NC**

**Municipal Administration-UNC School of Government**

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**PROFESSIONAL MEMBERSHIP**

Member of the Georgia City/County Managers Association

Member of the International City Managers Association (ICMA)

Member of American Public Works Association (APWA)

# CHRISTOPHER M. ROSE

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## **SUMMARY OF QUALIFICATIONS**

- Analytical skills necessary to craft a multi-million-dollar budget at the City of Miami and the soft skills to explain both the big picture and the details to all stakeholders
- Diplomatic abilities of working directly with elected officials, department directors, labor unions, ratings agencies, and citizen groups
- Experience leading senior management as Director of Management and Budget of the City of Miami with 19 employees, and Assistant Director of one of the largest departments in Miami-Dade County – the Public Works and Waste Management Department, with 1,729 employees
- Successful at rolling out new, publicly visible programs in high-pressure, deadline-driven situations such as the rollout of a new residential curbside recycling program
- Adept at diagnosing areas requiring culture change and implementing innovations
- Innovative and visionary in the application of process improvements via Six Sigma training and strategic technology improvements

## **PROFESSIONAL EXPERIENCE**

***City of Miami Office of Management and Budget, Director.....August 2013 – January 2021***

- Led and facilitated the annual development and adoption of the City-wide operating budget of \$1.17 billion and the multi-year capital budget of \$762 million
- Provided monthly written and oral presentations to the City Commission on the financial status of the City and presented monthly to the volunteer Finance Committee and to all City directors during quarterly meetings
- Drafted legislation ranging from budget resolutions to ordinance updates and financial transactions to continue compliance with multiple bond covenants
- Assisted in defense of prior City administration's actions during investigations by the Security and Exchange Commission and the Internal Revenue Service
- Part of the team of four senior executives that gained bond ratings upgrades from all three major ratings agencies over the last seven years: Fitch, Moody's, and Standard & Poors
- Championed strategic planning, performance measurement, and financial transparency to elected officials, peer executives inside the government, and citizens/stakeholders in the City
- Successfully implemented a new budgeting system and continued its usage and upgrades

### **Miami-Dade County Public Works and Waste Management Department**

***Assistant Director..... December 2006 – July 2013***

- Oversaw, managed, and coordinated all aspects of administration, including accounts payable, accounts receivable, financial reporting, procurement, budget development, budget adherence, bond administration, human resources, strategic planning, records management, intergovernmental affairs, tracking of state and federal legislation, information technology, customer service, planning, outreach, legislative agenda coordination, and media relations
- Managed the merging of two departments for the Department Director, consolidating a largely engineering-oriented department of 823 positions (Public Works) with a daily-service-oriented department of 997 positions (Solid Waste Management) – two departments with different systems, methods, corporate cultures, and significantly varying employee personalities
- Implemented the single-stream residential recycling program to more than 351,000 households and more than doubled participation and collection of recycled materials
- Oversaw the production of the Comprehensive Annual Financial Report for two enterprise funds of the Solid Waste Utility for six consecutive years

### **Miami-Dade County Office of Management and Budget**

***From Management Intern to Capital Budget Coordinator..... July 1998 – December 2006***

- Coordinated preparation and publication of the Capital Budget, including leading a team of two budget analysts. Ensured accurate presentation and reporting of capital projects and ordinances and departmental execution of capital plans
- Integrated the Capital Budget Development online system with the Capital Improvement Information System across departmental spans of control
- Analyzed departmental operating and capital budget submissions and recommended solutions to budget and process issues
- Negotiated interdepartmental disputes and responded to requests from the Board of County Commissioners, media, and citizens

### **The Word Christian Bookstore**

***Co-Owner and Co-Operator .....November 1993 – August 1996***

- Began this retail business from the ground up after perceiving a market need in the community; successfully guided it through the first three years; profitable in the second year and following

### **EDUCATION**

***Master's in Public Administration, Florida State University, Tallahassee, Florida .....May 1998***

***Bachelor of Arts in Political Science, Wheaton College, Wheaton, Illinois.....September 1992***

## **Robert M. (Mike) Schofield**

### **Law Enforcement Experience:**

I am an experienced law enforcement professional with proven success establishing and leading a wide array of first responder, investigative, and administrative activities. I have extensive experience using collaborative, inclusive, mentor/servant leadership techniques and excellent communications skills to lead human capital, innovative problem solving, budget development, financial management, strategic planning, cross agency team-building, diplomatic conflict resolution, intelligence analysis, and reporting of performance measures. As my law enforcement career is drawing to a close, I'm hoping to transition into City Administration/Management where I can utilize my knowledge, skills and ability developed through more than 30 years of local government service.

### **Formal Education:**

2015 - Master of Arts in National Security Studies (Homeland Security) – Naval Postgraduate School

2007 - Executive Masters in Business Administration (Organizational Leadership) – Benedictine College

2005 - Bachelor of Science in Business Management – Baker University

1999 - Associate of Applied Sciences – Police Science – Kansas City Metropolitan Community College

### **Professional Training:**

DHS/FLETC – Leadership in Challenging Times

Red Team Thinking – Red Team Boot Camp

Dolan Group – Taking the Lead: Courageous Communication for Today's Public Safety

American Society for Evidence Based Policing – Reducing Crime: A Companion for Police Leaders

Multijurisdictional Counterdrug Task Force Training – Supervising Counterdrug Operations

Kansas City, Missouri Police Department – Commander's School – Command Leadership Training

Kansas City, Missouri Police Department – Multi-Unit Surveillance Teams

John E. Reid and Associates, Inc. – Gang Crime Investigations

National Law Enforcement Institute – Gang Recognition and Investigations

National Criminal Justice Public Agency – Leadership and Supervision for Challenging Times

National White Collar Crime Center – Basic Data Recovery and Analysis

National Criminal Justice Public Agency Training – Supervising Homicide Investigations

International Association of Chiefs of Police - Predatory Drug Investigations

International Association of Chiefs of Police – Advanced Supervisory Skills

International Association of Chiefs of Police - Public Information Officer/Media Relations

International Association of Chiefs of Police – Planning, Designing, and Construction of Police Facilities

Franklin Covey – Leadership for the Public Sector

Arbinger Institute – World Class Leadership

Arbinger Institute – Great Leaders, Great Teams, Great Results

US DHS/FEMA – Incident Command System Levels 100, 200, 300, 400, 500, 600, 700, and 800

US DHS/FEMA – Critical Infrastructure Buffer Zone Training

US Department of Housing and Urban Development – Crime Free Multi-Housing

US DOJ, Drug Enforcement Administration – Task Force Officer Training

US DOJ, Drug Enforcement Administration – Open Source Intelligence Collection

US DOJ, Drug Enforcement Administration – EPIC Pipeline Training

US DOJ, Drug Enforcement Administration – EPIC Jetway Training

US DOJ, Drug Enforcement Administration – Internet for Investigators

Palantir Level 3 – Train the Trainer Course

Bureau of Justice Administration – Criminal Intelligence Operating Systems (28 CFR Part 23)

Humane Society of the United States – Animal Abuse and Violent Crimes: Breaking the Cycle



**Level and scope of Managerial experience:**

**Position:** Captain – Kansas City, Missouri Police Department **Dates:** 2018 – Present

**Size and scope of managerial position and duties performed:** During the 8 1/2 years I have served as a Captain with the Kansas City, Missouri Police Department I have held a variety of different positions with increasing responsibilities. For example:

**Captain – Information Technology Systems Unit (2019 – Present)**

I'm currently the commander of the Information Technology Systems Unit. This unit has three sections which include the Network Infrastructure Section, Systems Services Section, and Applications Development Section.

The Applications Development Section provides system analysis, design, development, and maintenance services for the applications used to perform the business functions of the Department. The section performs systems enhancements to respond to state, federal and Department mandates, and works with vendors to implement new software releases, modifications, and enhancements. The section responds to the ad hoc reporting needs of the Department to access data in various application systems.

The Systems Services Section manages the primary information systems that provide processing resources for the Department. The section manages hierarchical and relational database management, and administers storage, backup, and recovery/ business continuity facilities that house and protect the Department's information assets.

The Network Infrastructure Section maintains and supports the Department's Local (LAN) and Wide (WAN) Area Networks providing connection and communication between end-user workstations, servers, and data resources. The section designs, installs, and configures security and backup solutions for network devices and resources. The section also maintains virus protection, monitors the network for unauthorized activity, and determines the necessity of needed changes or upgrades to network, resources.

In this role I'm expanding my knowledge base about topics such as network administration, cyber security, and crystal reporting, electronic ticketing, mobile device management, and emerging technologies. I also serve as the police department's primary Information Technology project manager, and provide budget management of the department's \$7.8 million Information Technology budget.

**Captain – Field Commander/Critical Incident Commander – North Patrol Division (2018 – 2019)**

Field Commander - North Patrol Division (NPD) - Watch III, (generally Platte County within Kansas City, Missouri city limits). I managed patrol personnel responsible for 911 response services, community engagement, and criminal interdiction operations. I was responsible for development and implementation of patrol deployment/crime reduction strategies and maintaining strong relationships between the police department and the many citizens and community stakeholders we serve. I also served as the Critical Incident Commander during NIMS events. During this time I successfully implemented Kansas City, Missouri Police Department's first uniformed criminal interdiction program.

As the Field Commander/Critical Incident Commander I established work objectives for the division to ensure actions are consistent with police department policies and procedures. I provided managerial level leadership and directed the work of subordinate managers and supervisors. I performed a wide range of managerial duties including: planning; communicating vision and objectives; assigning tasks and responsibilities; setting priorities; monitoring and evaluating performance; coaching and developing employee capabilities; establishing and monitoring of training requirements and, recommending or approving corrective/disciplinary actions, as appropriate. I established and communicated to subordinate managers and supervisors both short and long range plans, goals, requirements and priorities.

The NPD's borders are roughly Missouri Highway 92 on the north, to the city limits on the west, N. Oak Trafficway to the east and the Missouri River on the south. The land area is approximately 85 square miles. There are many municipalities and jurisdictions that are located within or adjacent to NPD. This

creates a unique opportunity for collaboration with adjoining agencies as well as challenges during criminal investigations.

NPD contains several areas of importance to both Kansas City and the Metropolitan area. The city's two airports, The Kansas City International Airport (MCI) and the Charles B. Wheeler Downtown Airport are within the division's borders. NPD is also home to many upscale retail districts, as well as numerous public parks.

The NPD has been successful in providing high quality of police services. Division personnel consistently maintain close working relationships with many community organizations such as Safe-Haven, Northland Neighborhoods Inc., Northland Community Alliance, the Northland Regional Chamber of Commerce, Platte County Economic Development Council, and Synergy Services Inc. as well as all of the school districts within our boundaries. Approximately 168 neighborhood groups work with the NPD officers to deter crime and assist in maintaining a high quality of life. Neighborhood groups include organized block watches, neighborhood associations and homes associations.

#### Captain/Co-Director - Midwest HIDTA, Investigative Support Center (2012 – 2018)

In the role of the ISC Co-Director I served as a Task Force Officer with DEA Intelligence Group #49, and maintain a "Secret" level national security clearance. As the ISC Co-Director (a GS-14 equivalent role) in partnership with my DEA counterpart, I provided daily programmatic and administrative oversight of the Midwest HIDTA, Investigative Support Center (ISC) to ensure implementation and adherence to the policies of the Midwest HIDTA Executive Board. The ISC staff consisted of both Task Force Officers, and Criminal Intelligence Analysts from the federal, state, local, tribal and territorial (SLTT) levels, who provided actionable, accurate, detailed, and timely counterdrug and criminal intelligence, as well as strategic and tactical analytical support to 58 HIDTA funded enforcement initiatives, 325 HIDTA participating agencies, and other law enforcement agencies and intelligence centers throughout the Midwest HIDTA area of responsibility.

As the ISC Co-Director I lead, developed and implemented HIDTA Intelligence and Information sharing programs and processes for the partner agencies to provide support and capability for effectively deploying counterdrug Task Force Officers in accordance with ONDCP and HIDTA program strategic goals. I performed effective liaison activities with federal, and SLTT officials, law enforcement agencies, and critical stakeholders to support multi-lateral law enforcement, counterdrug and counterterrorism efforts. I provided for support and ensured partner agencies have the capability to conduct law enforcement activities and make arrests related to drug trafficking and its harmful effects. I coordinated related activities; provided surveillance detection, and assistance for tactical deployments with law enforcement officials at the federal, and SLTT levels. I established and maintained close working relationships with executives administering associated programs in federal, SLTT law enforcement agencies providing them with technical support and research to assist efforts to promote best practices and to implement innovative approaches for delivering optimum levels of service.

As the ISC Co-Director I provided oversight of all counterdrug and criminal intelligence, and intelligence-related activities as required by the National Security Act of 1947, as amended, and E.O. 12333, as amended. I also served as the liaison between the ISC and domestic intelligence elements such as the Department of Justice Field Intelligence Groups, Joint Terrorism Task Forces (JTTFs), State and Urban Area Security Initiative Fusion Centers, and RISS intelligence centers within the ISC area of responsibility. As the ISC Co-Director I was responsible for coordinating and maintaining relationships and ensuring the overall management of the two-way flow of timely, accurate, actionable, counterdrug and/or homeland security intelligence and information between SLTT, including HIDTA ISCs, the JTTFs, the fusion centers, Regional Information Sharing System centers and the National Intelligence and Law Enforcement Communities. I was also responsible for developing processes for receiving timely and meaningful feedback from law enforcement, fusion centers and intelligence officials regarding intelligence and information sharing programs. As the Co-Director I was responsible for ensuring that

SLTT law enforcement partners can access the capabilities, resources, and expertise in a timely manner in order to share actionable intelligence and information across the homeland security enterprise.

As the ISC Co-Director I served as project manager for highly complex projects, providing oversight, analysis, and development of operating policies including the development of new approaches or methods for application to counterdrug intelligence and enforcement operations which require the establishment of long-range goals and benchmarks aligned HIDTA program strategic priorities. For example, I served as the Midwest HIDTA project manager for the development of the CADENA/Palantir ISE intelligence/information sharing project, which is designed to serve stakeholders' information needs and build interoperability both horizontally and vertically between the federal, and SLTT agencies. It also served as a seamless interface for sharing intelligence and information across the HIDTA Regions between our federal, and SLTT partner agencies and the national intelligence community. Similarly, I've served as the project manager for the Midwest HIDTA Gang Intelligence System and other programs within the HIDTA ISC. I have been responsible for conducting studies, analyzing findings and making recommendations on operating programs involving mission goals across HIDTA regional boundaries, and on an interagency or intergovernmental basis for highly complex programs of high visibility while leading teams of law enforcement officers and analysts and simultaneously serving as the Midwest HIDTA subject matter expert.

As the Co-Director I established work objectives for the Investigative Support Center to ensure actions are consistent with HIDTA program requirements. I provided managerial level leadership and directed the work of subordinate managers and supervisors. I performed a wide range of managerial duties including: planning; communicating vision and objectives; assigning tasks and responsibilities; setting priorities; monitoring and evaluating performance; coaching and developing employee capabilities; establishing and monitoring of training requirements and, recommending or approving corrective/disciplinary actions, as appropriate. I established and communicated to subordinate managers both short and long range program plans, goals, requirements and priorities.

As the Co-Director of the ISC I directed execution of the \$3.8 million ISC budget to ensure efficient and effective utilization of resources towards the accomplishment of HIDTA program goals and objectives. I was directly involved in monitoring the use of financial resources to ensure compliance with HIDTA program policy and budget guidelines. I was also responsible for serving as liaison between the HIDTA fiduciary and federal, and SLTT agency partners on all financial issues pertaining to the ISC.

#### **Level and scope of Supervisory experience:**

**Position:** Sergeant – Kansas City, Missouri Police Department **Dates:** 2001 – 2012

**Size and scope of supervisory position and duties performed:** During the 11 years I served as a Sergeant with the Kansas City, Missouri Police Department I have held a variety of different positions with increasing responsibilities. For example:

Operations Sergeant, Office of the Chief of Police (2009 – 2012) – In this role, I reviewed all written documentation submitted to the Chief of Police for final approval. These written documents included, but were not limited to budget submissions, requests for proposals, purchasing requests, federal forfeiture submissions, purchasing contracts, memorandums of understanding, revisions of department procedural instructions, and personnel policies, all disciplinary actions, and transfer requests were reviewed to ensure they were compliant with police department guidelines. I routinely made recommendations to the Chief of Police, and Board of Police Commissioners, regarding the budget, operations, organizational best practices, and personnel allocations. I also routinely attended meetings and assisted in the coordination and integration of the work activities and resources of the four bureaus within the police department as a whole. I was also tasked with the supervision of the 15 staff members in the Office of the Chief of Police, and the Mayor's dignitary protection detail.

Operations Sergeant, Executive Services Bureau (2008 – 2009) – In this role, I reviewed all budget submissions, requests for proposals, purchasing requests, federal forfeiture submissions, purchasing contracts, memorandums of understanding, disciplinary actions and transfer requests to ensure they were

compliant with police department guidelines. I routinely made recommendations to the Bureau Commander, Chief of Police, and Board of Police Commissioners, regarding the budget, operations, organizational best practices, purchasing/procurement, and personnel allocations. I also routinely attended meetings and assisted in the coordination and integration of the work activities and resources of the three divisions (Financial Services, Logistical Support, and Facilities Management) within the Executive Services Bureau, and the police department as a whole.

Operations Sergeant, Administration Bureau (2005 – 2008) - In this role I was responsible for review of all disciplinary actions and purposed human resources personnel policy changes, and development of special projects as needed for the Bureau Commander. I also attended meetings and assisted in the coordination of the workflow between the four divisions (Human Resources, Training, Information Services, and Operations Support) within the Administration Bureau, and the police department as a whole. I was also the project coordinator for the implementation of a large multi-jurisdictional information sharing project known as “CopLink,” which will facilitates the flow of information between federal, state, local, and tribal law enforcement agencies.

Operations Sergeant, Central Patrol Division (2003 – 2004) – In this role, I reported directly to the Division Office, within a Patrol Division of 160 law enforcement officers and 12 civilian employees. During this time, my responsibilities included, but were not limited to, the development of operations plans for large civic events occurring in the downtown area of Kansas City, Missouri (e.g. the annual Saint Patrick’s Day Parade, the Big XII Men’s and Women’s Basketball Tournaments). I was responsible for the oversight and reporting of Federal Grant money expenditures. I coordinated special projects on behalf of the Patrol Division Commander. I was tasked with the direct supervision of the Patrol Division Community Interaction Officers, Crime Analysts, and Division Secretary. I was also responsible to meet with various community organizations and neighborhood groups to ensure the Division met the needs of the community we served.

Desk Sergeant, Central Patrol Division (2002 – 2003) – In this position I was the lead supervisor on a shift of 65 law enforcement officers and 5 civilian employees. My responsibilities included, but were not limited to, conducting roll calls, assigning law enforcement personnel to districts, or areas of responsibility for patrol, handling all timekeeping records, supervision of the civilian staff working the front desk of the patrol division, supervising the detention facility officer, handling all incoming citizen complaints, approval of all incident reports for the shift, ensuring proper recovery of evidence in the property locker, and assigning patrol cars, equipment and supplies to the officers throughout their 10-hour shift.

Field Supervisor, Central Patrol Division (2001 – 2002) - As a Field Sergeant I was directly responsible for the efficient operations of field activities involving my sector. My responsibilities included, but were not limited to, ensuring the proper performance of duties from personnel under my direct supervision. I was responsible for calls for service, which appeared to be of a major proportion (i.e. homicides, natural disasters, injuries to department personnel, etc.). I set specific, measurable, attainable, realistic and timely goals and objectives for my subordinates according to crime patterns and identified needs of the public. I promoted problem solving and community oriented policing activities within my sector. I also attended community meetings and functions.

**Level and scope of responsibility as an Officer or Deputy Sheriff:**

**Position:** Officer – Kansas City, Missouri Police Department **Dates:** 1992 - 2001

**Size and scope of position and duties performed:** During the 9 years I served as an Officer with the Kansas City, Missouri Police Department, I have a variety of different positions with increasing responsibilities. For example, I have experience in Patrol Operations, Community Oriented Policing, Fiscal Planning, Budgeting, and Capital Improvements, and Fugitive Apprehension and Arraignment.

**Position:** Deputy - Platte County, Missouri Sheriff's Department **Dates:** 1990 - 1992

**Size and scope of position and duties performed:** During the 2 years I served as a Deputy with the Platte County, Missouri Sheriff's Department, I developed experience in Patrol Operations, Community Oriented Policing, and Detention Operations.

**Professional Affiliations:**

International Association of Chiefs of Police

International Association of Law Enforcement Intelligence Analysts

Missouri Peace Officers Association

**Community Engagement & Volunteer Efforts:**

Committee Member – KCPD Deferred Compensation Committee

Active Member – National Society Sons of the American Revolution – William C. Corum Chapter

Big Brother - Big Brothers/Big Sisters of Greater Kansas City

Facilitator – Dave Ramsey's Financial Peace at Work

Past President - The KC Police Historical Society Executive Board

Volunteer – Friends of Parkville Animal Shelter

**Naval Postgraduate School, Center for Homeland Defense and Security Thesis:**

[The Crime-Terror Nexus and the Threat to U.S. Homeland Security](#)

**Reference Portfolio:**

1. Bruce B. Morgan, Ph. D – Professional Banking Consultants, LLC  
11228 Delmar Street, Leawood, Kansas 66211  
[BMorganPhD@everestkc.net](mailto:BMorganPhD@everestkc.net)  
(913) 461-4600
2. Randolph Hopkins – Chief of Campus Police, Rockhurst University  
5617 N. Smalley Avenue, Kansas City, Missouri 64119  
[Randy.Hopkins@rockhurst.edu](mailto:Randy.Hopkins@rockhurst.edu)  
(816) 719-8188
3. Eric Winebrenner – Public Safety Director, Mid-America Regional Council  
4710 NW 79<sup>th</sup> Street, Kansas City, MO 64151  
[ewinebrenner@marc.org](mailto:ewinebrenner@marc.org)  
(816)-719-8346
4. Daniel Gates – Major, Kansas City, Missouri Police Department  
1408 NE 119<sup>th</sup> Street, Kansas City, MO 64155  
[Daniel.Gates@kcpd.org](mailto:Daniel.Gates@kcpd.org)  
(816) 803-0153
5. Karl Reineke – Canine Officer, Kansas City, Missouri Police Department  
8301 NE 115<sup>th</sup>, Kansas City, Missouri 64157  
[Karl.Reineke@kcpd.org](mailto:Karl.Reineke@kcpd.org)  
(816) 204-6552
6. Jackie Chapman-Fagan – Network Administrator, Kansas City, Missouri Police Department  
4329 NW Claymont Drive, Kansas City, Missouri 64116  
[Jackie.ChapmanFagan@kcpd.org](mailto:Jackie.ChapmanFagan@kcpd.org)  
(816) 719-8400

## SKY WILLIAM SCHOFIELD

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### QUALIFICATIONS SUMMARY

Aspiring Project Manager and Military Veteran with expertise in leading expeditionary teams on projects related to construction operations, mechanical repairs, and hurricane relief. Well-versed in engineering, dynamic underwater operations, federal program management, DoD technology, OSHA regulations, and military contracting methods. Trains and manages diverse teams in technical skills and efficient operations with an emphasis on safety and a track record for success. Career supported by Bachelor's degree and PMP certification. Holds active Secret Security Clearance.

- Strategic Leadership
- Operational Efficiency
- Regulatory Compliance
- Project Management
- Training | Development
- Data Analysis | Reporting
- Quality Assurance | Control
- Safety | Risk Mitigation
- Mechanical Engineering

### PROFESSIONAL EXPERIENCE

#### **United States Army | 2008 – Present**

##### **Senior Operations Manager | Panama City Beach, FL | 2016 – Present**

Course manager and Subject Matter Expert for U.S. Navy Joint Diving Officer training course, providing hands-on and classroom training for 86 students in all phases of military diving operations.

- Leads U.S. and foreign officers, along with NAVSEA government service employees through high risk military diving operations, hyperbaric chamber medical treatments, diver life support systems, underwater salvage projects, and leadership development
- Achieved the title of Master Diver with accountability for identifying, evaluating and assessing risk and opportunities, strategies and response activities – taking over the full responsibility in this regard with respect to all military diving risks and work environments
- Coordinated procedures and policy to ensure curriculum remained up to date with safety protocols, field operations, and appropriate governmental/ industry standards

##### **Project Manager | Newport News, VA | 2009 – 2016**

Directed 25-member engineer team with accountability for scheduling, safety, and effectiveness of team projects in accordance with OSHA, DOT, and USACE operational standards.

- Completed general contracting, demolitions, salvage recovery, bridge reconnaissance, harbor clearance, hydrographic surveys, port construction, environment rehabilitation, and force protection projects with host and foreign partnerships supporting budgets of \$1-\$15M
- Planned scope/schedule/budget efforts to execute, monitor and control marine engineering projects supporting development of logistics while identifying areas of improvement to ensure continuous process improvement through Kaizen and Lean management practices
- Led program for emergency medical treatments for regional diving or flight disorders. Maintained \$1.8M worth of critical life support equipment

***Professional Experience, continued...***

**Project Manager | Kuwait, Oman, Bahrain, Jordan, United Arab Emirates | 2015**

Led team of 21 personnel performing 88 high risk combat force protection projects with zero incidents in support of Operation Enduring Freedom. Led marine engineering and construction rehabilitation projects in accordance with host nation environmental requirements, OSHA regulations, and USACE standards

**Project Manager | Kuwait, Oman, Bahrain, Jordan, United Arab Emirates | 2015 | Continued...**

- Developed and executed strategic joint operational projects throughout five countries to train, test, and evaluate host nation country's military capabilities
- Facilitated the generation and sustainment of effective military training tools and assets for partner forces building operative relationships and lasting international impact. Established a culture of trust and integrity with host partnerships
- Performed logistics and procurement operations while working with host nations through excellent communication and interpersonal skills that provided new business case work development for supporting military organizations

**Team Leader | Kuwait, Iraq | 2010 – 2011**

Performed combat operations in support of Operation New Dawn and Operation Iraqi Freedom, working with multiple agencies to improve military tactics in a joint environment. Ensured the safety and security of 13 team members

- Surveyed rivers, harbors, and beaches for hidden obstacles below the surface of the water; supported special warfare and explosive ordnance disposal troops by utilizing military technological assets
- Maintained and repaired equipment related to ships, submarines, and various watercraft vessels supporting environmental protection, and safety in maritime matters
- Served as part of the Army Engineers division involved with underwater construction and repairs, often related to locks, dams, bridges, piers and harbor facilities

**EDUCATION | CERTIFICATIONS**

**Bachelor of Science (BS), Interdisciplinary Studies** | Embry-Riddle Aeronautical University  
**Project Management Professional (PMP)** | Onward to Opportunity, Syracuse University, PMI  
**Transportation of Hazardous Material** | Department of Transportation Certification

***Specialized Military Training:***

Senior Leadership Course (Honor Graduate) | Lloyd's Class (B) Underwater Welding & Steel Cutting | Master Training Specialist | Advanced Individual Diving  
Underwater Construction & Tools | Hyperbaric Chamber Operations | Engineer Master Diver

**TECHNICAL COMPETENCIES**

**Software:** Microsoft Office 365 (Word, Excel, PowerPoint, Access), SharePoint

**Operating Systems:** Mac / Microsoft Windows



# GREGG SCHUSTER, ICMA-CM

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## EXPERIENCE

NOVEMBER, 2020 – PRESENT

**INTERIM TOWNSHIP ADMINISTRATOR**, MAPLEWOOD TOWNSHIP

Interim administrator for full service municipality with over 200 employees. Responsible for managing all operations, development of 2021 budget, and pandemic response including vaccine distribution.

MAY, 2016 – OCTOBER, 2020

**TOWNSHIP MANAGER**, WARMINSTER TOWNSHIP

Chief Administrative Officer of Warminster Township, PA. Responsible for oversight of municipal operations including police, public works, finance, human resources, and land use matters for a community of ten square miles and over 32,000 residents. Achievements include:

- GFOA Distinguished Budget Presentation Award for three years
- Selection and implementation of new pension fund advisor for \$39 million fund
- Rapid transition to new ambulance service when current provider became insolvent
- Oversight of creation of grant funded plan to add significant park features
- First chair for two contract negotiations
- Awarded \$1.7 million Federal grant to establish career firefighter program
- Launch of weekly e-newsletter and increase social media presence

JUNE, 2014 – MAY, 2016

**TOWNSHIP MANAGER**, POCONO TOWNSHIP

Chief Administrative Officer of Pocono Township. Working with the Board of Commissioners and staff, we were able to bring a professional government to a Township which had just changed its form of government. A balanced budget was put in place, major six party lawsuit was settled, malfunctioning sewer collection system was re-engineered and fixed, capital plan developed and approved, debt refinanced, and new website implemented. All accomplished while lowering taxes. Achievements include:

- Settlement of multi-million dollar sewer litigation
- Oversaw multiple rounds of debt refinancing
- Development of capital improvement plan
- Establishment of civil service commission
- Developed new Township website
- Construction and implementation of employee policy manual

NOVEMBER, 2009 – MAY, 2014

**FIRST SELECTMAN, TOWN OF COLCHESTER**

Chief Executive Officer of municipality with a population of over 16,000, a budget in excess of \$13 million, and more than 100 employees. Municipality named the 8th Best “Least Crowded” Community in the country by Money Magazine. Responsible for all municipal operations including youth services, senior services, social services, and assessments. Achievements include:

- Implementation of energy performance contract for town and school facilities
- Town-wide property reassessment
- Improved downtown streetscape through grant-funded project
- Negotiation of collective bargaining agreements with six unions without arbitration

2000 – 2009

**VARIOUS PRIVATE SECTOR POSITIONS**

- Business Operations
- Financial Analysis
- Marketing Communications
- Sales support

## EDUCATION

2005

**MBA, UNIVERSITY OF CONNECTICUT**

1999

**B.S. BUSINESS MANAGEMENT, LEHIGH UNIVERSITY**

## TRAINING AND CERTIFICATIONS

- ICMA Credentialed Manager
- ICMA Senior Executive Institute
- ICMA Williamsburg Leadership Institute
- Penn State Abington Municipal Leadership Certificate
- Private Pilot – Single Engine Land

## ACTIVITIES

USA Ice Hockey Level 2 Volunteer Coach (2019 – Present)  
Member, ICMA Model Employment Agreement Task Force (2018 - 2019)  
Member, Doylestown Township Pension Advisory Committee (2018 – 2019)  
Member, Southeastern Connecticut Council of Governments (2009 – 2014)  
Legislative Committee Chairman (2010 – 2014)  
Member, Chatham Health District Board of Directors (2011 – 2014)  
Personnel, Policy, and Operations Committee Chairman (2014)

# Randy Shackley

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## Objective

Position in which I can utilize my skills and experience as a City Manager towards a career in the government industry.

**Experience**      August 2008-Present      Brightway Insurance

## Insurance Agent

- Seek out new clients and develop clientele by networking to find new customers and generate list of perspective clients
- Sell various types of insurance policies to businesses and individuals on behalf of insurance companies including automobile, property, commercial and life policies
- Customize insurance programs to suit individual customers, often covering a variety of risks
- Proven ability to increase sales revenue and account base
- Adept at negotiating both initial sales and renewals
- Outstanding presentation and communications skills
- Strong problem solving and multi-tasking abilities

December 2004-May 2008      Centex Homes      Orlando, FL

## Project Manager

- Managed all aspects of the home building process according to established quality standards
- Maintained the construction schedule and budget for each neighbor
- Oversaw construction activities for each neighbor and monitored progress
- Communicated with trade contractors and managed their performance
- Inspected trade contractor work to ensure it meets the established quality standards
- Conducted meetings to built relationships between sale associates and field managers
- Reviewed budgets and monitored construction costs
- Ensure overall cleanliness, appearance and safety of the community

June 2000-December 2004      Elite Trim & Cabinet Installation      Orange City, FL

## Owner/President

- Initiated the development and marketing of the company
- Bid jobs and scheduled completion times
- Mentored employees and evaluated the quality of their work
- Oversaw all financial and accounting aspects
- Maintained insurance and licensing to comply with state regulations

#### Certificates and Workshops:

- First Aid/ CPR/ AED
- OSHA 10hr
- SWPPP
- Water Control & Mold Remediation
- Scaffolding Safety Awareness
- Lull Certification
- Graduated from South Eastern Regional Boot Camp
- General Lines (Property & Casualty) License
- Life & Variable Annuity License

#### Computer Skills:

- AMS 360
- Applied
- Spreadsheet: Microsoft Excel
- Presentation Package: Microsoft Power Point
- Microsoft Outlook
- Programming: Visual Basic
- Adobe Photoshop

#### **Awards**

- Manager of the Quarter (three times)
- Highest Cycle Time Efficiency
- Highest J.D. Power Scores

|                  |      |                                                            |                   |
|------------------|------|------------------------------------------------------------|-------------------|
| <b>Education</b> | 2004 | <b>University of Central Florida</b>                       | Orlando, FL       |
|                  |      | • Bachelor of Science, Business Administration- Accounting |                   |
|                  | 2002 | <b>Daytona Beach Community College</b>                     | Daytona Beach, FL |
|                  |      | • Associate of Arts, Business Administration               |                   |
|                  | 1994 | <b>Crescent City High School</b>                           | Crescent City, FL |
|                  |      | • High School Diploma                                      |                   |

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# DANE SHAW

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## PROFESSIONAL SUMMARY

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Public Service Director offering more than 10 years of public service who is looking to serve in city management position. Outstanding public speaker with diverse finance skills. Career record of expanding grant award contracts, cementing community business relationships, and raising public profile of organizations.

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## SKILLS

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- |                             |                                     |
|-----------------------------|-------------------------------------|
| • Grant Writing             | • Team Oversight                    |
| • Grant Management          | • Contract Administration           |
| • Finance                   | • International Business Consulting |
| • Program Leadership        | • Microsoft Excel                   |
| • Budget Forecasting        | • Negotiation                       |
| • Professional Communicator | • Microsoft Project                 |

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## WORK HISTORY

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**Executive Director**, 11/2012 to Current

**Black Belt Fatherhood Initiative Project** – Selma, Alabama

- Executed leadership of federal and state grants for past 8 years worth \$1.5 million
- Built network of 30 regional employers who actively hire public citizens
- Launched Arsenal Place Inc. business incubator in 2013 which created 6 businesses that generates \$2.5 million in gross revenue for city
- Initiated and completed Brew Selma, feasibility project dedicated to building \$1.4 million craft brewery for city of Selma
- Spearheaded downtown city expansion of buildings with \$2.1 million in capital funds
- Successfully accomplished stakeholder deliverables for 8 consecutive years
- Achieved state regulatory compliance with no adverse audit findings for financials, documentation compliance, or personnel safety in 8 years

**Director of Student Ministries**, 05/2003 to 11/2012

**First Baptist Church of Dothan** – Dothan, Alabama

- Spearheaded city-wide “Wire-grass Student Ministry Alliance”, network of twenty- five churches dedicated to supporting leaders who train youth in Dothan and surrounding public.
- Launched church-wide management program that recruited and trained 65 leaders and 2 college interns annually
- Raised over \$160,000 for student mission teams serving in Jamaica and Guatemala during years of 2007 - 2012

- Successful partner with Dothan City Manager in attracting local businesses to city's downtown as member of “Wire-grass Festival of Murals” team from 2007 - 2012

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## EDUCATION

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### **MBA**

#### **University of Alabama** - Tuscaloosa, AL

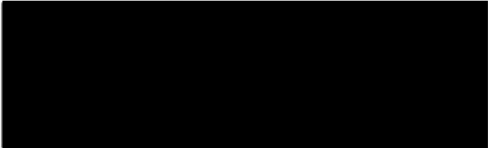
- Elected Captain of International Business Consulting Team; Ho Chi Minh City, Vietnam
- Graduated with 3.75 GPA
- Coursework in Accounting, Statistics, Finance, Logistics, Strategy, Negotiation, Communications, and Project Management

#### **Bachelor of Science:** Political Science

#### **Wheaton College** - Wheaton, IL

NCAA Student Athlete in Football and Track • All Conference Football • All American Track & Field • Academic Dean's List

D. Jeffrey Sheridan



### Profile of Employment Experience

#### **City Manager**

**2019 – 2021**

City of Webster City, Iowa - As City Manager I was responsible for all areas of municipal governance under the Council Manager form of local government. Some highlights included; Completion of the first phase of the 2<sup>nd</sup> Street \$4 million total road reconstruction, getting the much needed and behind schedule new waste water treatment plant project back on schedule, completed comprehensive reviews of the city water and waste water utilities including a long overdue utility rate study and began the same for the municipal electric utility. Completed a new street garage project and multiple park improvements.

#### **Town Manager**

**2016 – 2019**

Town of Lowell, Indiana - The position is the primary Administrative Executive for the municipality and is responsible for the daily operations of the town. In my three years we received the maximum award in the INDOT Community Crossings grant program and another three million in sidewalk and trail grants. Responsibilities include management of all Economic and Community Development projects, Utilities, Public Works, Fiscal Planning, Project Management, Problem Solving, Human Resources Management, Public Relations, Parks and Recreation, Media Liaison and Historic Preservation. The position requires daily interaction with citizens, elected officials, appointed officials and consultants. Past President of the Indiana Municipal Management Association (IMMA). Member, International City/County Management Association (ICMA). Certified Municipal Official (CMO) in the Accelerate Indiana Municipalities (AIM) Municipal Management Institute (MMI). Member American Planning Association (APA). Member of the Public Service Advisory Board of the Ball State University Bowen Center for Public Affairs. Former member of the Board of Directors of the Indiana Association of Cities and Towns (IACT) and of the Indiana Municipal Management Association (IMMA).

#### **Executive Director**

**2013-2016**

Chief Executive officer for the Tipton County Economic Development Organization (TCEDO). The private, not for profit organization provides all economic and community development services for the City of Tipton and Tipton County by a contractual relationship. Responsible for all activities associated with the startup and operation a new private, not for profit entity from the ground up.



**Profile of Employment Experience (continued)**

**Town Manager**

**2004-2012**

Town of Cumberland, Indiana – The position is the primary Administrative Executive for the municipality and is responsible for the daily operations of the town. The Town Manager is responsible for all aspects of the governmental operation of the Town including Community and Economic Development, Policy Development, Problem Solving, Utilities, Planning, Human Resources, Development, Fiscal Planning, Public Works and Parks.

**Town Manager**

**2002-2004**

Town of Culver, Indiana A new position created in response to the growing needs of one of the most desirable lake communities in Indiana. The Town Manager is responsible for all aspects of the governmental operation of the Town.

**Teacher**

**2001-2002**

Second Grade, Bright Elementary, Sunman-Dearborn School Corporation.

**Community Manager**

**1999-2000**

Hidden Valley Lake, Indiana – Responsible for all day-to-day management of community. Oversee \$1.6 million budget and 14 full time employees.

**Director of Employee Relations**

**1998-2000**

Franks Industries responsible for the management of human resource issues. Responsibilities included; training, recruitment, employee discipline, payroll, union contract compliance, grievances, benefit administration, workman's comp and safety in a rapidly growing 165 plus, union production facility.

**Director of Municipal Development**

**1993-1997**

City of Lawrenceburg, Indiana – A new position created in response to the enormous increase in issues and development caused by the passage of the legislation that legalized riverboat gaming. Responsibilities included Economic Community and Development including Industrial Recruitment and Retention Policy Development, Problem Solving, Public Relations, Planning and the creation and coordination of the City' s involvement with the riverboat gaming operator selection including the City' s presentation to the Indiana Gaming Commission and the negotiation of the most lucrative development agreement in the state.



D. Jeffrey Sheridan

**Profile of Educational Experience**

|                                                                                                                                                                                  |      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Bachelor of Science in Political Science</b><br>Manchester College - North Manchester, Indiana                                                                                | 1985 |
| <b>Indiana Economic Development Academy</b><br>Ball State University - Muncie, Indiana                                                                                           | 1990 |
| <b>Economic Development Institute</b><br>Oklahoma University -<br>International Economic Development Council (IEDC)                                                              | 1991 |
| <b>Dearborn County Leadership Forum</b><br>Dearborn County Chamber of Commerce                                                                                                   | 1993 |
| <b>Grant Administrators Certification</b><br>Indiana Department of Commerce (IDOC),<br>now the Office of Community and Rural Affairs (OCRA),<br>re-certification biannually.     | 1994 |
| <b>Leadership Marshall County</b><br>Marshall County Community Foundation                                                                                                        | 2003 |
| <b>Municipal Management Institute, Level One</b><br>Indiana Association of Cities and Towns                                                                                      | 2004 |
| <b>Municipal Management Institute, Level Two</b><br>Indiana Association of Cities and Towns                                                                                      | 2005 |
| <b>Municipal Management Institute, Level Three</b><br>Indiana Association of Cities and Towns<br>Completed course and received Certified Municipal<br>Official designation (CMO) | 2007 |
| <b>Leadership Hancock County</b><br>Hancock County Leadership Academy                                                                                                            | 2009 |
| <b>Indiana Economic Development Academy Update</b><br>Ball State University - Muncie, Indiana                                                                                    | 2013 |
| <b>Economic Development Institute</b><br>Oklahoma University -<br>International Economic Development Council (IEDC)                                                              | 2014 |
| <b>Economic Development Institute Completion/Graduation</b><br>Oklahoma University -<br>International Economic Development Council (IEDC)                                        | 2016 |

## References

Larry Flaws, Director  
Webster City Parks & Public Grounds  
923 Walnut Street  
Webster City, IA 50595  
515 297 1691

Beth Chelesvig, Director  
Webster City Administrative Services  
400 2<sup>nd</sup> Street  
City of Webster City, IA 50595  
515 835 1224

Shiloh Mork  
Chief of Police  
400 2<sup>nd</sup> Street  
City of Webster City, IA 50595  
641 330 1950

Dan Taylor,  
Taylor, Chadd, Minnette, Schneider & Clutter  
Town Attorney,  
Town of Cumberland  
105 North Washington Street  
Crawfordsville, Indiana 47933-1734  
765 361 9680

Chris Kehoe, Chairman  
Webster City Parks and Recreation Commission  
1812 2<sup>nd</sup> Street  
Webster City, IA 50595  
515 832 5516

# ROBERT J. SIVICK

## Employment

**COUNTY OF WAUSHARA** (May, 2017 - February, 2021)

209 South Saint Marie Street, Wautoma, Wisconsin 54982-0300

POSITION: County Administrator

DUTIES: As the inaugural County Administrator, instituted cultural change with regard to policies, operations, finance, human resources, and outreach and cooperation with local, State, and Federal government partners. Managed and oversaw an organization consisting of eighteen departments and over four hundred employees providing services to approximately twenty-five thousand permanent and seventy-five thousand permanent and Summer season residents. Services included law enforcement, emergency medical, public health, social services including specific programs for juveniles, elderly, and veterans, highway maintenance, parks, courts including prosecution, child support enforcement, and civil matters, solid waste disposal, land conservation and zoning, land surveying, building inspection, agricultural and educational services, and a county museum.

**CITY OF WILLAMINA** (July, 2016 - May, 2017)

411 Northeast C Street, Willamina, Oregon 97396-2783

POSITION: City Manager

DUTIES: Recruited to institute cultural and policy changes to a municipality on the verge of bankruptcy due to long term poor leadership and management. Directed and managed all aspects of municipal government including the City water and wastewater utilities, supervised all municipal employees, negotiated all contracts with employee labor unions, drafted legislation, sought and managed all State and Federal grants, represented the City in regional and Statewide organizations, and lobbied on behalf of the City.

**CITY OF GRAND ISLAND** (May, 2011 - January, 2016)

100 East First Street, Grand Island, Nebraska 68802-1968

POSITION: City Attorney, Acting City Administrator, and  
Acting Human Resources Director

DUTIES: Directed and managed the City Legal Department by representing a municipal government serving more than fifty thousand residents in all civil, tax, planning and zoning matters, the municipally owned electric, water, and wastewater utilities, prosecuted all violations of the City Code, drafted legislation, lobbied, negotiated all contracts with employee labor unions, acted as the City Procurement Officer and public records custodian, and served as legal counsel to the Grand Island Area Metropolitan Planning Organization and four Business Improvement Districts.

**VILLAGE OF GREELEY** (September, 2010 - September, 2011)

102 Kildare Street, Greeley, Nebraska 68842-9806

POSITION: Village Attorney

DUTIES: Represented municipal government in all civil, tax, planning and zoning matters, prosecuted all violations of the Municipal Code, and negotiated all contracts on behalf of the municipality.

**COUNTY OF HOWARD** (November, 2007 - January, 2011)

612 Indian Street, Saint Paul, Nebraska 68873-1661

POSITION: County Attorney, County Manager, Personnel Director

DUTIES: Directed and managed all aspects of County government not overseen by independent elected officials, represented county government in all civil, tax, planning and zoning matters, prosecuted all crimes and child abuse and neglect matters occurring within county boundaries, negotiated all contracts with employee labor unions, obtained and enforced child support Orders, lobbied, and served as County Coroner and Personnel Director.

**ROBERT J. SIVICK, ATTORNEY AT LAW** (September 1988 - November, 2007)

3814 Dodge Street, Omaha, Nebraska 68131-3198

POSITION: Attorney

DUTIES: Sole practitioner and partner in a ten lawyer firm who practiced in State and Federal Courts including litigation in business, administrative, family, and criminal law.

**UNITED STATES SMALL BUSINESS ADMINISTRATION** (September, 2006 - March, 2007)

14925 Kingsport Road, Fort Worth, Texas 76155-2243

POSITION: Attorney/Advisor

DUTIES: Advised federal agency on banking, insurance, and real estate issues related to the approval, disbursement, and administration of government loans to small businesses and individuals suffering losses as a result of natural disasters.

**CITY OF OMAHA** (February, 2000 - June, 2001)

1819 Farnam Street, Omaha, Nebraska 68183-1000

POSITION: Council Member

DUTIES: As part of a seven-member legislative body, managed over three thousand employees and a budget of almost four hundred million dollars in delivering effective and efficient municipal government to over four hundred thousand residents.

**NEBRASKA ACCOUNTABILITY AND DISCLOSURE COMMISSION** (July, 1997 - January, 2001)

State Capitol Building, 11th Floor, Lincoln, Nebraska 68509

POSITION: Commissioner

DUTIES: Enforced State and local campaign financing and spending, lobbying, and ethics laws regulating the activities of political candidates, elected officials, lobbyists, and public employees.

**SEAEARTHSKY GROUP LTD.** (November, 1997 - November, 1999)

111 Atlantic Forest Drive, Edenton, North Carolina 27932

POSITION: General Counsel

DUTIES: Provided advice and services with regard to all legal issues faced by a seafood processing and distribution company.

**NEBRASKA COLLEGE OF BUSINESS** (September, 1992 - December, 1994)

3550 North 90th Street, Omaha, Nebraska 68134

POSITION: Instructor

DUTIES: Taught a variety of courses to students pursuing Legal Assistant degrees.

## Education

### LEGAL

Creighton University School of Law - Omaha, Nebraska

Juris Doctor (1988)

Creighton Law Review - Assistant Editor

### UNDERGRADUATE

University of Pittsburgh at Johnstown - Johnstown, Pennsylvania

Bachelor of Arts - History (1985)

Student Senate President, Senior Class Treasurer,  
Academic Integrity Review Board

## Affiliations – Past and Present

American Bar Association

American Planning Association/Nebraska Planning and Zoning Association  
 American Public Power Association  
 American Veterans (AMVETS) Post 25  
 Building Bridges/Constuyendo Puentes  
 Central Housing Region Development Block Grant Committee  
 Durham Western Heritage Museum Board of Directors  
 East Central Wisconsin Regional Planning Commission  
 Fox Valley Technical College Wautoma Area Advisory Committee  
 Fox Valley Workforce Development Board of Directors  
 Housing Authority of Yamhill County Board of Commissioners  
 Intercounty Coordinating Committee  
 International Association of Coroners and Medical Examiners  
 International City/County Management Association  
 International Municipal Lawyers Association  
 League of Nebraska Municipalities  
 League of Oregon Cities  
 Mid-Willamette Valley Council of Governments  
 National Association of Counties  
 National Public Employee Labor Relations Association  
 National Society of Newspaper Columnists  
 Nebraska Admirals, Grand Island Port - Commander  
 Nebraska Association of County Officials  
 Nebraska Child Support Enforcement Association  
 Nebraska County Attorneys Association  
 Nebraska Planning and Zoning Association  
 Nebraska State Bar Association  
     House of Delegates  
     Government Practices Section Executive Committee  
     Labor and Employment Law Section Executive Committee  
 North Central Wisconsin International Trade, Business & Economic Development  
     Council  
 Omaha Bar Association Executive Council  
 Omaha Barristers Club President  
 Omaha Civilian Employee Pension Board of Directors  
 Omaha/Douglas Public Building Commission  
 Omaha Legal Aid Society Board of Directors  
 Oregon City/County Management Association  
 Society for Human Resources Management  
 Robert M. Spire American Inn of Court Charter and Emeritus Member  
 State Bar of Wisconsin  
 Tri-County Economic Development Commission  
 Waushara Area Chamber of Commerce  
 Waushara County Criminal Justice Coordinating Council  
 Waushara County Economic Development Commission  
 Waushara County Historical Society  
 Wautoma Kiwanis Club - President  
 Wautoma Rotary Club  
 Willamina Coastal Hills Chamber of Commerce  
 Wisconsin City/County Management Association  
 Wisconsin Counties Association  
 Wisconsin County Executives & Administrators Association  
 Wisconsin County Mutual Insurance Corporation Loss Prevention/Workers  
     Compensation Committee

Wisconsin County Utility Tax Association  
Wisconsin Economic Development Association  
Yamhill County Transit Area Advisory Committee

**Professional Profile**

- Expert at leading people and large organizations while setting strategy and executing operations.
- Exceptional problem-solver with keen ability to resolve issues, provide for system enhancements.
- Expert in cross-functional team building and creating high performing, self-sustaining teams.
- Outstanding written, oral communications and presentation skills; strategic and operational.
- Certified Diversity Executive (CDE) by the Institute for Diversity Certification.
- Colonel, U.S. Army (Retired); consistently selected for advancement ahead of peers.

**EXECUTIVE DIRECTOR FOR ONE WASHINGTON**

**State of Washington, Office of Financial Management – Olympia, WA**

**Dec 2018 to Present**

- Responsible for implementing the largest statewide business transformation system impacting all three branches of government, 113 agencies, with a \$450M cost model over 10 years.
- Drove the development and execution of the Governor's Executive Order directing the state to execute the state's core business systems transformation via an enterprise resource planning system (ERP).
- Secured over \$18.4M and \$25.5M in the Governor's respective biennial and supplemental budgets.
- Exponentially enhanced legislative support across both chambers and caucuses.
- Orchestrated the establishment of a Program/Project Management Office (PMO) with multiple vendor supported activities while meeting all deliverables within scope, on schedule, and within the operating budget.
- Spearheaded the labor engagement strategy ensuring that labor perspectives were in alignment with the strategic objectives of the program.
- Established a human centered, team focused program culture resulting in a 100% personnel retention rate.
- Designed and implemented a comprehensive Staff Development and Training Program.

**VICE PRESIDENT FOR BUSINESS DEVELOPMENT AND MARKETING**

**APR Energy – Jacksonville, FL**

**Apr 2018 to Dec 2018**

- Launched a Business Analytics Team designed focused on market research and analysis to improve the quality and number of leads put into the business development and sales cycle.
- Crafted an environment that leveraged Google Analytics, Hubspot (CRM), Nuvi (Social Media) and news feeds combined with classic human intelligence gained from the field to validate prospective markets of focus.
- Boosted the company's capability to capture a contract worth \$32M USD in the Dominican Republic through the integral support of our Business Analytics and Marketing teams.
- Attained 59,704 unique website users in a 5-week span just prior to contract award, 11,071 from the Dominican Republic; a direct reflection of targeted marketing efforts.
- Revamped the Customer Relations Manager (CRM) into an Opportunity Management System (OMS) to improve the company's system of record for managing customer relations and opportunities.

**CHIEF OF STAFF/DEPUTY SECRETARY FOR ASSET MANAGEMENT/CFO**

**State of Washington, Department of Social Health Services – Olympia, WA**

**Apr 2016 to Apr 2018**

- Operated as the number 2 of a State Human Services Agency with 19,500 employees statewide.
- Negotiated the development and submission of biennial and supplemental budgets worth approximately \$14.87B of spending influence in support of department and program initiatives and priorities.
- Shaped an extremely positive climate through effective leadership and management of 758 staff, through 7 direct reports, and oversight of \$51M dollars of spending influence within the Administration.
- Founded an administration wide Leader and Staff Development Program resulting in 18 graduates annually.
- Strengthened the department's Emergency Management portfolio resulting in a trained, rehearsed, and ready emergency response apparatus.
- Improved the Department's approach to meeting requirements in the Governor's Executive Order, Modern Work Environment, and mobility, influencing staff culture to use office space more effectively.



**SENIOR DIRECTOR, OPERATIONS SUPPORT & SERVICES DIVISION (OSSD)****State of Washington, Department of Social Health Services – Olympia, WA****Jul 2013 - Apr 2016**

- Exceeded historical norms by advocating for a more robust capital budget resulting in a 200% increase in capital funding, resulting in \$77M biennial, \$14M supplemental, and \$32M in capital bond funds.
- Achieved passing evaluations for all Joint Commission (JC) and Centers for Medicare and Medicaid Services (CMS) for all facilities, plant, and maintenance areas across all in institutions.
- Enhanced customer expectations within the Department's leased facility portfolio, including approximately 143 leases of over 3.1M square feet.
- Improved the policy, direction, and control of the procurement of goods and services, all non-capital fixed assets (total agency value in excess of \$100M), and consumable assets at agency institutions.
- Developed and implemented a division wide Leader and Staff Training and Development Program.
- Strengthened the headquarters Emergency Management response in support of over 20 campuses and institutions statewide including headquarters facilities.
- Upgraded the Department's Central Contracts and Legal Services Agency's Contracts Data Base in support of all programs across Department.

**PROGRAM MANAGER (SENIOR TECHNICAL)/PLANS OFFICER****CACI/Research Engineering and Development/United States Special Operations Command – Arlington, Virginia/ Tampa, FL****Jan 2012 - Jun 2013**

- Revitalized Interagency Integration and Information Sharing in support of Theater Special Operations Commands.
- Initiated processes to facilitate oversight for a new Facility Management Team executing a 5.5M dollar facility management contract intended for new construction.
- Directed personnel and on-site support to all CACI/RED-INC employees.
- Developed a manpower review process and screening mechanism for potential new hires.
- Orchestrated the construction of a new organizational share-point portal.
- Created a Global Mission Support Center (GMSC) assessment for the Commander resulting in restructuring the GMSC to gain operational efficiencies.
- Introduced a process map by which GMSC information systems would receive, integrate, and fuse information from Theater Special Operations Commands, Interagency Fusion Centers, Regional Coordination Centers, and deployed SOF Forces.

**GARRISON COMMANDER (CITY MANAGER / CITY ADMINISTRATOR)****United States Army Garrison Grafenwoehr – Grafenwoehr, Germany****Jul 2010 – Dec 2011**

- Operated a 2,795-person organization through 19 direct reports responsible for community support operations for a 41,000 person geographically dispersed community.
- Executed a 330M dollar annual budget designed to support base operations, restoration, and modernization of facilities.
- Implemented a 20% reduction in Operations and Maintenance funding with zero loss of employees while maintaining a superior customer service rating across all service lines.
- Developed a garrison wide customer service training program resulting in an 91% or better survey rating across all functional business lines of operation.
- Improved the Garrison's Morale, Welfare, and Recreation program by insuring maximum investments and relationships with local businesses.
- Oversaw the Garrison's Emergency Management Program resulting in a trained, rehearsed and ready emergency response apparatus.
- Programmed a 232M capital improvement budget resulting in improved quality of life for the entire community.
- Oversaw 2500 government owned and 2500 leased homes across three counties and 32 towns and cities.
- Awarded both the Secretary of the Army and Defense Environmental Stewardship awards.

**CHIEF OF OPERATIONS (CHIEF OPERATING OFFICER)****Installation Management Command (IMCOM) – Crystal City, DC****Jun 2009- Jun 2010**

- Transitioned the Directorate of Operations and Directorate of Plans into combined operations, plans, and training directorate to increase efficiency and better align with other Army Commands.
- Created and implemented Problem Analysis and Decision-Making Processes into staff rigor to enhance overarching staff integration and analytical capabilities to facilitate collaborative decision-making.
- Executed a KPI review and revision to improve strategic readiness across the command.
- Administered the command's Emergency Management portfolio resulting in a trained, rehearsed, and ready emergency response apparatus.

**SENIOR DIRECTOR (BATTALION COMMANDER)****1st Battalion, 23rd Infantry, 3d Stryker BDE – Fort Lewis, WA****May 2005- Jun 2008**

- Headed an 820-person Infantry Task Force through 7 direct reports during Operation Iraqi Freedom.
- Developed and implemented the organizations training and development program.
- Created programs to manage ethnic and religious divides through employment of local nationals and restoration of security, basic services, and effective governance structures.
- Effectively employed Army Counter-insurgency doctrine in support of Multi-National Division. Baghdad in Northwest Baghdad; an area with an indigenous population of over 2,000,000 people.
- Orchestrated recruitment of Iraqi security forces which enabled transition of operations to the host nation.
- Awarded the Bronze Star with a Valorous Device.

**SENIOR MANAGEMENT ANALYST (PLANS AND OPERATIONS OFFICER)****Special Operations Command Europe – Stuttgart, Germany****May 2003 - May 2005**

- Planned and headed a Joint Task Force responsible for command and control of US, NATO, and interagency forces in support of US Government support to the Summer Olympics in Athens, 2004 with specific focus to Athlete security and counterterrorism.
- Operated as Task Force Liaison to the United States Foreign Emergency Support Team (FEST)
- Mentored and trained others in the exercise build, training, and coordination of Special Operations Forces for the NATO Response Force.

**LEADERSHIP, MANAGEMENT AND STAFF POSITIONS****June 1988-May 2003****United States Army – varying locations World-wide****Key Education, Training, Qualifications, and Awards**

- M.S. National Security Strategy and Strategic Studies, National War College, 2009
- M.M.S. Advanced Military Studies, Marine Command and Staff College, 2000
- B.A. Criminal Justice, Seattle University, 1988
- Anti-Terrorism / Force Protection Level IV, 2010
- LEAN Six Sigma Experience / Continuous Process Improvement (CPI) experience
- OSHA Voluntary Protection Program (VPP) experience
- Commander's Safety Certification, 2010
- Secretary of the Army and Secretary of Defense Environmental Stewardship Award Winner, 2010
- Army Readiness and Assessment Program (Composite Risk Assessment – CRM), 2010
- National Incident Management System / Incident Command System CS 100+200 / 700+800, 2009
- Governor's Letter of Commendation, 2014
- Governor's Award for Leadership in Management, 2015
- Certified Diversity Executive (CDE), Institute for Diversity Certification
- Member of the International City Manager's Association, ICMA, 2020





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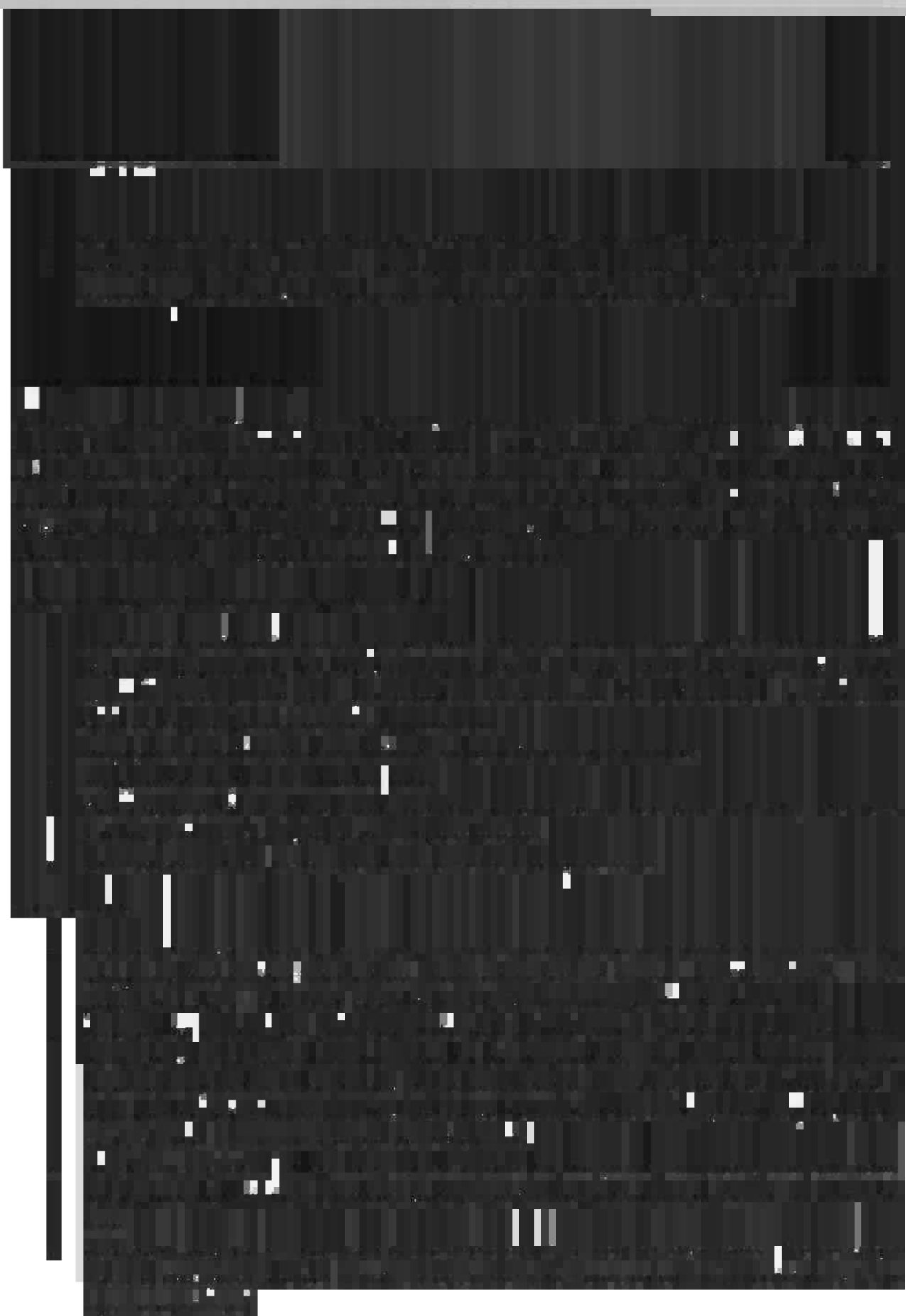
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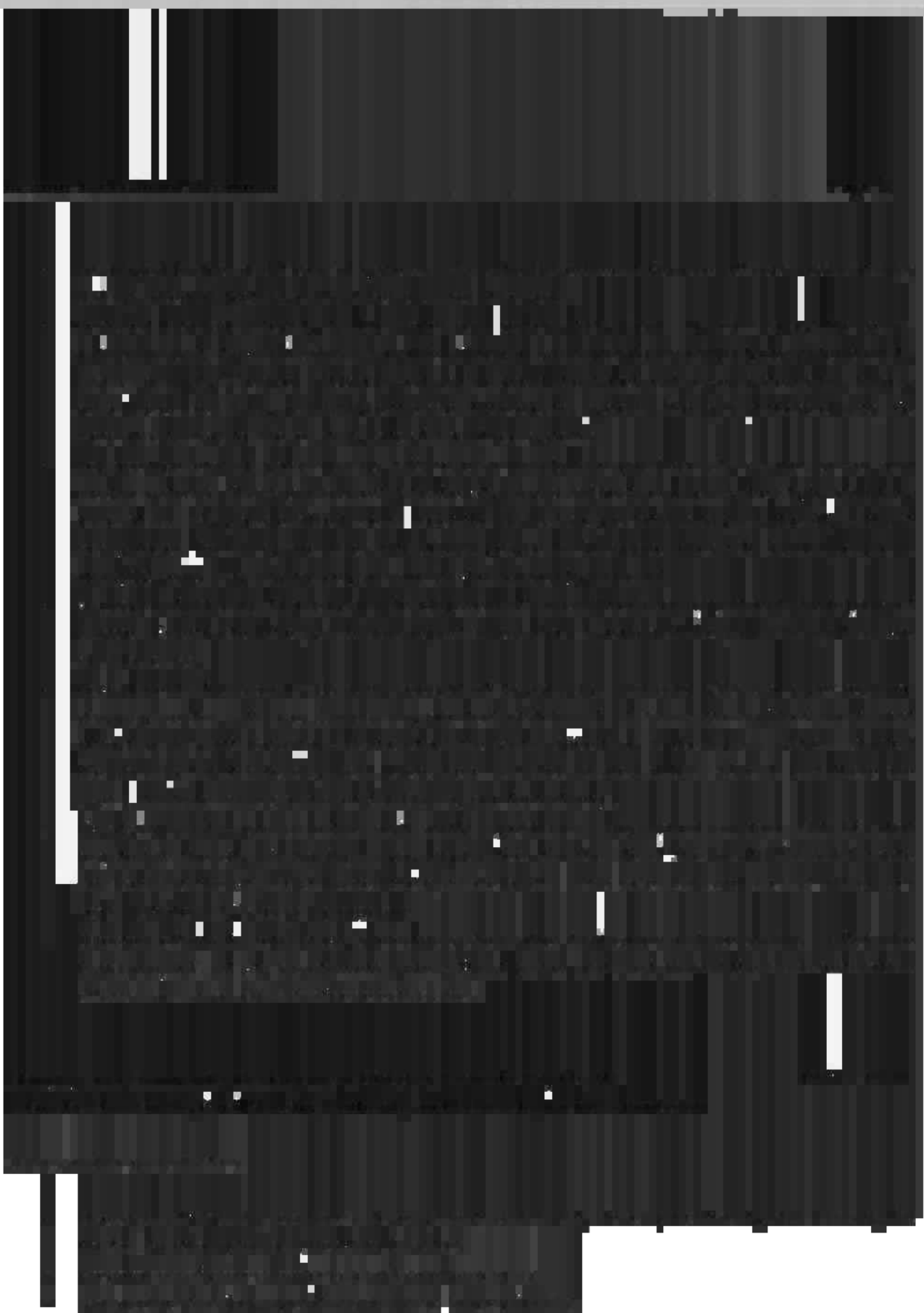
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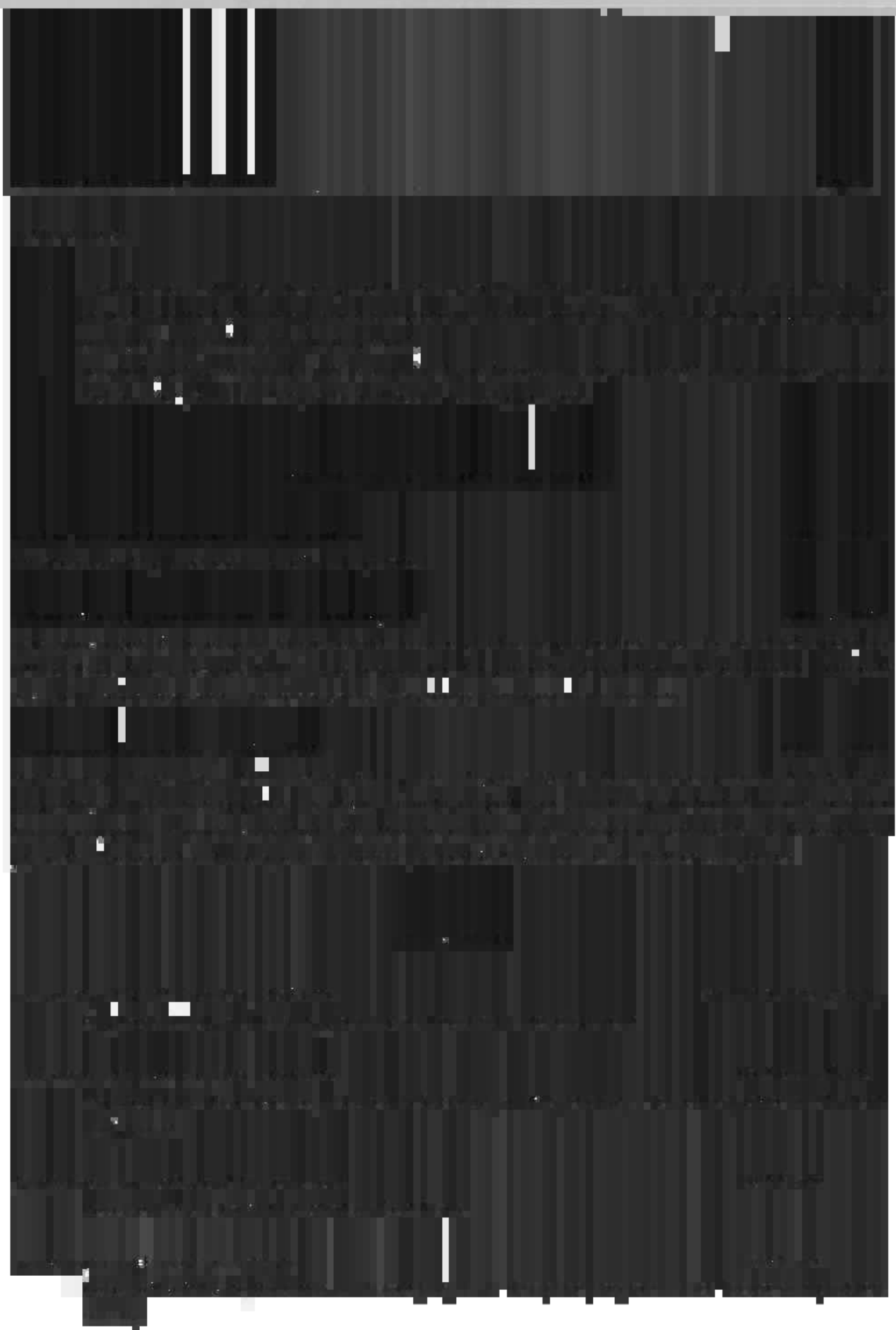














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## **D.W. STARK, MPA, ICMA-CM**



### **PROFILE**

An innovative, senior government executive with exemplary leadership skills who has demonstrated an outstanding ability to plan strategically, formulate and implement policy and manage within budgetary guidelines resulting in successful solutions in even the most adverse situations.

- International City/County Management Association past Credentialed Manager
- Member-Colorado City and County Management Association
- Member-Florida City and County Management Association
- State of Nevada Certified Public Official Designation (2010)
- Town of Frederick Planning Commission Member 2015

### **EXPERIENCE**

#### **TOWN OF FREDERICK PLANNING COMMISSION MEMBER: MAY 2015 TO PRESENT**

Member of the Town of Frederick Planning Commission as appointed by the Town Board. I have been a member since 2015 and provide input, advice, and guidance in accordance with local, state, and federal statutes. Assists with development and updates of a Comprehensive Plan and critiquing information regarding the current economic and building conditions of the Town-and offering opinions and questions regarding future growth. Expertise and technical knowledge provided to accomplish the Town's goals of a coordinated and sensible development of the Town. This is inclusive of the Three-Mile Plan that is maintained and updated annually. As a member of the Planning Commission provides advisory counsel to the Town Board as part of the group. I have developed Master Plan's, code enforcement ordinances, and development grants that provide competent and professional background expertise to the Planning Commission.

#### **CENTURA HEALTH INDIAN PEAKS COMMUNITY GARDEN Frederick, Co.** January 2020 to Present

Manager, facilitator of community garden plots and educational programs/seminars, budget, and finance control over supplies/logistics/outreach. Liaison with local government(s), community organizations (public and private), and businesses. The purpose of this endeavor is to promote physical and mental health in the region.

#### **STEVINSON LEXUS FREDERICK** May 2015 to Present

Transportation Specialist/Customer Service/Logistics. Liaison between the company and numerous County and State agencies.

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**INOVISION, LLC:** Lyon County, Nevada  
December 2010 to May 2015

Offering management consulting, search firm services, filling executive government and school-district executive level positions and concentrating on training senior level management. CEO Stark focuses on governmental organizations of all sizes and offers consulting to individuals, small businesses, and non-profits. (Note: Client list is confidential to protect the privacy of clients.)

**COUNTY MANAGER:** Lyon County, Nevada  
September 2007 to December 2010

Oversaw a 2,431 square mile county in Northern Nevada with 20 direct reports and a total fund balance of \$50 million. Directed hiring, training, performance evaluations, and employee relations for a 465-employee organization. Created and implemented policies and prepared and administered budgets. Negotiated and reviewed union contracts. Performed public relations, economic development, and community outreach initiatives. Liaised with other local, state, and federal agencies to provide a safe community and improve quality of life. Coordinated interdepartmental activities between Emergency Services, County Clerk and Elections, assessor's office, property tax, utilities, roads and facilities, planning and development, human resources, finance, and budget.

**Accomplishments**

- *Awarded a \$500,000 federal Brownfield grant* to identify and remediate contaminated properties to produce additional money for the tax rolls and contribute to ecological and environmentally friendly initiatives.
- *Coordinated emergency services and programs in response to a flood disaster in Fernley*; secured \$8 million in FEMA funding to subsidize relief.
- *Donated planning, security, traffic control, and various utilities and materials*; managed logistics and collaborated with television producers to facilitate the filming of an episode of Extreme Home Makeover television show in Stagecoach.
- *Received high marks from the Lyon County Commission* after only six months
- *Led business development initiatives to secure \$25 million in new tax revenue* through a greenhouse operation, coin mint, and warehouse projects.
- *Enhanced relationships with the news media* ("customer service from your office has always been very positive," said one reporter)
- *Collaborated with the Sheriff's Department* and the Board of Commissioners to design and develop a \$26 million jail facility.
- *Improved IT needs* and created a more user-friendly website
- *Secured funding for airport improvements*
- *Remained fiscally solvent*, during one of the worst recessions in Nevada's history, while maintaining important services to citizens.

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**CITY MANAGER:** City of Charlotte, Michigan  
December 2003 to September 2007

Directed a 95-employee organization with 12 direct reports that managed a full-service government unit with a \$16 million operating budget to support a city of 12,000 residents. Maintained six industrial parks and an extensive park and recreation system. Oversaw human resources, budget preparation, union negotiations, and public relations. Developed and implemented public policy, led economic development, and instated retention incentives for industrial parks and local businesses. Trained citizens on building, growing, and managing small business. Collaborated with local, state, and federal agencies to share resources, which streamlined operating costs.

**Accomplishments**

- *Researched, wrote, submitted, and obtained a \$100,000 state Blueprint grant; coordinated public meetings and focus groups and introduced downtown revitalization plan.*
- *Applied for and received two \$200,000 Brownfield grants to refurbish three contaminated properties that generated usable properties with a \$750,000 tax potential.*
- *Devised and oversaw capital improvement projects worth \$3 million, including sidewalks, fire station exhaust system, parks/trails, and streets. Developed plans for a new fire station.*
- *Facilitated \$2 million in capital improvements funded by state and federal grants; renovated runway, implemented new gas fueling system, and heightened security for the airport. Trained, certified, and served as an assistant airport manager.*
- *Maintained solid finances and achieved exemplary, award-winning audits*
- *Resurrected two rounds of urban revitalization grants to enhance the downtown area*
- *Improved lighting and infrastructure for west-side businesses, saving potentially \$44,000 or more.*
- *Implemented a \$376,000 outdoor concrete skate park with an Internet camera system for the community to view activities. Oversaw project, including the coordination of groups, donations, and media events.*
- *Assisted the City Council in various park, trail and visual improvements around the city.*

**CITY MANAGER:** City of Litchfield, Michigan  
April 2000 to December 2003

Managed nine department heads that operated infrastructure for a small agricultural community with approximately 2,000 residents. Oversaw a \$12 million budget funded from property and industrial park taxes. Directed human resources activities; performed needs analysis of tax, recreation, and budget and finance matters to resolve operating issues. Formulated and communicated city policy. Led union negotiations and contract review. Spearheaded media and public relations activities, including presentations and community outreach. Interfaced with local, state, and federal agencies to obtain

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additional funding for overlapping projects. Solicited donations from private partnerships; secured hundreds of thousands of dollars.

**Accomplishments**

- *Researched and wrote grant applications; applied for and received \$1.5 million* from several state grants to design and construct a river walk, bike trail, and park.
- *Developed and marketed a 200-acre automotive industrial park* that enhanced tax revenue by \$2 million.
- *Designed a streetscape proposal to beautify the downtown area* and parks, enhanced lighting, curbing, signage, new playground equipment, and road compatibility.
- *Implemented emergency management system* and budgeting procedures, overhauled policies, deployed a new accounting system, and established a formalized training program, which streamlined operations and enhanced accountability.

**STATE OF COLORADO**, Human Services, Denver, Colorado

June 1997 to December 1999

Title: General Professional III (Administrative Program Specialist II), Program Manager (Driver's License Suspension statewide program)

Responsible for the maintenance, policy application, and training of other jurisdictions on the state programs of driver's license suspension (child support related) and the credit reporting agency program. Program manager for a new initiative: Vendor Offset. These are new statewide programs that have recently been implemented and are constantly undergoing transitional phases. Supervisory position involving training of subordinate personnel and documenting detailed information and follow-up protocols. Program work integral to collection of child support, interpreting and applying state and federal policy and regulations, and writing case summaries and reports (legal work with interstate policy and legal ramifications). Highly technical and complex level work.

**Adams County Social Services**, Commerce City, Colorado

April 1994 to June 1997

Title: Lead Legal Technician IV

Supervised and managed a paralegal unit of eight members. Complex case and document preparation, formulated legal pleadings, computer expertise, and negotiation conferences, assist attorney(s) in highly technical and complex cases, formulated and implemented an extensive training program, member of an interstate Colorado task force on legal policy and issues in the field of social services. Numerous other duties and areas of professional responsibilities. Extensive experience in applying state and federal rules and regulations and making determinations regarding requests for services.

**1st Judicial District/State of Colorado**, Golden, Colorado

March 1993 to October 1993

Title: Court Clerk II

Helped coordinate the move from the old courthouse to the new facility. Administration, warehouse management, driving duties, supervised one other employee. Worked directly for the District Court Administrator.

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**City of Westminster**, Westminster, Colorado

August 1980 to October 1991

Title: Investigator, Senior Police Officer

Field training instructor, specialized investigations, performed all aspects of law enforcement, policy formulation and implementation, member of various citywide committees, over 30 law enforcement-training classes on resume. Helped formulate the city's Drug and Alcohol policy for personnel.

\*Management experience and training with several large companies to include the K-Mart Corporation, Chicago Federal Savings and Loan, and various municipalities and governmental entities.

## **EDUCATION**

### **Master's degree in Public Administration**

Specialized in intergovernmental relationships

*University of Colorado, Denver, Colorado (1997)*

### **Bachelor's degree in Criminal Justice Management and Administration**

*Metropolitan State College, Denver, Colorado (1992)*

### **Associate degree in Police Science**

*South Suburban College, Chicago, Illinois (1979)*

## **PROFESSIONAL CREDENTIALS**

**Certifications:** State of Nevada Certified Public Official Designation, 2010 | Credentialed Manager, International City/County Management Association | State and Local Emergency Management/Disaster Situation Certification

**Professional Affiliations:** Government Finance Officers Association | Nevada Association of Counties | Local Government Managers Association of Nevada | State of Nevada Bicycle Advisory Board | Golden Key Honor Society | Alpha Phi Omega (service fraternity) | Delta Phi Omega (Criminal Justice fraternity) | Yerington Advisory Board, Western Nevada College

**Training:** Federal, state, and local grant writing | HR training: discipline, harassment, building teams, conflict resolution, and customer service | Economics, finance, budgeting, and business development



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## **AWARDS**

- Scholarship, American Association of Retired Secret Service Agents, 1993 (based on commitment to the field of Law Enforcement)
- Inducted into “Who’s Who in American Universities”, 1993 (based on academic standards and community involvement)
- Outstanding Student Award, Metro State, 1992
- Golden Key Honor Society, Lifetime member (academic excellence)

## **VOLUNTEER ACTIVITIES**

- In 2008, the Honorable Jim Gibbons appointed Mr. Stark to a State of Nevada Advisory Board.
- In July of 1999, appointed to a State Board and Commission. The governor of Colorado, the Honorable Bill Owens, made this appointment.
- Boy Scout troop advisor, involved in two local PTA’s, community participant and volunteer.
- Vice-chair and member of a Jefferson County (Colorado) appointed board and commission

## **REFERENCES**

References available upon request.

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# DAVID STRAHL



- ◆ **Policy Administration**, knowledge in developing, presenting policy recommendations, and implementing policies as directed by elected officials.
- ◆ **Extensive background in all municipal related activities**, including budgeting/fiscal management, capital program budgeting, economic development, labor relations, technology leveraging, general supervision, management direction, customer service improvement, and performance measurement.
- ◆ **Demonstrated success in negotiating win-win compromises**, developing teambuilding programs among staff and with citizen groups, and working with state and regional stakeholders including lobbying of state elected officials.
- ◆ **Demonstrated leadership skills**, including managing multi-million dollar projects that required several years of coordination among many different groups of stakeholders.

## GENERAL MANAGEMENT KNOWLEDGE BASE

|                                  |                                        |                                    |
|----------------------------------|----------------------------------------|------------------------------------|
| <i>Budgeting/Fund Accounting</i> | <i>Economic Development</i>            | <i>Performance Management</i>      |
| <i>Fiscal Analysis</i>           | <i>Strategic Planning</i>              | <i>Organizational Development</i>  |
| <i>Customer Service</i>          | <i>Capital Improvement Budgeting</i>   | <i>TIF Management</i>              |
| <i>Employment Law</i>            | <i>Media Relations</i>                 | <i>Planning/Zoning Knowledge</i>   |
| <i>Mediation &amp; Advocacy</i>  | <i>Building/Housing Code Knowledge</i> | <i>Staff Supervision</i>           |
| <i>Grievance/Arbitration</i>     | <i>Alternative Dispute Resolution</i>  | <i>Labor Contract Negotiation</i>  |
| <i>Employee Evaluation</i>       | <i>Project/Regulatory Management</i>   | <i>Intergovernmental Relations</i> |

## PROFESSIONAL EXPERIENCE

### VILLAGE OF SCHILLER PARK – SCHILLER PARK, IL

*Local government with \$25 million budget, 100 FTE union/non-union employees, 12,250 residents*

#### **Interim Village Manager**, January 2019 - Present

Provided general leadership in managing municipal operations functioning as chief executive officer. Worked with elected officials and management team personnel to ensure policies were implemented.

- ◆ General Government Activities:
  - Provided general oversight into all municipal operations relating to police, fire, parks, water, finance, and public works.
  - Directed zoning and code revisions to improve community appearance and improved response to development and economic development demands
  - Directed management changes and improvements through evaluations and improved accountability
  - Coordinated and directed budget development and process improvement to improve transparency and maximize revenue usage.
  - Coordinate economic development activities with staff to improve community market position.
  - Managed a number of professional services contracts for finance services, refuse, IT, GIS, and engineering services.
  - Directed labor contract negotiations with public works, fire, and police

### CITY OF O'FALLON – O'FALLON, MO

*Local government with \$121 million budget, 444 FTE union/non-union employees, 87,250 residents*

#### **City Administrator**, October 2017 to October 2018

Provided general leadership in managing municipal operations functioning as chief executive officer. Worked with elected officials and management team personnel to ensure policies were implemented.

◆ General Government Activities:

- Provided general oversight into all municipal operations relating to police, parks, water, waste water, courts, auditor, finance, administrative services, and public works.
- Coordinated and directed budget development and process improvement to improve transparency.
- Directed economic development activities including incentives to improve marketability of community.
- Directed space study for city hall renovations within budget recommendations.
- Directed major wastewater, water, and street capital improvement projects.
- Directed technological capital improvement project schedule and process.
- Worked closely with city council to improve agenda process.
- Directed a strategic planning process establishing goals/objectives for the city council.
- Initiated the process to create internal lease payments for vehicles and technology purchases.
- Directed the evaluation process to begin the Enterprise Resource Planning (ERP) computer systems.
- Undertook management reviews of all operations to formulate improvements.
- Represented the city as a member of the municipal advisory group for the Missouri Municipal League.
- Worked with many of the over 45 Homeowners Associations to address local issues.

**VILLAGE OF MOUNT PROSPECT – MOUNT PROSPECT, IL**

*Local government with \$115 million budget, 307 FTE union/non-union employees, 56,500 residents*

**Assistant Village Manager**, August 1993 to April 2016

Provided general leadership in managing municipal operations functioning as equivalent to chief operating officer. Worked with elected officials and management team personnel to ensure policies were implemented. Provided regular follow up to policy makers through various communication methods.

◆ General Government Activities:

- Extensive working knowledge of all municipal operations police, fire, community development, human services, human resources, public works (water, sewer, flood control), and finance.
- Worked with a variety of citizen groups to gather input and function as a conduit between the citizens and their local government. Worked as an ombudsman on behalf of the residents/businesses for all utility providers. Participated in developing new emergency protocol for private utility provider during prolonged power outages.
- Directed corporation counsel in coordinating any lawsuits, settlements, and strategies. Directed all workers' compensation activities up to and including settlement to minimize open medical expenses.
- Served as chief management negotiator with four labor unions and administered all contract elements including grievance administration, arbitration, cost analysis and strategy determination. Maintained excellent labor relations atmosphere throughout the negotiation process.
- Provided leadership to management team as needed to maintain mission. Directed the implementation of an Enterprise Resource Program (ERP) agency-wide and provided direction for HRIS elements that related to the ERP implementation.
- Represented the Village at various regional and state level meetings including topics on airport noise, pension legislation, insurance, utilities, public safety, and revenue development.
- Served as leader of emergency management team during local disaster events and trained in National Incident Management System (NIMS) operations.
- Directed municipal electric aggregation implementation process including public information marketing the referendum through citizen communication which resulted in saving residents and businesses over 42% in annual electric costs.

- Managed a \$17 million construction project for a new village hall and parking deck in the downtown. Projected completed on time and on budget.
- Supervised Human Resources staff, Information Technology staff, public information officer, TV Services Staff, administrative analyst, and administrative adjudication hearing officer.
- ◆ Strategic Planning Activities:
  - Directed the strategic planning process among staff and policy makers. Worked as the liaison between staff and elected officials to implement plan elements, including creating benchmarking measures to monitor progress as necessary.
  - Directed development and implementation of the IT master technology plan to ensure all technology was fully leveraged.
  - Directed work process improvement reviews to increase efficiencies of all employee work activities.
  - Directed the employee continuous process improvement program to improve workflow and efficiency which resulted in elimination of unnecessary tasks and processing delays. Led regularly scheduled review efforts through departmental management staff.
- ◆ Economic Development Activities:
  - Directed staff in developing the creation of economic development marketing materials. Participated as a member of the staff development review committee to coordinate business retention visits and marketing to businesses about the potential benefits of relocating into the community.
  - Participated in weekly development meetings to monitor development and building projects and direct staff as needed to address any issues impeding project completion.
  - Worked closely with building code staff to monitor and address all housing code issues including supervising the Administrative Adjudication judicial process.
  - Worked with various departments to streamlining permit and plan processes to shorten turnaround time for all development projects.
- ◆ Fiscal Management Activities:
  - Led management team members to develop and administer a short and long term budgeting process through multi-year projections and planning. Led management team to prioritize capital improvement budget requests for long term planning/prioritization.
  - Directed the review of all employee related expenses as part of the annual budget review process.
  - Participated in the annual budget review process for presentation to the Village Board.
  - Managed the administrative budget for the agency.

**Acting Village Manager, 2014 to October 2015**

Provided overall leadership in managing all municipal operations. Directed implementation of policies of elected officials through supervision of management team personnel. Communicated directly with elected officials regarding policy implementation status and all other relevant municipal operations details.

- ◆ General Government Activities:
  - Required department directors to submit quarterly goals and objectives with progress reports.
  - Directed media relations.
  - Represented the Village in Regional meetings regarding water delivery and emergency dispatch services.
  - Provided an annual schedule of topics for Committee of the Whole meetings to Village Board and staff for planning purposes.
  - Continued to perform all other duties associated with Assistant Village Manager position.
- ◆ Strategic Plan Activities:
  - Directed revision to performance measures for all departments through implementation of strategic planning goals as part of annual budget.
  - Directed the creation and maintenance of a legal services performance tracking system.

- Improved communication processes with Village Board members through regularly scheduled updates.
- Coordinated the decision process regarding staffing changes with elected officials.
- Coordinated agenda topics according to strategic goals and directed staff activities to implement elected officials' decisions.
- Directed management personnel defining annual measureable performance goals.
- ◆ Economic Development Activities:
  - Directed improvement of communication of economic activities within the community to both elected officials and general public.
  - Worked with community development to improve marketing message and strategy.
  - Directed a revamp of the economic development web site offerings through a web site upgrade.
- ◆ Fiscal Management Activities:
  - Directed the annual budget process and implementation.
  - Revised the presentation format of quarterly financial reports before the Village Board and Finance Commission.
  - Revised the budget preparation material and schedule to prepare for potential state revenue impact.

### **CITY OF ST. CHARLES - CITY OF ST. CHARLES, IL**

*Local government with \$70 million budget, 200 union, non-union employees, 33,000 residents*

#### **Administrative Coordinator, 1986-1993**

Responsible for special projects related to financial, human resources, budgetary, and administrative policies. Directed the HR functions for all employee groups.

- ◆ Directed the creation and management of the human resources department.
- ◆ Provided oversight for all human resources operations, including creation of performance indicators and goal assessments.
- ◆ Served as chief management negotiator for all labor contracts, including contract administration.
- ◆ Provided assistance to the electric utility operating staff for management direction.

### **VILLAGE OF OSWEGO – OSWEGO, IL**

### **VILLAGE OF MONTGOMERY – MONTGOMERY, IL**

*Local governments with approximately \$10 million budgets each, 200 employees total*

#### **Consultant, 1987-1992**

- ◆ Assisted Village Administrators and Trustees in developing personnel policies, personnel manuals, salary programs, and merit evaluation systems.

### **CITY OF DE KALB – DE KALB, IL**

*Local government with \$20 million budget, 150 employees, 44,000 residents*

#### **Administrative Intern, 1985-1986**

- ◆ Assisted Village Administrators in performing general special research projects.

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**EDUCATION & CERTIFICATIONS**

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**MASTER OF PUBLIC ADMINISTRATION, URBAN MANAGEMENT  
NORTHERN ILLINOIS UNIVERSITY — De Kalb, IL**

**BACHELOR OF SCIENCE IN POLITICAL SCIENCE  
MANCHESTER COLLEGE — North Manchester, IN**

**Management Designations:**

- ◆ Graduate of Civic Leadership Institute

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**OF NOTE**

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**Professional Development:**

- ◆ Member of the Municipal Advisory Group for the Missouri Municipal League
- ◆ Former Member of International City/County Management Association (ICMA) Awards Evaluation Panel
- ◆ Former Member of ICMA Committee on Assistant Managers
- ◆ Member since 1986 and former board member (2005-2009) of the Illinois Public Employee Labor Relations Association (IPELRA)
- ◆ Vice Chairman of Intergovernmental Personnel Benefit Cooperative (Health Insurance Collaborative)
- ◆ Former Chairman of the Finance and Operations Committee for the Intergovernmental Personnel Benefit Cooperative (IPBC) 2010-2015
- ◆ Member of the Executive Committee of IPBC
- ◆ Presenter at ICMA, Illinois City/County Management Association (ILCMA), Illinois Municipal League (IML) conferences
- ◆ Member of Legislative Committee for Northwest Municipal Conference (NWMC)
- ◆ Former Chairman of the Performance Measure and Benchmarking Task Force for NWMC
- ◆ Former Member of Advanced Metering Infrastructure (AMI) Implementation Regional Task Force creating a test environment for Smart Meters in the Northeastern Illinois area

**Affiliations:**

- ◆ International City/County Management Association
- ◆ National Public Employee Labor Relations Association
- ◆ St. Louis Area City Management Association
- ◆ Missouri City Management Association
- ◆ Illinois City/County Management Association
- ◆ Illinois Public Employee Labor Relations Association
- ◆ Illinois Metro Managers Association

**Interests:**

- ◆ Bicycling
- ◆ Snow Skiing
- ◆ Volunteer for Habit for Humanity

## Objectives

To secure a middle management level position for a reputable Multi-Family Housing company where my skills in creative problem-solving and strong interpersonal skills will be utilized in the field of operations.

## Experience

Community Director ▪ August 3, 1998 - Current

Concord Management LTD ▪ 2605 Maitland Center Parkway Ste A, Maitland, FL 32751

- Responsible for all aspects of leasing and marketing to prospective residents.
- Interview and recommend new hires, training in administrative, leasing, and maintenance staff.
- Delegate, define, schedule and assign team member tasks. Monitor quality of work and assists in resolving operating problems. Counsel and coach employees, establish standards of performance and appraisal performances. Provide technical, managerial, and performance guidance. Maintain discipline, handle employee grievances and maintain harmonious employee relations.
- Establish and communicate marketing, leasing, maintenance, and program goals and develop strategies for team accomplishments of property business plan.
- Develop financial budgets and forecasts relating to revenue and operating expenses and set occupancy goals based on historical records and competitive markets. Recommend capital improvements to achieve asset value goals and market share.
- Ensure that property maintains consistently appealing appearance. Routinely inspect the property and determine and communicate elements that require attention to meet expected safety, security, and aesthetic standards. Monitor maintenance activity to ensure that units are ready for occupancy in keeping with schedules and inventory requirements. Plan and implement maintenance programs through subordinate supervision to maintain the value of property assets and to ensure the safety and security of residents and staff.
- Manage financial and administrative operations in keeping with budget limits and policy requirements. Collect and account for rent payments, enter transactions and track financials through computer system. Implement strategies to minimize past due accounts and manage collections in keeping. Ensure that ancillary income audits are complete and accurate, review results and ensure that revenue generation is consistent with service provided. Identify local contractors, establish service requirements, negotiate contracts and monitor results. Review and authorize payment of invoices for local operating expenses and maintain compliance with defined budget levels. Ensure that financial records are accurate and current. Review periodic budget results and report on variances.
- Manage marketing and leasing activities. Establish and communicate objectives and initiate measures to ensure achievement of budgeted occupancy expectations are met. Determine and authorize modifications in incentives as required to maximize revenue to meet occupancy and financial goals.

- Represent, develop, communicate, execute and engage staff in resident services, programs and activities consistent with financial provisions to enhance value of the product for residents and to increase resident retention. Ensure resident concerns and service requirements are resolved with urgency, quality and service.
- Monitor and control adherence to leasing, certification and recertification policies and procedures to ensure compliance with the Tax Credit and other financial requirements for specific property. Ensure that records and files are complete, accurate, documented and properly retained.

## **Skills**

- Excellent people manager – Persuader, influencer, leader, negotiator and delegator.
- Team work – Effectively communicates to delegate responsibilities using interpersonal skills.
- Accuracy and punctuality – Precise with details and facts
- Proficiency in wide range of computer skills and software

## **Education**

Capella University

Expected Graduation Date June 2020 ▪ Bachelor's in Business with specialization in Administration and Leadership

- Dean's List - consecutively
- President's List- consecutively

## **References**

Christopher Barnett  
Vice President, Operations  
Concord Management LTD  
407-741-8658  
Chris.Barnett@ConcordRents.com

Debbie Gentry  
Director of Operations  
Concord Management LTD  
407-621-6459  
Debbie.Gentry@ConcordRents.com



# PAUL TROMBINO III

## Inspiring Leadership

### PROFILE

Proven executive-level track record in large, complex organizations and improving their efficiency. Expertise and experience across all disciplines of organizational management including IT and data analytics. Thorough knowledge and expertise of state government, state municipalities, and federal agencies. Unique ability and vision for solutions to complex issues and service-line improvements. Exceptional communication and leadership skills in delivery of projects, programs, budgets, teamwork, executing policy direction, and strategic planning.



### CONTACT



### EDUCATION

**Bachelor of Science – Civil Engineering**  
Tau Beta Pi Honors  
University of Wisconsin – Milwaukee  
1995

**Bachelor of Science – Economics**  
University of Wisconsin – Madison  
1988

### SKILLS / Professional & Technical

- Leadership and Communication
- Fostering One-Team Approach
- Empowering Innovation
- Problem Solving
- Financial Management
- Business Development
- Organization Strategies
- Strategic Planning
- Data Integration

### WORK EXPERIENCE

#### *State of Iowa / 2019 – Present*

##### **Director & Homeland Security Advisor (2021 – Present)**

##### **Chief Operating Officer (2019 – 2021)**

As Director of the Iowa Department of Homeland Security and Emergency Management, lead all hazards coordination, collaboration, and support for Iowa citizens, communities, and businesses.

As COO, provided operational management and leadership of state government focused on strategic business initiatives to improve enterprise collaboration and productivity.

- Led 2019 Iowa flood response and recovery efforts. Implemented new flood recovery fund, Governor's Flood Recovery Advisor Board, four-state coalition, and multi-federal agency partnership. Levee repairs will be complete in 2022 (over \$400 million in repairs and improvements to Upper Missouri River System)
- Led effort to upgrade fragmented state financial management and HR system – negotiated contract, secured funding, and plan for 30-month implementation of cloud-based single ERP for 35 agencies and 17,000 employees
- Served additional role as Interim Director of the Iowa Department of Administrative Services from 2020-2021; realigned into customer centric organization utilizing Entrepreneurial Operating System (EOS)
- Coordinated state-wide pandemic response with State Medical Director and Epidemiologist; implemented state-wide Test Iowa program and developed critical pandemic data analytics for operational management of event

#### *McClure Engineering Company / 2017 – 2019*

##### **President**

MEC provides full spectrum of professional consulting services to public (cities and states) and private companies. Operational responsibility for people and business, fiduciary management with 11 offices across four states (IA, MO, KS, OK), clients and projects in 40 states.

- Implemented new unique business line in economic development and creative placemaking practice, generated \$1 million in project work by second year
- Successfully led acquisition process and merger of 170 employee firm into the MEC Team

#### *State of Iowa – Department of Transportation / 2011 – 2016*

##### **Director**

Chief Executive Officer of state transportation agency responsible for operations of multi-modal transportation system, motor vehicle services, and motor vehicle enforcement (state officers).

# PAUL TROMBINO III

## Inspiring Leadership

### WORK EXPERIENCE CONTINUED

#### *State of Iowa – Department of Transportation / 2011 – 2016*

Implemented organizational process improvements resulted in improved product and service delivery across business lines

- Developed and implemented Leadership program at department
- \$100 million in cost savings in three years through strategy to densify and accelerate construction projects
- Received national award for 2011 reconstruction of I-680 in 34 days
- Developed Track-A-Plow process for citizens and businesses to view live location of snowplows, camera view from snowplow and, road conditions; set performance targets for winter operations resulted in improved performance of equipment, materials, and people
- Transformed driver and motor carrier services to online / kiosk for licenses and permits
- First-of-kind demand-based supply chain network design of an entire State, leveraging freight commodity data for business expansion, economic development, and lower business transportation freight costs
- Led transportation funding increase through the state legislature in 2015
- Safety programs resulted in a 15% reduction in crashes statewide over five years
- Elected 2015-2016 President of the American Association of State Highway Transportation Officials (AASHTO)
- Selected 2016 Vice Chair – Transportation Research Board Executive Committee, National Academies of Sciences, Engineering, and Medicine
- Confirmed twice by the Iowa State Senate in 2011 and 2016
- Presented before local, state and federal government bodies and committees

#### *Wisconsin Department of Transportation / 1994 – 2011*

Key roles:

*Director, Bureau of Transit, Local Roads, Rails & Harbors (2011)*

*Operations Director, Highway Division (2005 - 2011)*

*Director, Bureau of Statewide Structures (2004-2005)*

*Manager, Highway Contracts and Bid Letting (2002-2004)*

- Administer local program funding for transit systems, local road program, freight and passenger rail systems and, harbors across the state
- Led delivery of annual \$1 billion highway construction program
- Implemented executive-level project management for successful delivery of state Mega project (Marquette Interchange - \$900 million project), completed on-time and on-budget
- Led redesign of DOT emergency operations plan with Wisconsin State Patrol
- Managed statewide program of design, construction, and maintenance of highway structures program (including 14,000 bridges)

#### *FINANCE AND BANKING EXPERIENCE (1989-1991)*

- Corporate Trust account management, bond (federal/local) administration
- Corporate and broker mutual fund account and dispute resolution
- Riggs National Bank (Washington DC) and Kemper Financial Services (Chicago)

#### *Unique Experience*

*Presidential Appointment – FHWA Administrator (2017)*

- U.S. Senate EPA Committee Approval October 2017
- Withdrew for family reasons December 2017

### PROFESSIONAL

*Professional Engineer – State of Wisconsin*

*Wharton Transportation Executive Program 2012 – The Wharton School, Aresty Institute of Executive Education, University of Pennsylvania*

*Member – International City / County Management Association*

### ABOUT ME

- Dedicated
- Optimistic
- CrossFit Athlete / Level 1 Coach
- 5-time Ironman Triathlon Finisher

### REFERENCES

**Annette Dunn**

*State of Iowa*

Director & State Chief Information Officer

T: 515.231.3083

E: [Annette.Dunn@iowa.gov](mailto:Annette.Dunn@iowa.gov)

**Debi Durham**

*Iowa Economic Development*

*Authority & Iowa Finance*

*Authority*

Director

T: 515.897.9919

E: [Debi.Durham@iowaeda.com](mailto:Debi.Durham@iowaeda.com)

**Dr. Caitlin Pedati MD, MPH, FAAP**

*Iowa Department of Public Health*

Medical Director & State Epidemiologist

T: 703.898.8173

E: [Caitlin.Pedati@idph.iowa.gov](mailto:Caitlin.Pedati@idph.iowa.gov)

**Scott Marler**

*Iowa DOT*

Director

T: 515.357.9463

E: [Scott.Marler@iowadot.us](mailto:Scott.Marler@iowadot.us)

**Terry Lutz PE**

*McClure Engineering Co*

CEO

T: 515.249.9936

E: [tlutz@mecresults.com](mailto:tlutz@mecresults.com)

**Kelly Langer PE**

*Lakeside Engineers*

President

T: 262.385.1617

E: [Kelly.Langer@lakesideengineers.com](mailto:Kelly.Langer@lakesideengineers.com)

Date: February 2, 2021

Re: Port Orange City Manager position

Good afternoon Port Orange Friends,

I would like to express my interest in serving Port Orange in the capacity of City Manager. I have lived in Port Orange for the past 8 consecutive years, and in Florida for 24 years. A past employer required I reside multiple places throughout Florida. Through these work adventures, I discovered Port Orange is my favorite and have chosen it as my permanent residence.

My background experience offers 20+ years in leadership roles, and over 10 of those years in regional operations leadership capacity. Currently, I am working as the Vice President for a locally owned small business (80 staff) in Port Orange. Some skill sets I reliably demonstrate include being a self-starter, team builder, quick self-study, resourceful, creative, staff motivator, outstanding work ethic, team work driven and transparent. Areas of strength for me are staff development, communication, resourceful and informed decision making, focused listening and discernment. My work as a Behavior Analyst has given me keen business advantages in my ability to predict and shape future behaviors, motivate and redirect people, lead by example and an attentive work ethic. I am proficient with data observation and analysis, public speaking, training and presenting, social media, budgeting, human resources and vendor management.

As a well-rounded professional, leader, behavior health clinician and team member, I can bring a lot to the City of Port Orange table. Your consideration of me for the City Manager role is greatly appreciated. I look forward to meeting with your team.

Thank you for your consideration. Please contact me at your convenience.

A handwritten signature in black ink, appearing to read "Christina Tucker", with a long horizontal flourish extending to the right.

Christina Tucker, MS, BCBA



### EXPERIENCE

*Vice President (12/1/2019-current), Lead Clinical Supervisor (2/2019 to current),*

*Community Based Consultant = Strategies, Inc., 5/2013 to CURRENT and 9/2008-6/2010*

Provide Behavioral consultation in family homes, group homes, schools, ADT's  
Work as contracted behavior consultant with service provision to all ages and disabilities

*Behavior Analyst, Clinical review = Agency for Persons with Disabilities (8/2010 to 4/2013)*

Serve as co-chair of clinical peer review committee, perform quality service reviews  
Assess for medical necessity, review clinical documents to assign level of services  
Serve as expert witness in due process hearings, Behavior services reviews

*Operations and Clinical Management = Devereux Florida, Inc. (9/01-1/07, 1/09-2/10)*

Promoted from Behavior Analyst to Behavior Coordinator to Program Manager to  
Regional Expert Consultant  
Behavior analysis and counseling with at risk children and adults  
Worked with Developmental Disabilities, dual diagnosis and behaviors characteristics  
of an array of mental health diagnoses  
Trained caregivers in behavior programming principles  
Worked as part of interdisciplinary team in an out-patient setting

*Lead Clinical Staff, Group Homes = Threshold, Inc. (1996-1998) and Devereux Florida, Inc. (11/2006-9/2008)*

Intensive Behavior, Behavior Focus, and Residential Habilitation level of services  
Worked as Behavior Analyst and Program Manager simultaneously  
Provided behavior analysis services to intensive behavior adolescents  
Focus on staff training and development

*Supervisor, Adult Day Programs = Primrose Center, Inc. (1999-2001)*

Day Training facility for Adults with I/DD  
Supervised 15 staff and 50 clients  
Promoted from Coordinator to Lead Clinician/Supervisor of remote 50 person ADT

### ACTIVITIES

ACE Provider, Individual and Group Coordinator  
Presents monthly CEU events. Past presentations at FABA, GCABA, ARC  
Program budgeting experience (>\$4 million yearly)  
Credentialing (NPI, CAQH, Commercial and Private Insurances)  
Practice successes include VB/FCT, NET, DTT, PEAK, VBMap, QABF, FAST/MAS  
Experience with Medicaid, Medwaiver, Private Insurances, JCAHO, ACHA, HIPAA  
Community and Private Service Contract Negotiations

### EDUCATION

Board Certified Behavior Analyst, 2013  
Board Certified Assistant Behavior Analyst, 2001  
Master of Science in Family Studies/Counseling from Amberton University, 2012  
Master Behavior Analysis Board Certification Curriculum (with FAU), completed 2012  
Bachelor of Arts in English, concentration in creative writing, from Kent State University, 1995

### RESEARCH and PRESENTATIONS

Ethical use of Technology in Applied Practice. Technology Addiction. Ethics and Chapter 393.13.  
Basic Principles of ABA. Abuse Prevention Skills for People with I/DD. Noncontingent Reinforcement.  
Prevention of Staff Burnout. Ethics in Business Practice. Communication Etiquette and Supervision. Fading and  
Generalization Ethics. Panel Discussion: Racism and Social Injustice – Moderator.  
Practitioner Panel on CoVID – Panel participant, FABA 2020. BA Ethics Code Update – Presenter, 2021

# Kris Tucker

January 31, 2021

Dear Mr. Sorrell, Mr. Baenziger and Port Orange City Manager Search Team,

It is with great interest that I submit my qualifications for City Manager of Port Orange. As a professional Economic, Community and Workforce developer, with experience in coastal county and town management, and degrees in sustainability/government policy and public management, I too am unique by choice, and am confident that I would significantly benefit Port Orange as part of its leadership team. I bring an eclectic mix of skills to this position: including unifying communities, redevelopment and comprehensive coastal planning. My past experience supports all operational and leadership demands, as well as Port Orange's long-range infrastructure, redevelopment and service priorities:

I have selected the following highlights, including management and lean-budgeting, coastal and economic resiliency planning, blue development and infrastructure rehabilitation, to illustrate competencies that you are seeking in your next City Manager:

- 14 years as Executive Director of Economic Development for a project management firm: collaborated with local government, guided boards, garnered community support for projects and tackled all aspects of economic, community and workforce development: exploring unique development solutions targeted to meet the needs of each neighborhood
- Economic and Community Development Director: guided sustainable economic redevelopment in full-service coastal county, promoted affordable housing and working-waterfront, renovated infrastructure, initiated school to workforce pipelines, rewrote comp, zoning and strategic plans to better promote environmental resiliency and economic wellbeing
- Town Manager: focus included team development, providing excellent customer service, zoning updates, community outreach, business retention/attraction, infrastructure development, regional collaboration, legislative advocacy and policy creation, pay equity and honestly addressing municipal needs while developing a lean, results-driven budget
- Served as CEO of 4 companies: environmental policy, economic development, grant writing and real estate development. These diverse skills would assist the city in its Riverwalk, Ridgewood and regional redevelopment projects
- Led efforts to make Cape Charles the first accredited Main Street in VA, balancing working waterfront development with environmental protection, extending the shoulder seasons, culminating in 14 ribbon cuttings in one weekend
- Active member of International Economic Development Council (course complete for CEcD designation), ICMA (International City/County Managers Association): both organizations dedicated to inclusiveness and public ethics
- Experience working with short and long-range CIP planning, in multiple communities - often working with local school officials on training and workforce development efforts, providing additional services and promoting upward mobility
- Coordinated planning efforts between local and state government, chambers, EDOs, PDCs and industry stakeholders: enhancing regional offerings, cost and service sharing and building resilient, integrated regional/coastal economies
- Maintain excellent relationships with regional, state and federal partners (counties, COGs, FEMA, DEP, DHCD, ACOE, etc.) in order to solve complex coastal land/zoning issues, promote business growth and better serve residents

You are seeking a leader who specializes in areas I'm most passionate about: inclusive management, sustainable development, grant writing and building enduring relationships. Your 'ideal candidate' profile and staff development goals so closely match my personal ethos...well, I'm a bit stunned. I believe my direct experience in comprehensive/regional planning, tourism, sustainability, economic resiliency and working authentically and enthusiastically with staff and residents uniquely position me to tackle issues most relevant to Port Orange. My commitment to excellence in public service is constantly refreshed by my professional membership in the ICMA and IEDC, in addition to state organizations. I am a straight shooter who values honesty and strong board-manager-staff collaboration, prioritizes an open-door policy and spends a lot of energy supporting staff and interfacing with the community. Good leadership is about good communication.

I bring a servant-leadership management style that is approachable, collaborative and transparent. My goal is to advance a positive workplace culture where all employees feel inspired to think creatively, work productively and professionally extend themselves. I am also experienced in guiding organizations and communities through periods of growth, disaster mitigation and economic and coastal climate change uncertainty: critical skills to possess in our current crisis. I'm confident that I would be an asset to Port Orange as it develops its next Strategic Plan and meets the challenges of our times, as well as future challenges. I am excited to learn more about the council's goals for this position and have the opportunity discuss what opportunities and unique approaches I can bring to the city. I am very comfortable committing to a long tenure, considering the wide overlap in our shared ethos, philosophies and goals. Thank you for your consideration.

Be Well,  
Kris Tucker

# Kris Tucker

## SENIOR-LEVEL PUBLIC and PRIVATE SECTOR MANAGER

### PROFESSIONAL HIGHLIGHTS

- Town Manager, Standish, ME; founder Develop Standish; Smart Communities Advisory Board Member, ICMA
- Director of Economic and Community Development; Executive Director EDA/IDA, Northampton County, VA
- Executive Director of Economic Development for private project management/real estate firm for 14 years
- Chief Executive Officer for a land investment/real estate firm, managing over \$25,000,000 in assets
- Special Assistant to the President for Workforce Development, Eastern Shore Community College, Melfa, VA
- Seventeen years of success as a public and private sector consultant: Ingenious Pursuits/Granting Support:
  - Environmental Science and Policy
  - Public-Private Partnerships
  - Government/Agency Liaison
  - Business Plan Development and Implementation
  - Workforce Development; BRE&A, Grant Writing
  - Real Estate Development and Land Use Policy

### EXPERIENCE

#### Ingenious Pursuits CHIEF EXECUTIVE OFFICER / PRESIDENT

/Granting Support  
2001 – 2015  
2018 – present

- *Note: consulting/grant writing has been on a part-time basis throughout career*
- Consult with local government, companies, nonprofits, colleges and agencies, assisting with economic, business and workforce development, research, strategic planning, organizational redesign and creative funding opportunities
- Promote business retention, expansion and attraction efforts - public and private
- Professional grant writing for local government and nonprofit entities
- Over 600K in successful grants for private and public clients in the past two years

Town of Standish  
2017 – 2018

#### TOWN MANAGER (10,200 Year-round Population)

- Managed eight departments: Finance, Parks & Rec, Clerk's Office, Emergency Services, Assessing, Administration, Code Enforcement and Planning: each with multi-disciplinary functions, diverse teams and far-reaching duties
- Developed a forward-thinking, eight-figure budget, led thirty-year capital improvement process, secured two fully-funded infrastructure grants
- Established working relationships between Town and several regional partners, pushing progressive, sustainable initiatives and establishing a regional presence

Northampton Co.  
2015 – 2016

#### DIRECTOR OF ECONOMIC AND COMMUNITY DEVELOPMENT

- Led county's economic development, planning, zoning, building and code enforcement programs, managed eight direct reports, rebuilt an understaffed department and redesigned department process flow and customer experience
- Served as contact person and ambassador to local and state agencies, regional governments and entities, connecting the Eastern Shore to Hampton Roads, Richmond and beyond- in some cases for the first time in over a generation
- Served on local Chamber of Commerce board and as Enterprise Zone Administrator and Floodplain Administrator; rewrote comprehensive plan, zoning and sign ordinances; spearheaded community outreach, workforce development, internship programs, grant writing efforts, contract negotiations, departmental HR, media relations, volunteer coordination and tourism interests
- Set up county's first Business Retention and Expansion effort, bringing targeted new businesses to the community, aggressively meeting local tax growth and employment goals while maintaining rural charm that drives tourism economy



**Vista Equities**  
2001 – 2015

**EXECUTIVE DIRECTOR OF ECONOMIC DEVELOPMENT**

- Redesigned company's operations model to reduce risk and increase efficiency and overall project capacity, while adding additional revenue streams
- Researched and delivered technical write-ups, economic analyses, policy interpretation to board and external stakeholder groups and agencies
- Managed complex projects; balanced eight-figure budgets; hired and led diverse teams on ventures covering all facets of economic and community development

**Consolidated Land**

2002 – 2007

**CHIEF EXECUTIVE OFFICER**

- Spearheaded company from concept to launch; directed full fiduciary accountability, recruitment and hiring, as well as all outreach efforts
- Focused on environmentally sensitive properties: legally and physically improved properties to clear title, mitigate environmental concerns, establish right of ways, interpret policy, change zoning and subdivision allowances
- Worked closely with local and federal government, agencies and stakeholder groups to mitigate endangered species concerns, clean brownfield sites, negotiate water and mineral rights, and secure favorable tax status

**RECENT TRAINING/  
CERTIFICATIONS**

- Comprehensive Economic Development (40 hour course)
- Business Retention & Expansion (16 hour course)
- Workforce Development Strategies (16 hour course)
- Entrepreneurial and Small Business Development (16 hour course)
- Real Estate Development and Reuse (16 hour course)
- Economic Development Credit Analysis (24 hour course)
- Industrial Development Authority Leadership (12 hour course)
- Grant Writing and Proposal Review (8 hour course)

**EDUCATION**

**Virginia Tech/IEDC**  
2015 – 2017

**INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL**

All necessary coursework to become a Certified Economic Developer

**University of NH**  
2000 – 2001

**POST-MASTER'S COGNATE PROGRAM**

Teaching Excellence (adult education and public ethics)

**University of NH**  
1998 – 2000

**MASTER OF SCIENCE**

Resource Administration and Management; concentration: sustainable development  
Thesis: Public-Private Partnerships and Tourism Development

**University of NH**  
1992 – 1998

**BACHELOR OF SCIENCE**

Environmental Science and Government Affairs; minors: Writing and Anthropology

**AFFILIATIONS**

**INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL**

**INTERNATIONAL CITY/COUNTY MANAGERS ASSOCIATION**

**MAINE TOWN/CITY MANAGERS ASSOCIATION**

**ECONOMIC DEVELOPMENT COUNCIL OF MAINE**

**VIRGINIA ECONOMIC DEVELOPMENT ASSOCIATION (formerly)**

## ACADEMIA

### St Joseph's College STRATEGIC PARTNERSHIP DEVELOPMENT CONSULTANT

- Identify strategic partners and coordinate joint planning and funding efforts

### Eastern Shore CC INTERIM DEAN OF WORKFORCE DEVELOPMENT

- Develop programming, business and community outreach, fundraising/financing efforts, community needs assessment and intercollege programming planning

### University of NH TEACHING AND RESEARCH

- Researcher, Mobius Astrophysics Lab & Jackson Estuarine Laboratory
- Teaching Assistant, Environmental Science and Policy & Dendrology
- Resident Assistant, Environmental Education dorm
- Published and presented primary research at national conferences

## VOLUNTEERISM

### University of NH WRITING CENTER AND BROWN CENTER

- Writing, astronomy, physics, political science and environmental science tutor
- Constructed a teaching center, with hand tools, as part of a ten-member team

### Dover Adult Ed ADULT EDUCATOR

- Taught writing and math to special needs students, and ESL to immigrant families

### Strafford County STRAFFORD COUNTY CORRECTIONAL FACILITY

- Trained inmates on basic GED skills and helped them prepare for exam

## EXPERTISE

### Management

- Cross-Functional Team Leadership
- Organizational Guidance, Design and Implementation
- Legacy Planning: Bridging Boomers to Millennials
- Performance Management and Leadership Development
- Volunteer Coordination and Mission Alignment
- Customer Satisfaction and Follow-through
- Unflappable Under Pressure

### Planning

- Project Planning, Execution & Management
- Comprehensive and Strategic Plan Design
- Policy Creation/Implementation
- Background in Science/Research
- Strategic Planning and Execution
- Systems Thinking Training
- Regional Thinker/Facilitator

### Development

- Community and Economic Development
- Land Use/Real Estate Development and Financing
- Business Retention, Expansion and Attraction; Site Location; Tourism, Eco/Agri-Tourism Promotion
- Workforce Development (WIOA)
- Relationship Building and Partnership Development
- Negotiation, Public Speaking and Educational Presentations; Communication and Outreach
- Project Oversight; Problem Solving; Time Management

### Finance

- Finance and Budgeting; Cost-Benefit Analysis
- Broad Understanding of Multi-Sector Trends in Economic Development and Innovation
- Capital Asset Management
- Operational Process Analysis
- Economic Development Finance Professional (training underway)
- Public-Private Partnerships; Creative Capital
- Technical/Grant Writing



# Kris Tucker

## MULTI-SECTOR DEVELOPMENT and PLANNING PROJECT EXAMPLES

### Private Sector

#### VISTA EQUITIES • CONSOLIDATED LAND • CONSULTING

- Mixed-use development project in Arts District, Las Vegas – located site, secured funding, coordinated partner relations and developed project strategic and business plans
- Secured historic tax credits/negotiations to redevelop historic hotel in greater Dallas area
- Brought award-winning Cape Charles Brewing Company to Cape Charles - located business, negotiated with Town & DOT, secured 500K grant, set up staff training programs
- Worked with Lockheed Martin and Pease International Tradeport on Superfund site testing and mitigation; and ACOE and FEMA on disaster cleanup and mitigation efforts
- Spearheaded affordable housing rehab projects in Empowerment Zones (e.g. Albany, NY); volunteered with incarcerated population and recovering addicts on workforce retraining
- Developed policy and real estate in premier planned communities (e.g. Fairfield Glade)
- Help businesses bring product lines to production; recruited for Wallops Research Park

### Public Sector

#### TOWN MANAGER • COUNTY DEVELOPMENT DIVISION DIRECTOR

- Led \$36M Sunset Beach resort development process- negotiating with DOT, DEQ and county, ensuring compliance with Chesapeake Bay Act while removing gateway blight
- Jump-started major Royal Farms development project after 14 years of red-tape delays
- Facilitated: water and broadband expansion, solar farm development, green conversion of facilities, transportation, downtown and business incubator development projects
- Negotiated with ACOE, DOT, PWD and EPA for multiple municipal infrastructure projects
- Worked with Port of VA, HREDA, VEDP, Bayshore Concrete and other stakeholders to secure projects (e.g. CBBT and Tappan Zee Bridge rehab) and workforce training programs
- Updated/created municipal: comp plans, sign, zoning, environmental and code ordinances
- Facilitated regional CEDS/SET (Stronger Economies Together) planning and grant efforts
- Served on legislative advisory committee; as Executive Director of IDA; as Eastern Shore liaison to Governor's Agricultural Initiative; and as Enterprise Zone and Flood Zone Admin.
- Helped Riverside Hospital relocate and consolidated Eastern Shore's largest medical clinic
- Worked to expand harbor: mega-yacht servicing, dredging, blue development and LNG
- Aided Cape Charles in becoming VA's first Certified Main Street; expanded county rail trail planned heritage/tourism events; expanded shoulder seasons; diversified local economy
- Served as Master of Ceremonies for GPCOG/PACTS first summit, celebrating their merger

### Nonprofit Sector

#### INGENIOUS PURSUITS • GRANTING SUPPORT

- Led multiple organizations in visioning, strategic plan design and fundraising operations
- Work with top grant writing instructor in county, Jack Smith, on teaching/training efforts
- Professional grant writer, specializing in CDBG and IRF grants, with 5:1 success rate
- Advise Chambers of Commerce on business attraction and retention, and tourism efforts

### Higher Education

#### COMMUNITY and LIBERAL ARTS COLLEGES • UNIVERSITIES

- Served as Interim Dean of Workforce Development for regional community college
- Negotiated St. Joseph's College through a massive expansion project, requiring a new contract zone, three-phase funding/development schedule and state-wide collaboration
- Outreach into high schools to develop multi-option pipeline (also securing program funding) into vocational training, degree programs, internships and direct job placement
- Led university-municipal research and planning partnerships: conducting zoning and policy audits, threatened species research and workforce planning/training efforts
- Linked colleges with multiple industries, for student employment and joint planning

## Kris Tucker's Professional Reference List

Maine:

Tony Plante- Windham, ME

Phone: (207) 774-9891 x216

Occupation: Director of Municipal Collaboration

email: [atplante@gmail.com](mailto:atplante@gmail.com)

Mr. Plante, currently working for Greater Portland COG, is a former town manager, for Windham, ME.

Travis Kennedy- Portland, ME

Phone: (207) 871-8380

Occupation: Director of Public Affairs

email: [kennedy@cumberlandcounty.org](mailto:kennedy@cumberlandcounty.org)

Mr. Kennedy works for Cumberland County, and is a former Chief of Staff and Communications Director in the ME Legislature.

Kristina Egan- Portland, ME

Phone: (207) 774-9891

Occupation: Executive Director

email: [kegan@gpcog.org](mailto:kegan@gpcog.org)

Ms. Egan is the Executive Director of the Greater Portland Council of Governments.

Walter Butler- Standish, ME

Cell: (207) 642-3256

Occupation: Business Owner, Landlord, Developer

email: [walter@newenglandcastings.com](mailto:walter@newenglandcastings.com)

Mr. Butler is the owner of New England Castings, is the largest landlord in town and is a member of Standish Town Council.

National:

Rich Morrison- Onancock, VA

Phone: (757) 710-4980

Occupation: Assistant County Administrator

email: rcmorris2@verizon.net

Mr. Morrison is the Assistant County Administrator and Economic Development Director for Accomack County, VA.

Katie Nunez- Cape Charles, VA

Home: (757) 331-1021

Occupation: County Administrator

email: fairkate10@verizon.net

Ms. Nunez is was my former employer, and served as County Administrator for Northampton County, VA.

Chris Marshall- Cape Charles, VA

Phone: (812) 878-7238

Occupation: Business Owner

email: [cmarshall@cmpromotions.net](mailto:cmarshall@cmpromotions.net)

Mr. Marshall is the co-owner of Cape Charles Brewing Company, and a former client of mine.

Chris Pariso- Ridgefield, CT

Home: (603) 970-1395

Occupation: Data Analyst

email: angelopariso@gmail.com

Mr. Pariso serves as an Analyst – Real Estate and Workforce Planning, Global Corporate Security, for Gartner.

## CAREER SUMMARY

Highly effective management experience in local governments, including city and county service. My emphasis is on providing the residents with excellent public service, efficiently and creatively managing costs, and by effectively communicating with the elected officials, staff, partners, stakeholders, and the community.

## DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

**COUNTY MANAGER,** Putnam County, Georgia

February 2010 – Present

**Putnam County** (Pop. 25,000, seasonal pop. 45,000 - \$25M Budget and 275 FTE's) is the premier Lake Country tourist destination located in Georgia. Putnam County is the home of two of the top five lakes (Lake Oconee #2 and Lake Sinclair #4) in Georgia according to the Atlanta Journal and Constitution. Putnam County is ranked 44 out of 159, as one of the Best Counties to Live in Georgia in 2019. Putnam County is ranked 11 out of 159 as one of best Counties in Georgia for Retirees and nationally ranked 150 out of 2,754 in the country. Putnam County was ranked as one of the Best Counties for Young Professionals in Georgia. Putnam County is well known for other attractions too such as; the National Forest, the Rock Eagle and Rock Hawk effigies, and is home to Alice Walker (author of *The Color Purple*), Joel Chandler Harris (author of the *Uncle Remus stories*), the Uncle Remus Museum, and the Georgia Writers Museum.

**Management Style:** An exemplary leader that focuses on communication and performance. I inspire my staff and community to succeed. I provide the inspiration and goals for my staff to accel in their profession and I am there to encourage and support them up when they face challenges. I am a public servant that serves the public and is committed to making the community better every day. I have a solid record of achievement across all areas of government. Some recent successes during this pandemic include hosting the Ladies Professional Golf Association (LPGA) tournament during the fall. The county also achieved the International City/County Management Association (ICMA) SOLSMART Silver designation last month. I have a track record of success in improving infrastructure, recreation, public safety, economic development, finance and many more.

**Committed to Excellence:** The Association of County Commissioner of Georgia (ACCG) has utilized my talents across the state to benefit other communities. I was recently selected to serve as a Trustee on the Defined Benefit Pension Plan. Some of my other assignments for ACCG include serving on the General County Government, Revenue and Finance, Federal, Economic Development and Transportation policy committees. I also served in the County Commissioner training program course development. I was also asked to serve with the Georgia Department of Community Affairs regarding Developments of Regional Impact. This assignment assisted the various regions with a more streamlined large-scale development process.

Working with the Putnam County Board of Commissioners, we accomplished the following:

### Partnerships

- Partnered with the Ladies Professional Golf Association to host a Tour Events through 2029.
- Partnered with the WEB.com golf tour to host a WEB.com event through 2029.
- In conjunction with Georgia Department of Transportation (GDOT) repaved more than 10% of our paved roads (in 2015, 30% in 2018) of the paved roads along with restriping and solar-powered signage, various intersection improvements, and other unique Off System Safety Improvements.
- Sol Smart Silver Award for solar power initiatives (2020).

### Finance

- Navigated the Great Recession, emerging in solid financial shape by re-organizing and streamlining the organization, achieving sustainable revenues, and adopting efficiencies wherever possible. We did so without closing any county facilities nor eliminating services to the public. During this timeframe, Georgia Power closed their coal fired power plant and the county lost an additional 14% (1/7<sup>th</sup>) of our property tax revenue and \$200,000 month in sales tax.
- Professionalized Finance Department by hiring qualified experienced professionals, creating better documentation, internal controls, and established financial policies.
- Putnam County awarded Comprehensive Annual Financial Report (CAFR) for 2014, 2015, 2016, 2017, 2018 and Popular Annual Financial Report (PAFR) for 2016, 2017, 2018.
- Moody's assigns initial Aa3 rating to Putnam County. *"The rating incorporates a moderately-sized tax base, healthy liquidity and reserves, below average resident income levels, no debt burden, and a manageable pension liability."*-Moody's Investment Services August 2019

### Economic Development

- Putnam County is a Film Ready designated county located on Lake Oconee and Lake Sinclair.
- Golf reality television shows, music videos and feature films have and are taking place in the county. The list of active projects underway are by Major League Baseball -Darryl Strawberry Life Story (pre-production), HGTV- Campground Program (post production), HGTV- Lakeside Bargain Hunter (Lake Oconee) Season 1 Episode 5, HGTV- Lakeside Bargain Hunter (Lake Sinclair) Season 5 Episode 4, The Big Break (golf reality)- Reynolds Plantation, the Great Waters Golf Course (Sept./Oct. 2014). The 83 Days film made in the county.
- Tytan Production Studios locates in Putnam County (2016).
- Legacy Homes locate in Putnam County (2015) and bring in over 200 manufacturing jobs.
- Aalto Scientific locates in Putnam County and brings in over 70 white-collar jobs.
- Cosmo Cabinets locate in Putnam County with over 200 manufacturing jobs.

### Public Safety

- Ranked #1 for safest drivers in Georgia by Quote Wizard/LendingTree.com
- Outsourced EMS billing services and increased revenue 33%.
- I have received the following: Certified P25 System Administration Training, P25 Structuring Workshop, Unified Administration Systems Training, Regional Network Manager Training

**Recreation, Golf Course, Beaches and Camping**

- Increased Recreation Department revenues 50% over prior years.
- Beach and Camping venues (Enterprise Funds) are profitable and return revenue into the General Fund.
- Increased participation across all recreational activities

**Assistant to County Manager**, Spalding County, Georgia

Sept. 2006 – Jan. 2010

Spalding County is the southernmost county in the metro Atlanta region. Spalding County has a population of 65,000, 600 FTE's and an annual operating budget of \$85M. The county manager was terminated in December 2009 and I served as the interim during my remaining tenure.

- Reduced accidents and Workers Compensation claims by 53% (200K savings)
- Project Manager \$11M- 800MHz P25 Simulcast Trunked Public Safety Harris Communication Radio System (1,100 users)
- Consistently reduced medical insurance costs
- Instituted county wide Wellness Program

**OTHER PROFESSIONAL EXPERIENCE****Mayor, City of Holly Springs, GA**

1997-2004

Holly Springs was the third largest city in the 24<sup>th</sup> fastest growing county (Cherokee) in the country.

I was responsible for the administration and management of the Police Department, Water Department, Public Works, Planning and Zoning, Recreation and the Finance Department employees. I was responsible for maintaining a \$2.2M General Fund budget and \$6M SPLOST budget. The city overcame a \$375K deficit (there was a mortgage on City Hall) and an \$85,000/yr. judgment against the city for a water and sewer project in 1985 that was awarded and revoked and never completed. I left office with over a \$600K surplus. The city received the following awards: Federal Highway Transportation Agency Award, Certified City of Ethics 2002, State and National Accreditation for the Public Safety Departments 2001.

- Created a Tax Allocation District
- Master Planned 25-acre downtown area
- Developed Personal Manual, Organizational Chart, financial policies and procedures
- Constructed new fire station
- Accreditation of the City Police Department
- Hired the first professional and credentialed city manager
- Implemented architectural and design guidelines for all new development
- Established Recreation department
- Atlanta Regional Commission Board Member (1999-2000)

**Education**

College of Humanities and Social Sciences, Department of Political Science and International Affairs,  
Master of Public Administration, Kennesaw State University, Kennesaw, GA  
College of Liberal Arts and Science, Bachelor of Arts, Villanova University, Villanova, PA  
Certified Managerial Accounting, Villanova University, Villanova, PA  
Certified Project Manager, Villanova University, Villanova, PA  
Basic Economic Developer, Georgia Institute of Technology, Atlanta Georgia  
NIMS Certified  
FEMA disaster (tornado events Spring 2008, Jan. 2017 and Hurricane Michael 2018) recovery experience  
FAA disaster experience (plane crash 2020)

**Affiliations**

Trustee-Defined Benefits -Association County Commissioners of Georgia  
Kennesaw State University, Master of Public Administration, Program Advisor  
Georgia City County Managers Association Member (ICMA-affiliate)  
Certified County Commissioner, Basic Program, Carl Vinson Institute of Government  
Certified County Commissioner Advanced Program, Carl Vinson Institute of Government  
Kiwanis Club- Treasurer  
Rotary Club- Paul Harris Fellow  
National Associations of Counties (NACo)  
US Army, 82<sup>nd</sup> Airborne Division- Nuclear, Biological, Chemical, Sergeant, Honorable Discharge  
Disabled Veterans Status (will provide VA certificate upon request)



# RAYMOND “RAY” D. WALLS III

## PROFILE

Ray is a successful public sector manager with two decades of diverse public service experience in Central Florida, to include development of multi-billion-dollar annual budgets and the management of the second largest convention center in the United States. He offers a wealth of knowledge and experience having been involved with policy development, funding plan execution, and delivery of all major government services throughout his career. Skilled at building and maintaining positive and productive relationships, Ray has successfully managed and guided the development of employees tasked with implementing policy while serving under numerous elected officials with varied political ideologies. Ray balances his work life with his family life, spending time with Cara, his wife of 17 years, his son, Ethan (13), and daughter, Rebecca (11). Ray enjoys the outdoors, especially fishing, and cheers on his UCF Knights whenever he gets the chance.

## CONTACT

PHONE:

[REDACTED]

EMAIL:

[REDACTED]

## WORK EXPERIENCE

### Chief Financial Officer

**Orange County Government, Orange County Convention Center (OCCC) - Orlando, Florida**

*January 2018–Present*

- Appointed and reappointed to the CFO position by previous and current Orange County Mayors respectively
- Member of the OCCC's five-person executive team, overseeing and providing direction on all aspects of the operation that directly employs more than 1,000 people and routinely hosts tens of thousands of attendees on any given day
- Responsible for directly overseeing a team of more than 30 employees to manage all financial, business, and parking operations of the convention center
- Develops and monitors the OCCC's annual operating budget of approximately \$80M and annual capital budget of approximately \$40M
- Responsible for all procurement and contracting activities, lease and service negotiations with public and private sector clients, inventory tracking, billing and collections, and parking operations
- Meets with clients and prospective clients and forms meaningful relationships to secure and retain business

In addition to day-to-day business duties at OCCC:

- Develops and monitors Orange County's Tourist Development Tax (TDT) annual budget of approximately \$700M
- Develops and/or manages agreements with recipients of TDT payments and grants, such as the City of Orlando for community venues, Visit Orlando for Tourism promotion, the Greater Orlando Sports Commission for incentivizing sporting events, United Arts for the promotion of arts events and cultural activities, and various other small groups that encourage visitation to the area
- Models TDT collections and expenditure obligations and adjusts accordingly to navigate all scenarios including the recent significant COVID-19 related revenue reductions
- Appointed by Orange County Mayor as the Orange County representative on the Central Florida Expressway Authority Audit Committee

**Supervisor/Vice Chairman****Harmony Community Development District - Harmony, Florida**

November 2010-November 2018

- Elected twice to four-year terms by Harmony voters in 2010 and 2014
- Oversaw construction, maintenance, and administration of the town's infrastructure, including roadways, drainage, and park facilities
- Hired and directed activities of District Manager, District Attorney, and District Engineer
- Developed and approved the annual budget of approximately \$4M
- Set assessment rate for all properties to appear on property tax bill
- Worked with fellow board members to improve infrastructure and services without raising assessments during tenure
- Maintained open and productive lines of communication with constituents
- Did not run for third term

**Assistant Manager****Orange County Government, Office of Management and Budget (OMB) - Orlando, Florida**

July 2015-January 2018

- Responsible for working with all executive, management, and fiscal staff to gain an understanding of operational and community needs and develop Orange County's \$4B+ annual budget and \$5B+ multi-year capital improvement plan
- Directly managed team of budget professionals to complete budget activities, conduct performance measurements and associated reporting, and implement and maintain countywide budget software
- Relied on knowledge of state statutes and worked to remain abreast of potential statutory changes to effectively utilize resources to fund community needs
- Routinely solicited input from Orange County Mayor and Orange County Commissioners on budget issues and briefed the same body on progress
- Held standing weekly meeting with County Administrator (County Manager) to plan and discuss outstanding budget and operational issues
- Served as liaison on financial issues with various external agencies and elected officials such as the Sheriff's Office, Supervisor of Elections, Clerk of Courts for Article V, LYNX, and others
- Drafted all public facing budget communications, including communications from the County Mayor
- Chaired Orange County's Vehicle Review Committee overseeing vehicle usage policies and approvals countywide
- Served on various external finance committees and provided advice to external non-profits and government organizations funded by the county, including serving as chair of the LYNX Transit Agency Finance Committee
- Appointed by County Mayor to serve as CFO at the Orange County Convention Center

**Management & Budget Administrator****Orange County Government, Office of Management and Budget (OMB) - Orlando, Florida**

July 2011-July 2015

- Supervised team of Budget Analysts and Budget Advisors to develop Orange County's annual budget and multi-year capital improvement plan
- Developed and executed work plans to ensure that all statutory deadlines in the budget process were met
- Modeled and tracked history and behavior of all county revenue sources and expenditures in associated funds
- Coordinated annual development and implementation of indirect cost recovery program for reimbursement of General Fund services provided to other funds
- Promoted to position of Assistant Manager of the Orange County Office of Management and Budget

**Management & Budget Advisor****Orange County Government, Office of Management and Budget (OMB) - Orlando, Florida**

May 2006-July 2011

- Supervised team of Budget Analysts to develop Orange County's annual budget and multi-year capital improvement plan
- Responsible for coordinating the project review and approval process, budgets, cash flow analysis, and expenditure tracking for Orange County's multi-year and multi-billion-dollar capital improvements program
- Coordinated development and ongoing management of Orange County Public Works Department (\$300M+) and Growth Management Department (\$150M+) budgets
- Acted as budget liaison to LYNX transit agency
- Coordinated Orange County's Vehicle Review Committee for the review and approval of county vehicles
- Led comprehensive review and update of Orange County's vehicle policies ultimately approved by Board of County Commissioners



- Acted as lead on numerous cost/benefit and fee studies
- Promoted to position of Management & Budget Administrator in the Orange County Office of Management and Budget

#### **Senior Management & Budget Analyst**

##### **Orange County Government, Office of Management and Budget (OMB) - Orlando, Florida**

*September 2004-May 2006*

- Worked with management and fiscal staff of several county departments and small offices to gain a comprehensive understanding of the operations of each and develop and monitor annual budgets
- Advised management on departmental budget matters and made recommendations on appropriations
- Tracked and modeled various county revenue sources, including gas taxes, impact fees, and building inspection fees
- Coordinated performance measurement program for various county departments
- Promoted to Management & Budget Advisor in the Orange County Office of Management and Budget

#### **Senior Fiscal Coordinator**

##### **Orange County Government, Fire Rescue Department – Orlando, Florida**

*April 2003-September 2004*

- Coordinated all department billing functions for ambulance services, false alarm response, and hazmat response
- Conducted monthly reconciliation of all billing receipts and outstanding balances
- Coordinated the design and implementation of a modernized electronic billing and tracking system for the department
- Assisted with the development of the department's \$100M+ annual budget
- Produced expenditure projections, costs analyses, and budget reports
- Promoted to Senior Management & Budget Analyst in the Orange County Office of Management & Budget

#### **Student Intern**

##### **Orange County Government, Fire Rescue Department – Orlando, Florida**

*January 2003-April 2003*

- Assisted with the development of the department's annual budget
- Produced and populated spreadsheets to track department revenues and expenditures
- Assisted with reconciling billing accounts
- Hired by department full-time as the Senior Fiscal Coordinator

#### **Systems Support Specialist – Department of Defense (Part-Time)**

##### **Advanced Engineering and Research Associates, Inc. - Orlando, Florida**

*January 2001-November 2002*

- Accepted temporary position through a UCF honors student organization to assist with the implementation of a new technology platform at the Naval Air Warfare Center – Training and Simulation Division facility in UCF's Research Park
- Provided computer and network support to employees at the secure training facility
- Engagement extended due to exceptional work performance
- Issued Secret Security Clearance by Department of Defense
- Received commendation from Vice Admiral of the United States Navy for work performance on special project
- Offered full-time Federal position at end of contract engagement
- Chose to pursue career in local government instead and took position as a Student Intern in the Orange County Fire Rescue Department

## **EDUCATION**

#### **Master of Business Administration**

##### **University of Central Florida**

*May 2005*

#### **Bachelor of Science in Business Administration**

##### **University of Central Florida**

*August 2003*

## NOTABLE MEMBERSHIPS AND GOVERNMENT COMMITTEE APPOINTMENTS

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- Government Finance Officers Association (Member)
- Florida Government Finance Officers Association (Member and Conference Presenter)
- Hospitality Finance and Technology Professional (Member)
- Central Florida Expressway Authority Audit Committee (Appointed)
- Orange County Procurement Committee (Appointed)
- Central Florida Regional Transportation Authority (LYNX) Finance and Audit Committee/Chair (Appointed-Past)
- Central Florida Commission on Homelessness Finance Committee (Appointed-Past)
- Osceola County Charter Review Commission (Appointed-Past)
- Orange County Vehicle Review and Utilization Committee/Chair (Appointed-Past)
- Central Florida Regional Transportation Authority (LYNX) Financial Review Group (Appointed-Past)
- Orange County Development Concurrency Review Committee (Appointed-Past)
- Orange County Transportation Planning Group (Appointed-Past)
- Orange County Vehicle Review Group (Appointed-Past)

## WILLIAM R. WARD II

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February 3, 2021

Colin Baenziger  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, Florida 32118  
Phone: (561) 707-3537  
[Colin@cb-asso.com](mailto:Colin@cb-asso.com)  
[Recruit24@cb-asso.com](mailto:Recruit24@cb-asso.com)

This letter is in response to your announcement for the City Manager, City of Port Orange, Florida. I am very enthused and confident that my background, expertise, and emphasis on results is a promising match with what the City of Port Orange needs in a City Manager at this time. My collaborative, approachable leadership style and friendly, outgoing demeanor allows me to easily develop productive partnerships internally and externally. I am, therefore, delighted to submit my name as a candidate, and offer my credentials for your review. I am especially interested in this position as I am a native Floridian with strong family roots within Volusia County.

For the past 20 years, I have served the Pima County Community College District (PCCCD), currently as Vice Chancellor for Facilities Operations and College Police, reporting directly to the Chancellor. In this capacity, I am responsible for the planning, oversight and leadership of up to a 300-person unit (in-house & contract employees) that efficiently manages/maintains all facilities, grounds, and security operations district-wide. This includes college police, 24/7 dispatch, facilities planning and construction, industrial maintenance and repair, capital planning and development, real estate management (sale/purchase of property), environmental health and fire/life safety, emergency planning and response, budget development and management, purchasing, and risk management. District-wide operational support services such as transportation and fleet/equipment management, receiving/warehousing, asset/property control, access control, and postal services are also included. PCCCD is one of the largest multi-campus community college districts operating as one college in the U.S. Pima is a Hispanic-serving institution with a total enrollment of up to 70,000 diverse students of all ages, consisting of 2 million square feet of facilities located on 541 acres of district grounds dispersed throughout over 460 square miles within Pima County.

Many of my current responsibilities and transferable skills resonate nicely with your expectations for this position. For example, in my current role, I led the development of the College's ten year Educational/Facilities Master Plan. This was the first in-depth and comprehensive analysis of our Educational/Facilities and community needs in over 20 years and it is helping to guide the College's ongoing strategic planning processes for future success. I am currently completing a mid-cycle assessment to realign the plan to the current environment while effectively executing the aggressive development of Centers of Excellence funded primarily by \$65 million in Revenue Bonds. To do so, I work with both the academic and administrative leadership teams and staff, utilizing a shared governance model. Collaborating with City/County leadership, School Districts, local employers and developers, and the Tucson Airport Authority to identify, prioritize, plan, develop, and implement projects that meet both institutional and community goals for economic/workforce development and educational attainment has strengthened the outcomes.

Other examples of my ability to partner and execute quickly occurred during this pandemic. As the Vice Chancellor for Facilities & College Police, I'm the main Point of Contact (POC) and Incident Commander for the College's COVID-19 Emergency Response & Recovery efforts.

The College closed on March 16, 2020 and we began holding daily COVID-19 briefings at our Incident Command Center to ensure cohesion and consistency between the college units, external agencies and the contractors who continued to mobilize their staff during the closure, all towards keeping the College on mission. Oversaw all communications and collaborated with all of our local municipalities, jurisdictions and districts, including coordinating with the higher education institutions within Arizona. Led all onsite personnel (including custodial teams) which continued to work in the field during the entire pandemic, working multiple shifts around the clock. This meant managing facilities personnel and College Police working seven days a week, extreme overtime shifts and a 24/7 dispatch center. Efforts to prepare the College for the potential pandemic began early February with an increase in sanitation and PPE supply orders. This all was accomplished with a staff reduction of 65 positions within my unit.

Major COVID-19 accomplishments include a Preventative Decontamination of the entire College district with our focus firmly on saving lives. The cleaning efforts targeted classrooms, laboratories, conference rooms, stairwells/corridors and common areas. Developed and implemented strict access protocols for all non-essential personnel, including College executive administration. Delegated all emergency access approvals to the Chief of College Police and began utilizing a contact tracing database to provide data to federal, state, and local health services when necessary and to prevent possible future cross-contamination at the College. Collaborated with College IT to provide external Wi-Fi access for students on campus parking lots. Developed training materials and performed training for all Campus Action Team administrators (CAT) to prepare the College for an eventual reopening of the district classrooms and staff returning to their work sites (25% open). In addition, my unit led the efforts to assist the College academic and administrative departments in preparing their reentry plans, incorporating occupational health and safety support, distribution of PPE, social distancing guidelines, and instructional protocols for class sizes. Facilities/Police teams also continued to support all college critical functions, managed major capital construction, renovation and demolition projects, and maintained and upgraded major critical access and HVAC infrastructure throughout the College district.

Just recently, my team and I worked to develop a partnership with the Pima County Health Department and Arizona State University to administer approximately 3,000 COVID-19 tests per week at four of our campus sites that is free to the public. Also, we're in the process of designating one of our campuses as a COVID-19 vaccination site for Pima County.

I am adept at proposing and deploying effective operational and organizational policies and procedures that help mitigate risk and enable regulatory compliance, safety and security without being stifling and bureaucratic.

In addition to operational effectiveness, I take stewardship of public funds seriously and always meet or exceed budgetary goals. I routinely initiate strategic budget recommendations for the administration and PCCCD Governing Board. From 2006-2020, my team and I secured funding through our annual Capital planning process and have completed over \$95 million dollars of upkeep, deferred maintenance, and construction work throughout the college district. In May 2018, Governing Board approval was received for \$65 million in Revenue Bond funding and \$15 million in funding from the Governor of Arizona for Center of Excellence projects. In November of 2020, the Governing Board approved \$25.3 million for the development of a technically-relevant Allied Health Training

Center that was presented for consideration. All projects were developed by utilizing our in-house project estimating database that was designed by Facilities in partnership with the Finance team in an effort to help avoid unanticipated cost overruns later in the process. Working closely with college leadership, an elected Governing Board, and staff at all levels to execute all capital and grant-funded projects throughout the District as well, for a total portfolio of approximately \$250 million.

In response to ongoing state funding and other revenue challenges, I reduced the general fund operating and capital budgets by \$2.5 million last year by streamlining processes, utilizing technology, and restructuring staff in the district facilities and police units of the college, all the while still meeting targets for staff reduction, and improved project quality and delivery.

My strengths lie not only in my extensive experience in business, operational leadership, strategic planning, and project/resource management, but also in my ability to be a decisive leader who is not afraid to make the tough decisions needed. I pride myself in my ability to build loyal, empowered teams with my knack for effective communication and entrepreneurial spirit with which I solve problems and advocate for my teams and their professional development.

In 2016, I became a member of the International City/County Management Association (ICMA) to better align my career goals with City/County Management operations. I was one of only ten students selected by ICMA to attend the ICMA Mid-Career Managers Institute (MCMCI) Class of 2020-2021 and feel that sharing my wide-ranging experience with classmates has been helpful to them as well.

In summary, I am a committed public servant, with a positive track record of building transparent and productive stakeholder relationships with diverse teams. By outlining some in-depth examples here and in resume, I trust that I've demonstrated my abilities to confidently tackle the five key challenges outlined with enthusiasm. In my opinion, engaging our workforce and our community to improve the work we do as managers and move our organizations toward higher performance is paramount to our success.

Most importantly, I am truly excited about the possibility of applying my skills and background to help advance the mission and vision of the City of Port Orange, Florida for many years to come.

Thank you for your consideration, and I look forward to hearing from you soon.

Sincerely,

William R. Ward II

## WILLIAM R. WARD II

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### CORE COMPETENCIES

Visionary Leadership/Mission Oriented ■ Strategic/Master Planning  
Accreditation ■ Operations/Project Management ■ Fiscal Operations  
Public Safety/Law Enforcement Practices ■ Information Technology  
Human Resources ■ Employee Development/Motivation  
Community Relations ■ Spokesperson

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### PROFESSIONAL PROFILE

- Multi-faceted executive with more than 30 years of experience in all aspects of administrative operations, finance, public safety and security, emergency management, master planning, facilities management, construction, regulatory compliance, human resources and community relations.
- Significant experience working with elected Boards and Councils.
- Ability to build effective and collaborative shared governance relationships with executive leadership, co-workers, subordinates and the public.
- Experience managing multi-million dollar budgets and supervising executives, professionals and staff.
- Results oriented, decisive leader with proven success in team building, staff development, diversity and inclusion, employee relations, collective bargaining, project management, strategic thinking and problem solving.
- Track record of increasing productivity and cutting operational costs through a team-oriented systems approach to decision-making and planning.
- Recognized ability to communicate effectively, mentor others, negotiate and resolve conflicts.

### PROFESSIONAL EXPERIENCE

#### **Vice Chancellor, Facilities Operations**

#### **Pima County Community College District (PCCCD), Tucson, AZ, 2006 to Present**

*(Position upgraded January 2013, reports directly to the Chancellor and serves as a member of the Executive Leadership Team)*

Oversees a diverse workforce of in-house/contract employees that includes 8 direct reports for one of the tenth largest multi-campus community college districts (one college) in the United States with an operational budget up to \$300 million dollars for the district. PCCCD consists of five campuses, seven learning centers and two district support facilities that are located throughout an area of more than 460 square miles within Pima County. The college has served up to 70,000 (total enrollment) students of a diverse population and consists of 2 million square feet of facilities and 541 acres of district grounds. Responsible for all district facilities/security operations such as college police, facilities planning and construction, industrial maintenance and repair, capital planning/development, real estate management, environmental health and fire/life safety, emergency planning, budget management, purchasing, risk management, fleet management, district warehousing and postal services. Manages the unit's operating budget of \$22 million and an annual capital/revenue bond budget as high as \$100 million with a \$250 thousand dollar signature authority. Critical contributor to the implementation and management of all major capital development program/projects. Prepares strategic budget recommendations for college administration and key contributor in the execution and completion of capital outlay

projects. Chief point of contact regarding questions or concerns pertaining to facilities services from the PCCCD Governing Board, the general public, faculty, staff, students, outside agencies or administration. Manages architects, engineers, general contractors, real estate consultants and business partners. Proven history of strong collaboration with City, County, Airport Authority, Tribal, Labor Unions, Community Activist and School Board representatives. Partners with the State Fire Marshall's office and other agencies and municipalities to ensure effective communication and compliance for the safety of our students, faculty/staff and the community. Experience with Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS) disaster preparedness and disaster recovery policies and procedures.

**Key Achievements:**

- 2020 PCCCD Facilities/Police Department received recognition from our Governing Board for **"Outstanding Service"** to the college district during the pandemic. As the Vice Chancellor for Facilities & College Police, I served as the main Point of Contact (POC) and Incident Commander for the College's COVID-19 Emergency Response & Recovery efforts. Oversaw all communications and collaborated with all of our local municipalities, jurisdictions and districts, including coordinating with the higher education institutions within Arizona. Led over three-hundred personnel (including custodial teams) which continued to work in the field during the entire pandemic, working multiple shifts around the clock. This meant managing facilities personnel and College Police working seven days a week, extreme overtime shifts and a 24/7 dispatch center. Efforts to prepare the College for the potential pandemic began early February with an increase in sanitation and PPE supply orders. The College closed on March 16, 2020 and I began holding daily COVID-19 briefings at our Incident Command Center to ensure cohesion and consistency between the college units, external agencies and the contractors who continued to mobilize their staff during the closure, all towards keeping the College on mission. Video attached. [https://drive.google.com/drive/folders/17\\_6I1WAjZih7SS3qrm32d04aNe-75IW3](https://drive.google.com/drive/folders/17_6I1WAjZih7SS3qrm32d04aNe-75IW3)
- 2020, Invited to attend APPA's Thought Leaders Symposium in Tucson AZ, to engage in an annual discussion **"Preparing for the Student of 2024"**. The team consisted of nearly three dozen representatives from across the United States and Canada alongside association leaders, industry consultants, and education experts from colleges and universities, K-12, enrollment specialists, student affairs administrators and campus facilities professionals. The purpose of each year's symposium is to engage in an annual discussion and distillation of the major issues impacting colleges and universities and to better inform both senior institutional officers and educational facilities professionals on alternative ways to deal with these problems. A copy of APPA's past Thought Leaders' reports are available at: <http://www.appa.org/tools/measures/tls.cfm>
- 2018/20, Critical contributor to the design and development of the Center of Excellence for Applied Technology at the district's Downtown Campus, consisting of two new state of the art facilities for Automotive Technology and Advanced Manufacturing, as well as major renovation of the existing Building Construction Technology Center. The campus plan includes an Immigrant and Refugee Student Resource Center and a new Enrollment Center to enhance student registration, advising and counseling.
- 2015/20, Leadership role in the development and oversight of the College's **"Educational and Facilities District Master Plan"**, the first in-depth and comprehensive analysis of our Educational/Facilities and community needs in over 20 years. The plan will help guide the College's strategic planning and development process for future success. It received Governing Board approval May 2018, including \$65 million in Revenue Bond funding that was received early in 2019. Instrumental in preparing a successful proposal to receive an additional \$15 million in funding awarded by the Governor of Arizona for the expansion of our Aviation

Technology training facility. See attached link:

<https://www.pima.edu/administrative-services/facilities/docs/pcc-fmp-final-05-07-2018.pdf>

- 2007/20, Secured funding through our annual Capital Planning and completed over \$95 million dollars of deferred maintenance/capital construction work throughout the college district, significantly reducing deferred maintenance backlogs. All projects were developed by utilizing an in-house project estimating database that was designed by Facilities in partnership with the Finance team.
- 2019 Common Ground "**Award of Distinction**" was presented to Pima Community College's Center for Excellence. The event honored community leaders, projects and programs that have made significant contributions toward bridging divides and finding solutions to complex challenges in creative ways. Since the first ceremony in 2003, over 300 projects have been recognized that embody MPA's mission to create a prosperous community by promoting collaborative real estate development policies, building partnerships and finding common ground. This year's event celebrated the Top 20 projects, 10 of which were Winners and 10 were Finalists, along with the Award of Distinction, provided to a large scale community impact project.
- 2019, Partnered with the Arizona Department of Occupational Safety & Health (ADOSH) to provide a Safety Summit at our West Campus for awareness and training opportunities.
- 2018/2019, Conference presenter for higher education/facility associations including the Association of Community College Trustees (ACCT), APPA, (both regional and national events), the Society for College and University Planning (SCUP), a panel for the Arizona Builder's Exchange (AZBEX), and the Western Association of University Business Officers (WACUBO).
- 2015/19, Received Governing Board approval to enter into negotiations with Solar City (Tesla) and the Solon Corporation for Solar Services Agreements valued at over \$24 million. Installed a seven megawatt solar array system throughout the district to help bring about improvements through renewable energy utilization and sustainability. The College is projected to save over \$25 - \$35 million in the next 20 years and nearly fifty percent of the total district energy consumption is now being generated through solar energy.
- 2015/19, In response to ongoing state funding challenges, Facilities and College Police units have cut/saved our operating and capital budgets by approximately \$9.5 million dollars, restructured the district facilities/police operational units of the college to hit our targets for more optimum project quality, cost effectiveness, and meet or exceed budgetary goals.
- 2014/19, Initiated the "**Best Practices Symposium**" hosted semi-annually by Pima Community College's Facilities Operations department. Started in April 2014, the symposium is a unique opportunity to discuss best practices, efficiencies and lessons learned for southern Arizona K-12 and community college district facilities operations and maintenance personnel.
- November 2018, PCCCD Facilities and College Police received recognition from our Governing Board for "**Qualities of Excellence**" for serving the college.
- August 2018, Recipient of the national APPA "**Award for Excellence**" in Facilities Management for the second time (one of only a few community colleges to win the award since its inception). PCCCD announcement posted Aug/Sept 2018.
- 2014/17, In preparation for future accreditation in 2021 with the International Association of Campus Law Enforcement Administrators (IACLEA), received approval to conduct Clery Compliance assessments, threat and security assessments and a full review of the College Police unit utilizing a Loaned Executive Management Assistance Program (LEMAP). The reviews prepared the College to enhance community policing; explore alternative deployment models; review policy and procedures best practices, evaluate and amend emergency planning and response; and conduct organization, staffing and departmental climate surveys.



- 2013/17, As a new Vice Chancellor in 2013, my role included working with the College accreditation team, and over a four year period helped to bring PCCCD back into compliance with our Higher Learning Commission (HLC) accreditor; Successfully assisted the College to move from "Probation" to "On Notice" and finally having all sanctions lifted in 2017. Received BOG recognition and appreciation.
- 2016/20, Chaired the Annual PCCCD Foundation Scholarship Golf Tournament which sold-out in 2016 with the highest attendance ever and has raised over \$60,000 dollars. The proceeds of the event go towards scholarships, College programs and student enrichment.
- 2016, Based on my experience/expertise, I was selected by the Association of Physical Plant Administrators (APPA) to be a peer reviewer and participate in a Facilities Management Evaluation Program (FMEP) at Des Moines University (DMU) in Iowa. DMU was seeking to have their safety, security, IT and facilities operations evaluated in order to deal with some long-standing operational concerns and issues. The evaluation team developed a detailed report of our findings and presented our recommendations to the DMU administration.
- 2016, Key contributor to bring, store, and reconstruct the New York Botanical Garden's Exhibition, **"Frida Kahlo: Art, Garden, Life"** at the Tucson Botanical Gardens. The exhibit was a replica of her Casa Azul and ran for eight months accompanied by cultural celebrations and arts educational programming for the community.
- 2016, Led the effort to develop a more comprehensive nursing program partnership with Northern Arizona University (NAU) and PCCCD, in order to serve the workforce needs of the healthcare industry in Pima County by establishing a full Bachelor of Science in Nursing (BSN) program offered by NAU on the College's West Campus. NAU currently serves approximately 100 nursing students per year and many, if not all of these students, earn their pre-requisite science courses at PCCCD. Locating the NAU nursing program at the West Campus created many opportunities for both schools to collaborate, share resources and develop more synergies between both programs. This partnership also leverages and maximizes taxpayer resources during challenging times of state and local funding.
- 2016, Developed and received Governing Board approval for the College's first **"Firearms and Other Weapons Policy"** that restricts firearms and other weapons on college campuses to personal vehicles. The policy mandates that students and staff must keep firearms and other weapons inside locked vehicles before proceeding onto Pima campuses, regardless of whether or not they have a concealed carry permit.
- 2018, Developed and received Governing Board approval to modify the smoking and tobacco use policy of the College to a full prohibition and make our campuses smoke and tobacco free. The policy was developed in partnership with student, city and county organizations and received immense community support.
- 2015/16, Assisted in the development of PCC's cross-functional Behavioral Assessment Team, to identify and manage situations that pose a threat to the safety and wellbeing of the college community.
- 2015, PCCCD won the **"Campus Conservations Nationals"** (CCN) water conservation grand prize, beating out such major four-year institutions as Wake Forest University and Oberlin College. This was the first year that we competed in CCN, the country's largest water and electricity use reduction competition.
- 2015, Received the **"Excellence Award"** (was nominated by staff) from the National Institute for Staff and Organizational Development (NISOD). Video at: <https://www.youtube.com/watch?v=osRUZoisFz8>
- 2014, Pima Community College's new instructional building at the Northwest Campus was honored in **"American School & University's"** 2014 Architectural Portfolio, an annual nationwide competition of educational design and effective learning environments.

- 2015, Appointed to the leadership role of **"Change Agent"** for the newly formed College Climate Cooperative (CCC). The CCC was formed in response to a number of different indicators that PCCCD employees share a negative perception of the College's governance, culture, policies, and practices. This environment led to scarcity of teamwork, trust and cooperation, the feeling of disempowerment and lack of confidence in the College, all culminating in low employee morale. The CCC was charged with engaging all employees to create a culture of excellence that is student centered, contributes to a high functioning workforce, and helps make PCCCD a premier community college. Over a two-year period from 2015 to 2017, the College saw majority improvements employee satisfaction survey measurements. CCC included representatives from all of our employee locations and groups including: temporary and permanent, part-time and full-time, non-exempt and exempt staff, adjunct and regular faculty, administrators and a board member.
- 2014, Accompanied the Chancellor to China to promote the benefits of attending Pima Community College to international Chinese students. Worked with agent representatives from the Beijing and Qinghua Universities to explore strategic partnership opportunities of establishing a Pima Language Institute (high school level) in Chongqing that would provide future international exchange students for the College and spearhead the development of an International Student Housing project at PCCCD.
- 2014, Hosted the Trane® **"Acceleration Now"** tour, a national trade show highlighting products services and education (occupational training) available to the building and construction industry. The **"Acceleration Now"** tour, the first ever for Arizona, showcased Trane's commercial heating, ventilation and air conditioning (HVAC) solutions to its customers and the community.
- 2013, Developed and implemented new safety/security measures at a cost of \$3 million to improve emergency operations on all six campuses and learning centers, and adopted the community policing method to encourage college police officers to be more visible to students, staff, and the general public.
- 2013, PCCCD Facilities Department received recognition from our Governing Board for **"Outstanding Service"** to the college district.
- 2013, PCCCD Facilities Department Earns Top **"Owner of the Year"** Honors from the Cornerstone Building Foundation. Article published in the 2013 summer addition of **"BizTucson"**.
- 2013, Developed district communication plans for mass-notification (text messaging) for the College District and email protocol for Facilities Operations.
- 2012 and 2013, Received the **"Historic Preservation Award"** from **Tucson-Pima County Historical Commission** and **Historic Preservation Foundation** for awareness and preservation of historic sites, structures, districts, and character of the City of Tucson, Pima County, and the City of South Tucson.
- 2012, Recipient of the national APPA **"Award for Excellence"** in Facilities/Operations Management (one of only three community colleges to win it since its inception). Article published in the Sept/Oct 2012 APPA **"Facilities Manager"**.
- 2012, Began incorporating hybrid fuel and electric vehicles into the PCCCD fleet. "Pima Community College Goes Green with New Priuses" article published in Aug/Sept 2012 **"Tucson News Now"** and **"Government Fleet Top News"**.
- 2012, Partnered with City of Tucson and Pima County to complete the Atturbury Wash Greenway Project, located at our East Campus.
- 2012, Critical contributor to the development and implementation of the 1950s-era Neon Signs Tucson Rehabilitation Project **"Art Walk"**. Received the **Governor's Heritage Preservation Award**.
- 2012, Saved the College \$300,000 in yearly operating cost by negotiating a partnership with the Tucson Unified School District (TUSD) and securing a lease of a vacant elementary school (Roberts Elementary). The site is utilized for adult education, law enforcement training and community outreach.

- 2011, Designed a plan to consolidate all District warehousing/receiving that was Governing Board approved with projected yearly savings of \$500,000.
- 2011, Created a successful symposium for all Arizona community college facilities management teams to meet and discuss best practices, efficiencies and lessons learned. Article published in May/June 2011 APPA **"Facilities Manager"**.
- 2010, Received **"Exemplary Practices Award"** from Community College Business Officers Association for developing a replacement plan, procurement and installation of a new state-of-the-art modular central plant that resulted in a savings of \$2 million. Article published in March/April 2011 APPA **"Facilities Manager"**.
- 2011, Selected to represent PCCCD at the **Las Vegas, White House Hispanic Community Action Summit**.
- 2010, Initiated the first facility condition and energy audits to assess district facilities and make recommendations for short and long term planning goals.
- 2009, Designed concept layouts and managed a \$1.8 million Student Services remodeling project at all District campuses to upgrade facilities and improve operations. Project was completed in four months.
- 2009, Recipient of the **"ASLA Colorado Landscape Design Award"** for projects over \$500,000.
- 2007/2009, Developed and oversaw the Marana Health Clinic Project/Partnership that provides on-site medical care facility for the students, staff and local residents.
- 2007, Created the College's first Emergency Response Plan and Campus Action Teams (CAT), developed training courses to improve the safety skills and awareness of all personnel.

#### **Superintendent of Operations/Acting Director of Facilities Operations and Construction Pima County Community College District (PCCCD), Tucson, AZ, 2000 to 2006**

Oversaw a 94 person-unit that includes five direct reports and acting Director when the Director of Facilities Operations and Construction was absent. Responsible for district level operations of the central plant, mechanical/electrical systems unit, structural systems unit, locksmiths, district grounds, landscaping and custodial services. Prepared budget recommendations for Administrative Services, Facilities and prepared specifications for the bidding process. Responsible for briefing the Assistant Vice Chancellor for Facilities regarding questions or concerns from college personnel and the public. Managed projects and coordinated contracted and in-house work on facility renovation, repair and capital improvement projects. Collaborated with architects, engineers, general contractors, consultants and business partners. Responsible for the preparation and execution of the College's preventive maintenance management system consisting of approximately 8,000 preventive maintenance and repair work orders. Prioritized and assigned work for the Facilities District Operations Management Team, conducted performance evaluations, facilitated and provided staff training and made hiring, termination and disciplinary recommendations. Coordinated on-call activities with campus police and often the first point of contact for any after hour problems with college building systems. I ensured that all vehicles under operations and maintenance control were maintained per motor pool standards.

#### **Key Achievements:**

- In addition to my responsibilities as Superintendent of Operations, I served as the Acting Plant Manager for the West Campus, the largest PCCCD campus, from July 2005 to March 2006.
- Project Superintendent for the building of the College's new \$32.2 million, 129,000 square foot Northwest Campus.
- Critical contributor to the implementation and management of a \$140 million General Obligation bonds obtained to complete a major capital development program/project

which constructed a number of LEED® certified facilities. Partnered with the City of Tucson, Pima County and the University of Arizona.

- Established a cross-training program for Facilities staff to create a highly trained multi-skilled work force.
- Implemented a Plant Operations and Maintenance district trade shops restructure, reviewed job classification specs for Human Resources and developed the first PCCCD in-house apprenticeship program.
- Reduced the college's dependence on outside business partners and contractors by developing an Energy Management Control System training program for the HVAC and central plant personnel.
- Selected as committee member for the City of Tucson to review Commissioning, Re-commissioning and Retro-commissioning proposals for Maintenance of Energy Management and Control System and System Integration Programming.
- Represented PCCCD as a participant in the Pima Association of Governments (PAG) 2030 Regional Transportation Plan community round table.
- Designed and implemented a district wide project to install ADA compliant blue emergency phone system.

### **Plant Maintenance Manager/Supervisor Western Carolina University (WCU), Cullowhee, NC, 1998 to 2000**

Administrative Supervisor for HVAC mechanics, plumbers, maintenance mechanics, water treatment and welding staff that included ten direct reports for installation, maintenance and repair of all HVAC, plumbing and steam equipment. Managed 2.36 million square feet of buildings, two miles of steam distribution, and four miles of sewage line and six miles of water line. Responsible for approximately 70 buildings that included four cafeterias, two swimming pools, a football stadium, regional activity center and eleven dormitories that housed approximately 3,000 residents and supported the on-site steam and water plants. Responsible for over 1,700 equipment preventative maintenance tickets annually that pertain to the HVAC, plumbing/pipe-fitters, maintenance mechanics and water treatment department. Assessed annual operations and maintenance costs for budgets and project proposals, developed information summaries for management's use, and prepared related correspondence and reports. Managed in-house construction projects and assisted in the planning and inspecting of on-site capitol construction projects.

#### **Key Achievements:**

- As Manager, the Operation and Maintenance trades department received for the first time the **"Support Award for Excellence"**, which was established in 1986 and carries an award of \$10,000 to be utilized within the department.
- Joined forces with general contractor to complete a \$90 million dollar steam distribution project that was behind schedule.
- Increased productivity by dividing campus into work zones and designating staff to the zones.
- Improved efficiency by reorganizing workplace, developing equipment inventory list and creating work order tracking system.
- Started program for daily logging of main distribution plant and assembled an emergency repair inventory for the major water, steam and sewer lines.
- Revised job classification and personnel performance review forms specified for each team member.

### **Facilities Maintenance Supervisor/Lead St. Petersburg Junior College (SPJC), St. Petersburg, FL, 1995 to 1998 (College is now called St. Petersburg College)**

Site Manager with five direct reports for the SPJC Allstate Center that consisted of two buildings encompassing over 156,000 square feet and an automotive track for defensive

driving. The Allstate Center housed the Southeastern Public Safety Institute, Corporate Training, Open Campus Programs and the mainframe computer system for the entire college. Supervised the technical trades, custodial, landscaping and support staff of the facilities department. Directed project planning, technical problem resolution, long-term work scheduling, job cost analysis, job material requirements and the facilities operation budget. Scheduled work assignments of maintenance service teams and assessed critical situations and customer needs. Trained and evaluated employees, handled personnel, and disciplinary problems. Monitored and maintained a state of the art thirty lane indoor firing range used for the training of Pinellas County Law Enforcement and Multi-Jurisdictional Counter-Drug Task Force. Supervised clean up and removal of hazardous waste from two 150 ton air handling units that support the firing range. Coordinated and supervised staff and students for seminar and event set-ups and oversaw site receiving and mail distribution. Assisted in plan review of new and remodeled facilities and inspections and performed health, safety and sanitation inspections. Member of a college-wide Facilities Planning and Institutional Services customer enhancement team that coordinated construction, remodeling, renovation, maintenance and safety-to-life projects for six campuses that served approximately 60,000 students.

**Key Achievements:**

- Key contributor in planning, construction and operations of the indoor firing range; one of two in the U.S., at the time.
- Received recognition on condition of the SPJC Allstate Center facility from the U.S. Attorney General, Edwin Meese III.
- Served as a committee member in the development of the college-wide Disaster Preparedness Plan and authored a facilities staff re-entry checklist.
- Served as Workplace Safety Committee member and assisted in the development of the college-wide Workplace Safety Manual.
- Designed a project work request form to be utilized by all sites.
- Saved the college thousands of dollars from previous year by organizing college-wide bid for preventive maintenance of all chillers and building automation systems for 1997/98.
- Increased efficiency by designing daily logs, inspections and PM forms for all sites.
- Resolved college-wide backdated unpaid invoices of \$28K from 1995/98 for Fire Alarm Co., Simplex.
- Received "**Certificate of Recognition**" from the Office of the State of Florida Fire Marshal for fire safety.

**Additional employment at St. Petersburg Junior College**

- Mechanical/Electrical Crew Leader, 1992 to 1995
- Mechanical Trades Worker, 1987 to 1992

**Apprentice, Journey-level Trades Worker, Electrical Supervisor/Forman, 1979 to 1987**

- Performed commercial and industrial construction/maintenance work on colleges, schools, hospitals, fire stations, banks, high-rise condominiums, factories and the Panama Canal.

**Key Achievements:**

- Worked with General Electric in the installation and setup of the first CAT-Scan unit installed at the Bay Pines VA Hospital in St. Petersburg, Florida.
- Worked as a student apprentice (machinist/mechanic) in the locomotive shop for the Panama Canal Zone, Pedro Miguel locks, Panama.

**EDUCATION**

Bachelor of Science in Career and Technical Education (2005 - 4.0 GPA), Indiana State University, Terra Haute, IN ■ Associate of Arts in Business/General Studies (1996), St.

Petersburg Junior College, St. Petersburg, FL ■ High School Graduate (1980), Balboa High School, Panama Canal Zone

### **PROFESSIONAL TRAINING**

- Selected to attend the ICMA Mid-Career Managers Institute (MCMI) Class of 2020-2021, and the 2020 *ICMA Williamsburg Leadership Institute* in Colonial Williamsburg VA (in process)
- Graduate of the Society for College and University Planning (SCUP) - Planning Institute's 1,2 & 3 (2016 to 2017)
- PCCCD Leadership Expectations Training - Tucson, AZ (2013)
- Clery Act Training with Dolores Stafford Consulting - Tucson, AZ (2014)
- The University of Arizona, Eller Executive Education - Interest Based Collaboration Training/Certificate - Tucson, AZ (2014)
- The Association of Higher Education Facilities Officers (Annual APPA Training Sessions)
- Executive Leadership Coaches - Tucson, AZ (2008 to 2012)
- Accreditation Workshops, Pima Community College - Tucson, AZ (2009)
- Emergency Response Training (table-top exercise) South West Gas - Tucson, AZ (Annual)
- Graduate of the Leadership Academy, The Institute for Facilities Management, The Association of Higher Education Facilities Officers (APPA) - Alexandria, VA (2005)
- System Commissioning Central Plant & Building Systems, Southwest Utilities Production & Distribution - Tucson, AZ (2004)
- Procurement Training, PCCCD Procurement Department - Tucson, AZ (2003)
- Finance, Banner 2000, PCCCD - Tucson, AZ (2003)
- Graduate of The Institute for Facilities Management, The Association of Higher Education Facilities Officers (APPA) - Alexandria, VA (2001-2003)
- ICS: Law Enforcement Course G-190, Arizona Division of Emergency Mgmt. - Tucson, AZ (2003)
- Domestic Preparedness Employee Awareness, AZ Division of Emergency Mgmt. - Tucson, AZ (2003)
- Facility Audit, Diversified Intelligence - Tucson, AZ (2002)
- Construction Claims, Saddle Island Institute - Tucson, AZ (2001)
- Supervision Series, PCCCD - Tucson, AZ (2000)
- Advanced Connections Supervisory Training, WCU - Cullowhee, NC (2000)
- Survival Skills for New and Prospective Supervisors, SPJC - St. Petersburg, FL (1996)
- Total Quality Management (TQM) in Team Leadership (80 classroom hours), SPJC - St. Petersburg, FL (1995)

### **TECHNICAL TRAINING**

- The American Society of Heating and Refrigeration and Air Conditioning Engineers, Inc., (ASHRAE)
- Construction Owners Association of America (COAA)
- Poverty Training, "Ending Poverty Now" - Pima County, AZ.
- AASHTO Pavement Overlay Design - ERES Consultants, Inc., PCCCD
- Trane Air Conditioning Clinics - Throughout the U.S.
- Electrical/Air Conditioning and Heating - School Board of Pinellas County
- HVAC - Trane, Hartford Steam Boiler and Ferris State University
- Computer Based Building Automation Systems (Energy Management) - Alerton, Barber-Colman, Belimo, CSI-I/NET, Honeywell, Johnson Controls, Siemens Building Technology and Trane
- Electrical Equipment Repair and Maintenance - Cutler-Hammer
- Fire Alarm Systems - Simplex and Edwards
- Roofing and Waterproofing - SPJC
- Central Plant Water Treatment - NALCO, BETZ, R2J Chemical Services and Water & Energy Systems Technology
- Indoor Air Quality and Plant Operations - SPJC

- Computerized Maintenance Management System (Work Orders) - TMA, FAMIS
- Safety - OSHA, Florida State Board of Education, State of Florida, FASC, New Environment Inc. and Occupational Health Conservation, Inc.
- Respirator and SCBA Certified - SPJC
- LP Gas Safety and Inspection - State of Florida, Division of Liquefied Petroleum Gas
- Lead Awareness - SPJC
- Machine Tooling - Panama Canal Zone

#### **CERTIFICATIONS**

- OSHA HAZMAT - Largo, FL (1998)
- Air Conditioning & Heating (EPA Universal HVAC) - Ferris State University, Michigan (1995)
- Rule 6A-2 Inspections of State of Florida Public Educational Facilities (1993-1996)
- Open Water Diver (1991)

#### **COMMITTEES AND PROFESSIONAL ASSOCIATIONS**

##### ***PCCCD Committees and Working Groups***

- Chancellor's Cabinet, ADA/Disabled Students Resources, Common Policy, Facilities/Police Focus Groups, Educational/Facilities Master Planning Lead, IT, Internationalization Task Force, College Climate Cooperative Chair, Job Evaluation, Meet and Confer - Classified Non-Exempt Chair, Reaccreditation, Public Safety Chair, Strategic Planning and Foundation Golf Committee Chair

##### ***Professional Associations***

- Association of Higher Education Facilities Officers (APPA) – past Co-Chair of APPA Community College Engagement Group for the nation
- Past Tucson Historic Preservation Foundation Board member
- Past President, Rio Nuevo North Owners Association (Business Park)
- American Society of Heating and Refrigeration and Air Conditioning Engineers, Inc., Tucson Chapter (ASHRAE) Associate and past Board member
- Construction Owners Association of America (COAA)
- Golden Key International Honor Society
- Pima Association of Governments (PAG)
- TRI-U (Organization Improving State Colleges and Universities within Arizona)
- Society for College and University Planning (SCUP)
- International City/County Management Association (IMCA)
- Past YMCA Metro Board member Pima County (Committees - HR, Finance and Properties)
- Southern Arizona Environmental Management Society Inc.

**WILLIAM R. WARD II**

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**PROFESSIONAL REFERENCE LIST**

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**Blake McClelland, Ph.D.**

Lecturer, School of Criminology and Criminal Justice  
(Retired Deputy Chief, City of Phoenix Police Department)  
Arizona State University, Phoenix, AZ  
(602) 543-1606

**Buddy Janes** (Direct Report)

Assistant Vice Chancellor/Chief, College Police  
Pima County Community College District, Tucson, AZ  
(520) 206-2622

**Dr. David Dore**

President of Campuses and Executive Vice Chancellor for Student Experience and Workforce Development  
Pima County Community College District, Tucson, AZ  
(520) 206-7100

**Dr. Dolores Duran-Cerda**

Provost and Executive Vice Chancellor of Academic Affairs  
Pima County Community College District, Tucson, AZ  
(520) 206-4999

**Jaime Garrido, RA, LEED AP**

Architect, Office of the City Engineer  
City of Phoenix, Phoenix, AZ  
(602) 256-4375

**Joyce Jaden** (Direct Report)

Director, Fiscal Management and Business Operations (Finance)  
Pima County Community College District, Tucson, AZ  
(520) 206-2780

**Dr. Lamata Mitchell**

Vice President of Instruction and Academic Operations  
Pima County Community College District, Tucson, AZ  
(520) 206-7052

**Mike Gross**

Executive Vice President  
Tucson Realty & Trust Co., Tucson, AZ  
**(520) 977-0144**

**Mike Posey** (Direct Report)

Director, Facilities Operations/Planning and Construction  
Pima County Community College District, Tucson, AZ  
(520) 206-2779

**Ouatfa Chuffe-Moscoso** (Direct Report)

Director, Environmental Health and Safety  
Pima County Community College District, Tucson, AZ  
(520) 206-2765



# Brian D. Weiss



February 3, 2021

City of Port Orange  
1000 City Center Circle  
Port Orange, Florida 32129

Dear Mayor Burnette, Councilmembers,

As a native Floridian with strong ties to the Port Orange area, it would be an honor and privilege to be considered for the position of **City Manager**. After 26 years of loyal and faithful service to this great Nation as a proven leader, innovative thinker and visionary officer in the United States Navy, nothing would give me greater satisfaction than continuing my public service and working for the people of Port Orange. As you review my resume, you will notice that it differs somewhat from the standard municipal government employee but if you take the time, you will see that I have municipal experience as a base Commanding Officer/City Manager in the Navy. You will also notice that I have an impeccable record of leading and cultivating world-class organizations at home and abroad, consistently delivering the highest results. I thrive on servant leadership, team building, professionally developing those around me, and always providing the best possible service to our customers. Sound financial stewardship, respecting others, being responsive and getting to a "yes" or as close as possible are just some of the hallmarks of a winning team and what I intend to bring with me to the City of Port Orange.

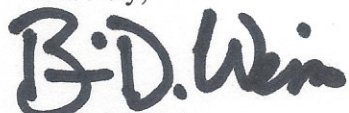
In my current assignment as Commanding Officer/City Manager of Naval Air Station Jacksonville, I have gained, refined and utilized many public administrator skills. Managing the Navy's 3<sup>rd</sup> largest base comes with a host of demands but one of my favorite responsibilities is building stronger community relationships. This has allowed me to work outside of the base to gain additional experience to include seeking mentorship from local city and county managers. It is through my engagement with these individuals, I have developed a strong desire to pursue municipal leadership. From key membership on the Florida Governor's Military Committee to attending Clay County Chamber of Commerce conferences to participation in the City of Jacksonville's year-long leadership program, I have a diverse and well-rounded portfolio of civic involvement.

It is important to note that I am not your typical rigid senior military leader. When required, I can follow just as easily as I can lead. I embrace hard work and I am not afraid to roll up my sleeves and work side-by-side with teammates to accomplish any task assigned. Interacting with people is how I recharge and where I draw my strength. While I am a very involved, hands-on leader, I also believe in training the staff to "work me out of my job" and empower them with the ability and authority to carry out any assignment. All of this is to say that my personal leadership style coupled with a track record of conservative financial decisions, exposure to various levels of federal government, expertise in international relations and executive management experience dovetails nicely into city management.

As the Commanding Officer/City Manager of a military base with 1,205 diverse military and civilian staff personnel that supports a population of 22,286 employees and military families, I keenly understand that preparation is paramount. That is why I have always ensured my team places a heavy emphasis on disaster preparedness and emergency operations to include pandemic response. Chance favors the prepared and I have learned this first-hand through my direct involvement with successfully managing real-world crisis response during the Miami Air Flight 293 crash into the St. Johns River; three full hurricane seasons in Northeast Florida; Coronavirus Pandemic; and countless other emergencies. I also have operational experience with FEMA and have completed their Incident Command System training. Lastly, I am skilled in interacting with unions, as our base Fire and Security Departments have a large contingency of participating employees. Throughout my tenure, I have effectively worked with union representation to address bargaining unit concerns and/or disagreements on multiple occasions.

For the past 15 years of military service, whether stateside or abroad, I have always considered the City of Port Orange and it's surrounding communities as my "home away from home." With immediate family in the Volusia County local area and a strong penchant to continue serving the local community, I am excited at the opportunity of becoming your City Manager and making Port Orange my permanent residence for years to come. It is my sincere hope that my record of increasingly responsible experience as a senior-level government executive, proven leadership successes, diversity, community engagement and can-do spirit set the stage for your consideration as a top candidate and ultimate selection for the job. Thank you for your time.

Sincerely,

  
Brian D. Weiss



# Brian D. Weiss

## PROFESSIONAL SUMMARY

More than 26 years of proven leadership experience, financial stewardship, professional development, and commitment to excellence and integrity. Currently the Commanding Officer of Naval Air Station Jacksonville (NAS JAX), the 3<sup>rd</sup> largest U.S. Naval installation in the world; similar to a City Manager of a full-service town with a population of 22,286 and yearly economic impact of \$2.6B. Engaged in aggressive redevelopment, maintaining robust infrastructure, while preserving fragile river and wetland environments. Highly accomplished and tech savvy leader with proven outstanding performance across a diverse portfolio of challenging assignments. Collaborates daily with team members, leadership, local communities, and federal, state and local governmental agencies to achieve organizational objectives in a dynamic, fiscally constrained environment.

## PROFESSIONAL EXPERIENCE

**2017 - Present: Commanding Officer/Executive Officer/Prospective Executive Officer, Naval Air Station Jacksonville, Jacksonville, FL.**

**Equivalent: City Manager**

**Rank: Captain**

**Responsibilities:** Directly responsible for impeccably managing contracting budgets worth over \$352M, including pay, utilities, services, and annual operating budget of more than \$49M. Personally oversaw and successfully supervised a team of 1,205 military, union & non-union civilians, and contractors in a wide array of public services, including:

- Fire & Emergency Services
  - Law Enforcement
  - Air & Port Operations
  - Emergency Management
  - Public Works, Engineering, and Facilities
  - Water, Wastewater, and Stormwater Utilities
  - Planning, Development, and Code Enforcement
  - Environmental and Recycling
  - Human Resources
  - Occupational Health and Safety
  - Child Development and Youth Activity Centers
  - Family Support
  - Religious Ministries
  - Marina, Pools, Parks, and Recreation
  - Championship Golf Course
  - Administrative
  - Finance and Budget
  - Information Technology
  - Training
  - Legal
  - Public Affairs, Local Newspaper, Social Media, and Websites
  - Supply, Logistics, and Transportation
  - Economic and Housing Development
- Persistent safe and secure operations of an installation valued at over \$3.7B in assets and infrastructure, including: 2 airports, 3 training ranges, and numerous critical U.S. territories throughout the Caribbean; encompassing over 27,000 acres, 22,286 personnel, 110 organizations/companies, and 803 buildings.
  - Operating quality of life programs for more than 90,000 patrons daily, encompassing a yearly business operation of over \$22M, and includes:
    - Tourist and Travel
    - 27-hole Golf Course
    - 96-slip Marina
    - Flying Club
    - Skeet Range
    - Auto-Hobby Shop
    - 24-lane Bowling Alley and Snack Bar
    - Two Full Service Restaurants
    - Catering and Conference Center
    - 242-bed Hotel
    - 16 Cottages
    - 59 RV Sites
    - Two Pools
    - Bingo Hall



- Effectively managed 146 construction projects, including buildings, airfields, roads, parking lots, and utilities (electrical, water, wastewater, and steam) worth over \$269M.
- Safely operated a child development center and youth activity center with over 350 children, 1,675-bed barracks, full service galley, two churches, recreation center, gym/fitness center, soccer fields, tennis courts, basketball courts, little league baseball fields, softball fields, and numerous parks throughout the installation.
- Ensured medical services at NAS JAX Hospital for more than 100,000 patients.
- Oversaw the upkeep of 302 public private partner residential homes, 52 miles of roads/pavement, and 6 miles of shoreline.
- Delivered 173,000 MWH of electricity, 485 million gallons of water, 175,000 MBTUs of steam, 1.1 billion cubic feet of compressed air, 348,700 MBTUs of natural gas, and collecting and treating 437 million gallons of wastewater per year.

Accomplishments:

- Successful completion of large-scale projects during one of the busiest construction periods in the history of NAS JAX: runway extension, taxiway and parking apron repair; hangar alterations and demolition; retail store renovations; barracks renovations; road, roof, parking lot, and HVAC repairs; energy and lighting upgrades; and storm water improvements.
- Skillfully guided NAS JAX during Coronavirus Pandemic (COVID-19) resulting in zero loss to operational support and customer service. Set the Navy-standard for implementation of Department of Defense (DOD) and Centers for Disease Control and Prevention mandated directives and policies.
- Aggressively partnered with NAS JAX Hospital to implement FEMA-directed COVID-19 support to City of Jacksonville medical first responders.
- Expertly led NAS JAX Emergency Operations Center during Miami Air Flight 293 crash into the St. Johns River. Directed the safe rescue of 137 passengers while expertly coordinating with external agencies for the safe and expeditious removal of the mishap aircraft.
- Safely managed two separate airports to include more than 174,000 mishap-free operations at NAS JAX and Outlying Field Whitehouse.
- Flawless execution of the 2018 NAS JAX Air Show, breaking previous attendance records with more than 300,000 spectators and 1,000 boaters over the three-day event. Direct engagement ensured a very successful, safe, and historic event for the U.S. Navy and the greater Jacksonville community.
- Directly teamed with privatized housing to install solar technology for on-base housing, an estimated \$11.5M savings in energy costs.
- Proactively integrated energy and water conservation measures and environmental programs by partnering with city/state officials to save \$2.5M annually.
- Environmental Awards/Achievements:
  - First major utility in Northeast Florida to achieve “zero discharge” capability of treated wastewater effluent into the St. Johns River
  - Florida Department of Environmental Protection Clean Marina Recertification (2019)
  - Keep Jacksonville Beautiful Commission and City of Jacksonville Award for Outstanding Effort to Beautify Jacksonville (2019)
  - Secretary of the Navy Energy Excellence Award Gold Level (2018)
  - Chief of Naval Operations Environmental Award for Cultural Resources Management (2018)
- Selected as the top Air Station in the Navy - 3 consecutive years (2018-2020).
- Selected as the runner-up for best overall installation out of 70 in the entire Navy - 3 consecutive years (2018-2020).
- Fire Department recognized as best in the Navy (2020).
- Prepared for destructive weather - NOAA/NWS Storm Ready.
- Sustained high morale and positive command climate - Awarded Commander Navy Installations Command Retention Excellence Awards (2018-2020).
- Safety program continued excellence with OSHA Voluntary Protection Program “Star” Certification.



- More than 50 lectures & engagements at numerous Rotary Clubs, Civic Leagues, Associations, Organizations, Schools, and Universities.
- Guest Speaker - Navy Marine Corps Relief Society Active Duty Fund Drive (2021)
- Guest Speaker - Florida Defense Support Task Force, Enterprise Florida (2020)
- Guest Speaker - Tri-Base College Graduation (2019)

**2014 - 2017: Director, Operational Plans, Japanese Engagement, and Future Requirements, Commander, Patrol and Reconnaissance Wing One, Atsugi, Japan.**

**Equivalent: Senior Vice President - Fortune 500 Global Company**

**Rank: Captain**

Responsibilities: Led a team of 14 professional civilian and military experts on multiple high-priority transformational bilateral partnership initiatives and strategic operational plans to meet emerging defense requirements in the Asia-Pacific Region.

Accomplishments:

- Adept at working with many nationalities and cultures, leading over 1,000 participants from 6 nations in a 2016 multilateral exercise focused on enhancing command and control of fleet assets.
- Politically savvy and diplomatic in communicating with multiple high level foreign, federal, state and local officials. Led the coordinated planning and execution of all United States-Japanese maritime patrol and reconnaissance aircraft operations in the region.
- Lead agent behind the coordination of introducing the Navy's first unmanned aerial vehicle (MQ-4C Triton) in the Asia-Pacific Region. Successfully developed the concept of operations and strategy for employment.

**2012 - 2014: Commanding Officer/Executive Officer, Patrol Squadron Nine, Kaneohe Bay, HI.**

**Equivalent: Chief Executive Officer - Mid-Size U.S. Company**

**Rank: Commander**

Responsibilities: Responsible for directing, supervising, and leading 70 officers and 276 enlisted personnel maintaining, supporting, and operating eight P-3C Orion aircraft worth over \$700M.

Accomplishments:

- Flawlessly led squadron operations during two six-month operational deployments, surpassing 35 years of mishap-free flying and totaling more than 200,000 mishap-free flight hours.
- Successfully and safely ensured squadron execution of all flight hour program requirements, including 960 combat sorties spanning 5,156 flight hours and a \$25M/year operating budget.
- Maximized organizational efficiency by improving pilot proficiency 35% during a six-month deployment. Innovative and progressive pilot proficiency plan became a best practice for future deploying squadrons.
- Led squadron to receive multiple awards for warfighting excellence, retention, safety, readiness, and diversity. Recognized as a top aviation squadron in the U.S. Navy through receipt of 2014 Fleet Battle Efficiency Award.

**2009 - 2012: Budget Programmer, Analyst and Strategy Division Chief, United States Special Operations Command, Tampa, FL.**

**Equivalent: Chief Executive Officer - Mid-Size U.S. Company**

**Rank: Lieutenant Commander**

Responsibilities: Led a joint-Service team of 7 professional civilian and military experts in the budget development and programming of \$46B in Special Operations Forces resources world-wide.

Accomplishments:

- Expertly teamed with multi-service stakeholders to design and implement a visionary resourcing strategy for more than 60,000 personnel during a dynamic and fiscally austere period. Ensured \$46B was properly invested in appropriate manning, training, and infrastructure.



- Provided essential executive-level support, guiding the prioritization and assessment of Global War on Terror activities spanning 620 working groups comprised of more than 50 U.S. Government interagency groups and key partner nations.
- Led collaborative cross-directorate staffing processes aimed at identifying and addressing organizational shortfalls and capability gaps.

**1995 - 2012: U.S. Naval War College Student, Warfare Development Officer, Flight Instructor, and U.S. Naval Aviation leadership positions onboard aircraft carriers, shore based staffs, and squadrons.**  
**Equivalent: Chief Operating Officer - Mid-Size U.S. Company**  
**Rank: Ensign to Lieutenant Commander**

## **EDUCATION**

**Navy Senior & Command Leadership School, Navy Leadership and Ethics Center**  
2012 & 2017 - U.S. Navy War College, Newport, RI  
**Master of Arts in National Security and Strategic Studies**  
2009 - U.S. Navy War College, Newport, RI  
**Bachelor of Arts in History**  
1994 - Pennsylvania State University, State College, PA

## **PROFESSIONAL & CIVIC AFFILIATIONS**

**VyStar Credit Union - Board of Directors (ex officio)**  
**Military Interstate Children's Compact Commission - DOD State Appointed Representative**  
**Florida Governor Base Commanders Committee - Member**  
**Greater Jacksonville United Service Organizations (USO) - Member**  
**JAXUSA Military Issues Committee - Member**  
**Experimental Aircraft Association - Member**

## **CERTIFICATIONS / QUALIFICATIONS / RECOGNITIONS**

**Leadership Jacksonville Class of 2020**  
**Emergency Operations Center Incident Management Course and Team Member**  
**FEMA Incident Command System Courses - 100, 200, 300 & 400**  
**Top Secret / SCI / SSBI Clearance**  
**P-3C Orion Naval Flight Officer / Mission Commander / Instructor / 3,000 Flight Hours**  
**Chief of Naval Operations Vice Admiral James B. Stockdale Award Finalist (2014)**  
**Commander, Patrol and Reconnaissance Wing Two Navy & Marine Association Leadership Award for Outstanding Leadership in the Execution of Duties (2013)**

## **MILITARY AWARDS**

**Legion of Merit - for exceptionally meritorious service (2017)**  
**Air Medal - strike flight operations in support of Iraqi Freedom (2006)**  
**Defense Meritorious Service Medal (2011)**  
**Meritorious Service Medal (2014)**  
**Navy Commendation Medal (3 awards for various tours)**  
**Navy Achievement Medal (3 awards for various tours)**  
**Japan Maritime Self-Defense Force Letter of Appreciation (2017)**

# *Lillie Genine Murry Wiggins*

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## **Education**

**2000** B.S., Gerontology, Bethune-Cookman University, Daytona Beach, FL, 32114

**2003** Assisted Living Facilities Certification of the Core Training Program, Florida Department of Elder Affairs

**2008** M.A., Business Administration, University of Phoenix, Maitland, Florida

**2008** Family Services Counselor Certification, University of South Florida, Tampa, FL issued by Department of Children and Families, Family Safety Program Office.

**2010** Gerontology Certification, Valdosta State University, Valdosta, GA

**2010** State of Florida Agency for Person With Disabilities Area 12 Home and Community Based Services Waiver Provider Certificate F ALIHCBS Medicaid Provider # 000990701

**2011** Gerontology Certification, University of Phoenix, Phoenix, AR

**2013** ELNEC-Veteran End-of-Life Train the Trainer Certification

**2013** Doctorate of Health Administration (DHA) (Incomplete)

## **Professional Experience**

2011 – 2015 VITAS Innovative Hospice Train the Trainer Presenter

## **Trainer**

As a VITAS Train the Trainer, I travel to various cities and states teaching assigned ELNEC-Geriatric Modules. Also present a living simulation “In The Life Of A Senior”, where each participant live the life of a senior with Arthritis, Glaucoma, Cataracts, Loss of Smell, and Hearing lost for 15 – 30 minutes.

2011 – 2014 Bethune-Cookman University, Daytona Beach, FL, 32114

**Instructor/Interim Department of Gerontology Chair**

Responsible for teaching a course load of 15 hours or more per semester planned and organized instruction that maximized student learning. Employed appropriate teaching techniques and skills that accentuate student learning in ground classes as well as online classes. Encourage communication skills via senior thesis community presentation during scheduled civic engagement programs. Written and incorporated core competencies into curriculum. Develop, updated, and post course syllabi in a timely manner. Developed Student learning outcomes for courses and programs. Maintain accurate records of student progress and graded fairly. Demonstrate sensitivity to student's needs and circumstances. Participated in professional activities and established two major partnerships with the Bethune-Cookman University Department of Gerontology and National organizations such as The Association of Gerontology in Higher Education (AGHE) and The Gerontological Society of America (GSA). Successfully grew the department from 8 majors to over 40 majors in three semesters. Established countless relationships with community organization meeting the needs of the senior population. Founded and implemented The Gerontological Association for Platinum Societies (G.A.P.S.)

2010 - 2011 Bethune-Cookman University, Daytona Beach, FL, 32114

**Lab Manager/Gerontology Advisor:**

Responsible for PC computer trouble-shooting, simple Windows Network administration, manage the computer usage, computer lab supplies and expenses. Advise Gerontology students on the prerequisites, curriculum, general education, and transfer credits to fulfill the department and University requirements for Baccalaureate in Gerontology. Counseling and guiding students in the selection of courses respond to inquiries, clear registration holds, and assist students with graduation application process.

2009-2009 Community Partnership for Children, Daytona Beach, FL, 32114

**Family Support Worker:**

As a Family Support Worker I assisted in the maintaining of client records and program through proper documentation according to the state laws and standards. Documentation included initial assessments, progress notes and assisting case managers with creating documentation for transfers, referrals and adoptions. Provided case management services, arranged for transportation of children to health appointments, visitations and court hearings. Conducted home visitations and evaluations, monitored quality of care by complying with contracts and .family plans, supervised visitations between non-custodial parents and caregivers as directed by court of law. Participated in weekly staff meetings, provided on call support as required or scheduled and participated in the quality improvement process.



2007-2009 Community Partnership for Children, Daytona Beach, FL, 32114

**Case Manager III:**

Performed investigations regarding reports of abuse and neglect upon children, determine treatment plans for children and families based on needs assessments, establish pennanency for children removed from homes, conduct home studies and provide recommendations for adoption proceedings, and testify in court concerning the needs of families and children.

2006-2007 Sickel Cell Disease Association, Daytona Beach, FL, 32114

**Case Manager II:**

Performed intake assessments of new patients seeking assistance from the Association, develop and document all personalized plan of care for the patient and family in collaboration with other health professionals and/or educational providers depending on the age of the patient. Referred patients to community resources for assistance with financial needs or housing. Provided ongoing case management services, overseen two case managers, successfully written grant proposals to total over \$80,000. Also, spear headed the Saturday tutorial school that offered additional assistance to school age students within Volusia County that missed a considerable amount of school days due to extensive hospital stays. Conducted seminars/presentations and testing for Sickel Cell disease and trait throughout the State of Florida

2002-Present Touched By Heavenly Angels, Inc.

**Director:**

I am the sole owner of Touched By Heavenly Angels, Inc. I am responsible for planning, organizing and coordinating the plans designed by the client's Case Manager under the Med- waiver Program through the state of Florida. These activities include health activities: walking the mall, transport to medical appointments, keeping the client company (respect care) while caregiver take time to themselves. It is the sole responsibility of the Director to assure that assigned duties are performed within the budget and perform cost control. It is my responsibility to train and motivate the employees for company. I plan, organize and coordinate the development and implementation of care for each client, maintain federal records, and documentation for the State of Florida Adult Disability Program.

1999-2004 The Living Truth Ministries, Daytona Beach, FL, 32114

**Construction/Office Manager:**

I was primarily responsible for the oversight of the church construction, site team performance and ensured compliance with budget and schedule. I ensured all safety laws were adhered too, monitored construction progress, assisted in the ordering of construction supplies, negotiated and signed contracts, approved staff assignments, cost estimates, schedules, invoices and changed orders as it related to the daily construction. I also, monitored payroll by collecting documentation from contractor, tallied worked hours and generated payroll through QuickBooks computer program.

2003-2003 Eagles Watch, Daytona Beach, FL, 32114

**Facility Administrator: (Interim Position)**

Developed and implemented the Nursing Home policies and procedures and ensured the staff complied with Federal, State and Local requirements and to fulfill licensure certification standards to include state of Florida trainings such as HIPPA Laws. I was responsible for conducting the hiring procedures, monitoring, directing the activities of several departments, and continuously analyzed department operations. The administrator also ensured the conformance with the Nursing Home annual Budget.

1996-2000 Bethune-Cookman College, Daytona Beach FL, 32114

**Research Assistant:**

I was responsible for handling and protecting confidential data, managing data collection procedures by meeting paper and electronic mailing deadlines, entering data into the SPSS system, taking efficient notes, and interviewing testing subjects objectively. I assisted Department Chair of Gerontology in the design of survey materials, prepared print documents and other programs and designs using a variety of computer programs. I also, prepared written, tabular and visual materials for research reports due to Howard University.

2000-2000 Adult Protective Services, Daytona Beach, FL, 32114

**Adult Protective and Community Worker: (Practicum 180+ hrs)**

Worked closely with Adult Protective Case Manager training in the intake, screening and processing of reports to include hotline calls alleging abuse, neglect and/or exploitation; complaints regarding facilities and/or providers; and referrals from Medicaid-funded in-home services. After the completion of the required 180 hours practicum hours, I was allowed to conduct investigations, as directed by Supervisor on my own. I conducted home visits observing surroundings and interviewed reported adults, caregivers, and alleged perpetrators. I was privileged to assist in the development of protective service plans and provided on-going follow-up and monitoring to reduce risks and increase safety of reported adults.

1997-2000 Pine Castle Nursing Home, Daytona Beach, FL, 32114

**Certified Nursing Assistant:**

Directly responsible for taking the patients vital signs, and assisting patients entering and leaving their beds as well as assisted with daily activities such as brushing teeth, bathing, putting on clothing, and preparing for bed. I assisted with maintaining the cleanness of the patient's rooms and keeping their personal items safe. I was responsible for monitoring the patients and reporting to the next shift through oral communication and written documentation. I was also trained in documentation of input and output.

## **Awards and Recognitions**

- **The National Black Nurses Association's Childhood Obesity initiative plaque for volunteering time and professional services.**
- **Recognition: Successfully completed and award over \$56,000 in State grants for Sickle Cell Disease Association Daytona Chapter.**
- **Recognition: Successfully written proposal and awarded \$20,000 to host National**
- **Sickle Cell Disease Association Conference in Daytona Beach, FL**
- **"Extra Mile" Award for Willingness to assist Case Management in other units**
- **"Extra Mile" Award for willingly Offered Vehicle to Benefit Community Project**
- **Recognition: Successfully raised the most funds in Volusia district within Community Partnership in conjunction with "Friendly's" restaurant. To benefit Foster Children under the State of Florida's Care.**
- **Unit of The Year Award: Recognition of Outstanding Performance 2006-2007 Community Partnership For Children**

## **Research Interests**

I have broad interests in federal policies governing the senior population, particularly laws that govern seniors aging within the prison systems. Specifically, I am interested in the precursors that protect the elderly within the general and incarcerated population.

## **Professional Presentations**

- **2000** I presented my senior theses during the Gerontology Seminar at Bethune-Cookman College entitled "Elderly Prisons"
- **2006** Presentation "What Is Sickle Cell" Keiser College, Daytona Beach, FL
- **2006** Presentation "Dealing With Children With Sickle Cell" Volusia County School Board, Deland, FL
- **2006** Presentation/Testing "Sickle Cell" Good Samaritan Assisted Living, Daytona Beach, FL
- **2006** Presentation/Testing "I'm Not Contagious" Seabreeze High School, Daytona Beach, FL
- **2006** Presentation & Annual Report at National Sickle Cell Conference, Palatka, FL
- **2013** Presented Cultural Module at the 39th National AGHE Conference in St. Petersburg, FL End-of-Life Nursing Education Consortium (ELNEC) Geriatric Curriculum.
- **2013** Wrote Abstract "The Art of Caregiving: Creating Safe, Healthy and Happy Platinum Communities of Color Through Education, Training and Mentoring Healthcare Professionals, Instructors, Students and Caregivers", presented at the 39th AGHE Conference.
- **2013** Wrote Abstract "Empowering our Platinum Communities of Color: Defeating health disparities specifically addressing diabetes & Cardiovascular Disease with inferences on cultural Dieting", presented at the 39th AGHE Conference.

## References

Yvonne Wiggins  
623 Ash Street Holly Hill, Fl. 32118  
305-812-6263

Shantell Culmer Thompson  
640 Dr. Mary McLeod Bethune Blvd  
Daytona Beach, FL. 32114  
386-898-7598

Dr. Latreace Flynt  
640 Dr. Mary McLeod Bethune Blvd.  
Daytona Beach, FL. 32114  
386-235-1911

Mrs. Muriel Still  
1140 Kendall Town Blvd. Apt. 6106  
Jacksonville, FL 32225  
386-383-5289

Mrs. Harriet M. Fordham  
808 South Kottle Circle  
Daytona Beach, FL 32114  
386-299-3092

Samantha G. Taylor  
4319 S. Ridgewood Ave.  
Port Orange, FL. 32127

Kelly S. Wolfe

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## **PROFESSIONAL EXPERIENCE**

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**LOVE WITHOUT BOUNDARIES FOUNDATION** Edmond, Oklahoma  
International Humanitarian Aid Organization (162 U.S./83 international team members)  
**February 2017 through Present**

***Managing Director of Strategic Partnerships*** ***Telecommute Position, Full-time***

**Responsibilities:** Leads all development efforts including outreach to current and prospective donors, design and implementation of fundraising campaigns, and identification and submission of grant opportunities. Oversees all branding and marketing materials, as well as organizational fundraising and special events calendar. Identifies and builds relationships with family foundations and other prospective partner organizations. Manages the organization's annual Combined Federal Campaign (CFC). Regularly utilizes the CRM (Salesforce) to manage data. Continues to provide guidance and input on administrative and advises on HR matters for the Foundation. Serves as a member of the leadership team. Conducts program field visits, training and assistance to in country staff on location.

**August 2012 through January 2017**

***Chief Administrative Executive*** ***Telecommute Position, Full-time***

**Responsibilities:** Reported directly to the Chief Executive Officer. Responsible for overseeing all staff and volunteer recruitment, on boarding, orientation/training, development of employee performance measures, conflict resolution and team member recognition for this nonprofit humanitarian aid organization. Additionally, managed all employee payroll and benefits administration. Assessed organizational performance and made recommendations for improvement and necessary policy changes. Created and presented policies and procedures for various organizational functions. Provided input and guidance on all human resource-related matters at the program and organizational levels. Developed and maintained relationships with major donors and supporters. Actively participated and excelled in outreach efforts and grant making opportunities.

**Accomplishments:**

- Realigned and restructured international staff positions based on work load, performance, location and tenure to attain enhanced performance and reduced costs to the organization.
- Developed and implemented comprehensive recruitment, orientation and training programs for volunteers, staff and board members, specifically tailored to each group.
- Recruited and on boarded highly qualified new staff members and volunteers.
- Created a volunteer recognition program for retention, appreciation and public relations purposes.
- Designed and implemented a special donor relations program.

**NORTH HUNTINGDON TOWNSHIP (Pop. 29,123)****Westmoreland County**

First Class Township

**Pennsylvania (~100 employees)****February 2007 through February 2008*****Township Manager****(Acting Manager February – March 2007)*

**Responsibilities:** Reported directly to the Board of Commissioners. Supervised all Township Departments including Administration, Public Works, Planning and Zoning/Engineering, Police, and Parks & Recreation. Responsible for overseeing the administration of all Township contracts including Refuse and Recycling, Road Paving and Maintenance, Cable Franchise and various other special projects. Developed and administered \$12 million annual budget. Provided general guidance and policy recommendations to the Board of Commissioners. Represented the Township at community events and served on various committees. Responded to Commissioner, employee, citizen and business owner comments, complaints and questions. Released information to and communicated with media representatives in order to foster the existence of a well-informed citizenry. Implemented the employee performance appraisal system, which is linked to pay. Developed and implemented personnel policies and procedures. Served as the Chief Human Resource professional. Acted as lead negotiator for management on labor negotiations team. Oversaw the administration of the two labor contracts (North Huntingdon Township Police Association - approximately 17 employees - and American Federation of State, County, and Municipal Employees -approximately 60 employees). Conducted staff training and coordination events on a weekly basis through departmental meetings and special topic discussions.

**Accomplishments:**

- Oversaw the adoption process of the Township-wide street renaming project aimed at improving public safety within the community.
- Developed and implemented a fraud policy to protect the interests of the Township and to establish a procedure for investigating fraud related claims.
- Implemented numerous other recommendations made by the auditors to improve the financial and operational management of the Township.

**December 2001 through January 2007*****Assistant Manager (40+ hours per week)***

**Responsibilities:** Daily supervision of the Parks and Recreation Department. Assisted, and acted in the absence of, the Township Manager in the oversight of the all Township departments, the Township Engineer and Township Solicitor. Reported directly to the Township Manager.

**Accomplishments:**

- Developed, implemented and administered new employee orientation program.
- Directed the selection, purchase and construction process of the Township's Human Resource Information System (HRIS).
- Assisted in the development of the first performance appraisal system linked to performance pay.
- Managed the completion of the Comprehensive Recreation Plan.
- Commencement of strategic planning and recommended related measures to quantify organizational performance.
- Recruited and selected first professional Recreation Program Director for North Huntingdon Township.
- Hired Administration Department interns over 6 years, and developed a scope of work for the summer intern program.

**Township of North Huntingdon**  
**Westmoreland County, PA**

## Westmoreland County, PA

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## Westmoreland County, PA

## Jonestown, PA

## Jonestown, PA

## Jonestown, PA

Lebanon, PA

Lebanon, PA

## Jonestown, PA

## Jonestown, PA

## Telecommute

## Telecommute

## North Huntingdon, PA

## North Huntingdon, PA

## North Huntingdon, PA

**Irwin, PA**

**Irwin, PA**

## **EDUCATION / CERTIFICATIONS**

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**1998 to 2000**                      **University of Pittsburgh**  
                                         **Graduate School of Public and International Affairs**  
*MPA    Concentrations in Urban Management and Metropolitan Policy,*  
*and Managing Non-Profit Organizations*

**1994 to 1998**                      **University of Pittsburgh**  
*BS      Major in Biology / Minor in Sociology*

**2001**                                      **Robert Morris College**                      **Pittsburgh, PA**  
*Certificate in Professional Human Resource Development*



## PUBLICATIONS and EDUCATION

**Doctor of Philosophy (Ph.D.)** On-going Coursework in Political Science: Public Policy and Administration, innovative academic research in political participation, economic growth, and visual methodology. **UNIVERSITY OF FLORIDA, GAINESVILLE, FL.**

- **Porto, Portugal: World Conference on Qualitative Research, 2019.**
  - Presentation and international publication: <https://publi.ludomedia.org/index.php/ntqr/article/view/234/238>
- **Orlando, Florida: Chair of the Southwest Social Science Association Annual Conference, 2018.**
  - Panel: Civic Engagement and Participation. <https://sssaonline.org/wp-content/uploads/2018/10/Program-final.pdf>
- **Boston, MA: Annual American Political Science Association (APSA) National Conference, 2017.**
  - Recipient of an APSA Travel Award. Presentation: *Reducing Inequality Through Political Participation in Planning Processes*. [https://convention2.allacademic.com/one/apsa/apsa18/index.php?cmd=Online+Program+View+Session&selected\\_session\\_id=1401550&PHPSESSID=1f6bv3a1s5v31gd4apgg2pfmn4](https://convention2.allacademic.com/one/apsa/apsa18/index.php?cmd=Online+Program+View+Session&selected_session_id=1401550&PHPSESSID=1f6bv3a1s5v31gd4apgg2pfmn4)
- **Orlando, FL: Public Administration Research Conference, University of Central Florida, 2017.**
  - Presentation: *Then and Now: Reducing Inequality, Creating Economic Growth, and Citizen Engagement and Public Participation through Planning Processes in Miami, Florida and Denver, Colorado*: <https://www.eventbrite.com/e/public-administration-research-conference-university-of-central-florida-tickets-42716613541>

**Master of Arts Degree in Urban and Regional Planning (M.A.U.R.P.). UNIVERSITY OF FLORIDA, GAINESVILLE, FL.**

- Awarded Graduate Research Assistantship.
- Master's Thesis: [http://etd.fcla.edu/UF/UFE0043862/WRIGHT\\_K.pdf](http://etd.fcla.edu/UF/UFE0043862/WRIGHT_K.pdf)

## EXPERIENCE

**Community Development Director**, City of Neptune Beach, FL. 2019-present.

- Manages the Departmental Budget and supervises employees while managing the City's \$500,000 Community Visioning process involving citywide collaboration for the creation of the City's new Comprehensive Plan and Land Development Code through the collaboration with Dover, Kohl, and Partners and leading experts in transportation innovation.
- Leads the Community Development Board through staff reports and the presentation of agenda items to provide findings, recommendations, and additional research for the benefit of the City Council and their decision-making.
- Leading the City through the creation of a Community Redevelopment Agency (CRA) to supplement the City's budget as an advanced implementation strategy for key civic redevelopment and infrastructure projects.

**Director of the Community Redevelopment Agency (CRA) and Community Development**, City of High Springs, FL. 2018-2019.

- Secures grants: including the Competitive Florida Partnership Program, Florida Division of Historical Resources Grants, grants through the Department of Economic Opportunity (DEO), and grants through Visit Gainesville in Alachua County, Florida.
- Leads the CRA and the City through the development of a \$4 Million Master Plan for the Downtown CRA District, which was featured in the 2019 Florida Redevelopment Association's Best Book showcasing the best in redevelopment within the State of Florida. This project was the result of the citywide collaboration with Marquis, Latimer, and Halbeck.
- Partnered with GAI Consultants Inc. to conduct the Finding of Necessity for the possible CRA expansion to include Workforce and Affordable Housing Development.
- Repositioned the High Springs CRA for successive renewals from the Alachua County Board of County Commissioners and presented all Annual Reports and key updates to increase the level of collected taxable revenues and impact of the High Springs CRA.

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- Leads the CRA towards financial self-sufficiency through innovative and strategic projects to increase the tax base and improve the CRA, the City and Alachua County while also serving as the Non-voting Delegate to the North Central Florida Regional Planning Council (NCFRPC).

**Assistant Director of Planning and Economic Opportunity**, Nassau County Board of Commissioners, Yulee, FL 2017- 2018.

- Leads the County's Planning and Zoning Board Meetings and Conditional Use and Variance Board Meetings and assists in the supervision of five (5) employees.
- Researches the development of two (2) CRAs for the County and serves as the Staff Liaison to the Affordable Housing Advisory Committee.
- Achieves Florida Redevelopment Association Redevelopment Administrator (FRA-RA) Certification in October 2017.
- Develops the County's architectural design standards for small area plans and overlay districts and updates the Land Development Code to include mixed-use overlay districts to actively promote and achieve fiscally responsive and sustainable community development patterns.
- Selection and Completion of Leadership Nassau 2017-2018.

**Community Liaison Coordinator/Manager of the Mt. Plymouth-Sorrento CRA**, Lake County Board of Commissioners, Tavares, FL, 2016-2017.

- Manages the Mount Plymouth-Sorrento Community Redevelopment Area (CRA) through development review, project management, and fiscal reporting.
- Creates the County's first Paint-Only Program on behalf of the CRA and guided the Advisory Board through the development of the County's design standards for the CRA.
- Assists the Community Services Director through the facilitation and leadership of CRA meetings and special event coordination.
- Presents at and serves a Lake County Liaison at the Chamber of Commerce and networking events on behalf of the Mount Plymouth-Sorrento CRA and the County.

**Economic Development Project Manager**, Department of Economic Opportunity, Flagler County Board of Commissioners, Bunnell, FL, 2012-2013.

- Creates Enterprise Florida proposals to help attract new business to the County diversifying the local economy and strengthening the local tax base. Works to coordinate training and incentives to promote business retention and expansion.
- Coordinates regional stakeholder meetings and collaborates with area realtors and site selectors to promote available commercial properties for new industry and expansion.
- Member of International Economic Development Council (IEDC) and JaxUSA partnership. Attends JaxUSA monthly partnership meetings, workshops and related events to work towards strengthening economic development within the region.
- Assists in leading Economic Opportunity Advisory Council meetings that advance opportunities for public participation and economic development and creates advanced marketing initiatives while managing the website on behalf of the Department of Economic Opportunity.

## AFFILIATIONS

- **Member of International City/County Management Association (ICMA)**
- **Member of the American Planning Association (APA)**
- **Member of the American Society of Public Administration (ASPA)**
- **Member of the American Political Science Association (APSA)**

## **S. Joseph Young, MBA**

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### **Work Experience**

#### **Director of Business Development, Sampson Construction Co. 11/18-Present**

- Member of the executive committee and lead weekly executive meetings
- Responsible for new business development and external relations with owners, developers, architects, political subdivisions and media
- Lead the marketing/public relations department agenda and staff
- Create and deploy programs for internal talent development
- Developed a grass roots business development program for client relations
- Execute business development strategies in new markets
- Develop and advance all charitable contributions for the company

#### **Executive Vice President, Nebraska Chamber of Commerce and Industry 7/15-11/18**

- Lead the Chamber's long term planning effort including policy and program areas in education and talent supply, economic development, innovation and infrastructure development
- Built and maintained relationships with business leaders and elected officials at the state and federal levels
- Researched comparative analysis and rankings to create material that advocates for a more competitive business climate in Nebraska
- Engaged the legislative and executive branches of Nebraska's government on competitiveness issues
- Represented the Chamber on the Governor's Education and Workforce Round Table and other boards and organizations
- Wrote legislation and testimony to ensure the Chamber's policy priorities receive consideration before the legislature

#### **Manager, Government Affairs, Cox Communications 5/14-7/15**

- Lead all of Cox Communications government affairs efforts for Nebraska, Iowa and Kansas
- Managed all political activity for the company including corporate contributions and campaign relations on the state, local and federal levels for the three states
- Worked with local municipal officials to update Cox's franchise agreements with such entities
- Represented Cox on the Nebraska Chamber board of directors and the Greater Omaha Chamber public policy council
- Managed crisis communications to the municipalities and other elected officials when service was interrupted due to contract disputes and other reasons

#### **Senior Director of Public Policy, Greater Omaha Chamber 8/11-5/14**

- Lead the Omaha business community's state and local policy agenda
- Acted as the primary lobbyist to state and local governments
- Lead the Chamber's Public Policy and Political Action committees
- Built coalitions in the community and government for the support and passage of Chamber bills
- Drafted and lobbied successfully for LB1118, which provided targeted incentives for data centers
- Facilitated political events for the Chamber, such as the second 2012 US Senate debate
- Created a new committee to work more closely with Chamber member's government affairs officers

- Facilitated the interviews of all five mayoral candidates for 30 C-level business executives

#### **Legislative Director, Nebraska Department of Economic Development 10/06-8/11**

- Directed the development of the Department's economic development public policy
- Drafted and lobbied successfully for the Talent and Innovation Initiative
- Member of the senior leadership team and lead the Department on the Nebraska Super Advantage, additional funding of the Nebraska Job Training Advantage Fund and several other programs
- Educated state senators and their staffs on Department policies and services available to their constituents
- Developed economic and community development bill proposals for the enhancement of job opportunities and increased population in Nebraska
- Wrote fiscal notes for legislation affecting the Department's budget
- Wrote Director's testimony for committee hearings in the Unicameral

#### **Grants Coordinator/Legislative Assistant, U.S. Congressman Henry Cuellar 10/05-8/06**

- Responsible for legislation related to financial services and banking, housing and economic development
- Hired and managed six interns responsible for supporting the entire office
- Identified and facilitated the funding of more than \$12 million in grants within District 28, Texas
- Managed the Transportation, Housing and Urban Development earmark appropriations
- Served as the office's primary representative to the Congressional Hispanic Caucus
- Wrote speeches, talking points and floor statements for the Congressman

#### **Activities**

- Board of Directors, Invest Nebraska Corporation (current chairman)
- Taxation Committee, Blueprint Nebraska (statewide economic development plan)
- Board of Directors, Nebraska Chamber of Commerce (chair, Taxation Council)
- Member, President's Advisory Committee, University of Nebraska
- Board of Advisors, UNL Bureau of Business Research (CBA)
- Board of Directors, Platte Institute for Economic Research
- Member, Greater Omaha Chamber Public Policy Council

#### **Past Activities**

- Leadership Nebraska Class IV Graduate
- Campaign Committee, Citizens for the Lincoln Haymarket Arena
- Member, U.S. Chamber's Transportation and Infrastructure Committee
- Past-President, Matt Talbot Kitchen and Outreach
- Lincoln Public Schools Superintendent's Advisory Committee

#### **Education**

MBA, Nebraska Wesleyan University

BA, Political Science with a minor in Sociology, University of Nebraska-Lincoln

# George M. Zoukee

## EDUCATION

### Boston University Graduate School of Management

**Master of Business Administration** Concentration: Finance

### Hampshire College

Amherst, Massachusetts

### **Bachelor of Arts**

Concentration: Economics & Urban Studies

**Summer Internships with The World Bank, Washington, DC**

### Princeton Day School

Princeton, New Jersey

## EXPERIENCE

**1998 to Present**

### Real Estate Investor

**Darien, CT, Washington, DC, Fort Lauderdale, FL, Boston and Cape Cod, Mass, Columbia, Newbury, Rye, New Hampshire, Princeton, NJ, New York, NY, Pittsburgh, PA, Knoxville, TN and Las Vegas, Nevada.**

- Successfully invested personal, family and investor's funds in real estate
- Investments have been made in single family homes, condominiums, vacant land, commercial & rental properties in the cities & towns mentioned above
- Performed complex financial analysis and feasibility studies

**2011 to 2013**

### U.S. Department of Transportation (DOT), Maritime Administration Washington, D.C.

#### Associate Administrator for Business and Finance Development

- Senior Executive Service (SES) position, the top (less than) 1% of federal government career employees. Position held a security clearance.
- Managed 5 offices with over 60 employees:
  - Marine Financing** (including Title XI Federal Shipbuilding Loan Guarantees, a multi-billion dollar ship financing program that guarantees loans for ships built in the U.S. and loans to improve domestic shipyards)
  - Cargo Preference & Domestic Trade** (including Jones Act enforcement)
  - Marine Insurance and Financial Approvals** (War Risk Insurance & two multi-billion dollar tax deferral programs that promote US shipbuilding)
  - Shipyard Engineering** (including the Small Shipyard Grants program)
  - Workforce Development** (monitor the education programs at the six state Merchant Marine Colleges, enforcement of service obligations and monitor industry employment trends & the availability of mariners to staff vessels)
- Managed Credit Analysis and Credit Monitoring for the Title XI program
- Coordinated efforts with colleagues to finance the US marine highway system and finance efficient and cleaner repowered vessels
- Maintained relationships with investment banks, US shipbuilders, shipping firms, attorneys, financial consultants to the maritime industry and ports
- Member of Marine Transportation Systems National Advisory Committee
- Presentations to the U.S. Department of Transportation Credit Council

**2009 to 2011**

### Transportation Corridor Agencies - The Toll Roads

**Irvine, California**

#### Director of Finance

- The Transportation Corridor Agencies (The Toll Roads) developed and operate four toll roads totaling 51 miles in Orange County, California
- Plan, organize and direct all financial functions of the Agencies including accounting, audit, budget (\$340+ million annually), treasury management, bond financing, cash flow, insurances, debt management & human resources

- Coordinate the activities of the TCA's financial advisors, investment banking firms, bond counsel, auditor, corporate trust bank, rating agencies, insurance, commercial banks and toll road feasibility and traffic consultants
- Manage communications with bondholders, investors and board members
- Oversee the development and monitoring of the annual budget
- Member of group working to restructure existing debt and covenants
- Investment of reserve funds and other funds. Portfolio of almost \$1 Billion
- Research and analyze methods of financing the final 16 miles of toll roads
- Department of 31 with 22 reporting directly and indirectly

**2006 to 2008**

**NW Financial Group, LLC**

**Newbury, New Hampshire & Jersey City, New Jersey**

**Senior Vice President**

- Developed and marketed a domestic and international consulting practice in the fields of pooled financing, water and sewer infrastructure financing, and drinking water and clean water revolving funds and other forms of tax-exempt and taxable bond issuance
- Provided financial advisory services to hotel/retail/stadium complex in VT
- Researched methods of funding OPEBs for public entities
- Created a financial model and related documents for the proposed Republic of Montenegro Environmental Revolving Fund (RMERF)
- Presented financial model and recommendations to Montenegrin officials
- Edited and co-authored a policies and procedures manual for the RMERF

**2005 to 2006**

**New York City Municipal Water Finance Authority,**

**New York City Office of Management and Budget**

**Treasurer**

- Managed and implemented bond issuances including fixed rate debt, variable rate debt and derivatives (over \$15 billion of debt outstanding)
- Issued new money debt totaling \$2.0 billion in one fiscal year including \$686 million issued through the New York State Environmental Facilities Corporation State Revolving Fund (SRF) program
- Issued Commercial Paper totaling over \$800 million in one fiscal year
- Issued refunding bonds totaling \$655 million, resulting in net present value savings of more than \$40 million (NPV savings of over 6.1%)
- Investment of funds/Managed a staff of 6
- Analyzed and reviewed numerous financing proposals
- Assisted in the planning of the Authority's annual Investors Conference
- Coordinated efforts of the financial advisors, investment banks, remarketing agents, bond counsel, inside counsel, trustees, arbitrage rebate consultant, rate consultant, rating agencies, New York City Department of Environmental Protection, NYC Office of the Comptroller and others
- Prepared annual budget (\$2 B) and cash flow certifications for the Authority
- Participated in the rate setting process with the Authority's Rate Consultant and the New York City Water Board, including attending public hearings
- Updated the Management's Discussion & Analysis (MD&A) section of the Authority's annual audit; maintained and updated various financial models

**1993 to 2005**

**New Hampshire Municipal Bond Bank**

**Concord, New Hampshire**

**Executive Director**

- Coordinated the daily financial & administrative functions of the Bond Bank
- Issued over \$1.25 billion of long-term debt on behalf of New Hampshire cities, towns, counties, school districts and special districts
- Issued \$440 million of refunding and advanced refunding bonds, returning more than \$13.5 million of present value savings to past participants

- Marketed the Bond Bank to all potential participants, including speaking at conferences and seminars, attended Board of Selectmen, City Council and School Board meetings and made frequent presentations
- Invested reserve funds and other funds. Total portfolio over \$100 million
- Authored annually the Bond Bank's marketing brochure and Annual Report
- Authored annually the Bond Bank's Management's Discussion & Analysis (MD&A) section of the annual audit
- Represented the Bond Bank at conferences and trade shows
- Financed Private School bond issues and small scale power developments
- Prepared for approval by the Board of Directors annual operating budgets during thirteen budget cycles
- Improved the scope and quality of services delivered while maintaining average annual budget growth of 0.25% over thirteen fiscal years
- Managed investor and press relations; Created and maintained the web site
- Analyzed the credit of participants
- Monitored the financial markets and interest rate trends and forecasts
- Received two upgrades each from Moody's Investors Service and Standard & Poor's ('Aa2' and 'AA') and received 'AAA' rating from Fitch Ratings
- Successfully defended market share against aggressive attempts by banks
- Increased utilization of the Bond Bank's services
- Expanded the Bond Bank's short-term debt program for communities
- Developed innovative financing method for public schools to accelerate state school building aid by issuing "synthetic" capital appreciation bonds (CABs), allowing the schools to issue CABs and receive the benefits of the accelerated state building aid, but at lower serial bond interest rates
- Functioned as financial advisor for debt management and as an advocate for many of New Hampshire's communities and school districts
- Human Resources Director for the agency

**1988 to 1993**

**Massachusetts Department of Revenue    Boston, Massachusetts**  
**Capital Finance Manager, Division of Local Services**

- Provided advisory/regulatory services and information to local officials, Finance Directors and financial institutions regarding debt management, long- and short-term debt issuance, investments and other fiscal affairs
- Conducted analysis of cash flows, financial documents and budgets
- Evaluated and certified borrowings by towns, cities, counties, school districts and other districts, averaging over \$1 billion per year
- Analyzed towns' borrowing capacity & evaluated ability to repay loans
- Taught classes on public financial management to public officials and others
- Co-authored legislation on municipal debt/Managed a staff of 6
- Designed and implemented computerized system for certifying borrowings, financial record keeping and municipal debt management

**1986 to 1988**

**Office of the Finance Director/Treasurer/Tax Collector**  
**City of Boston, Massachusetts**  
**Senior Financial Analyst**      (City Budget over \$3.0 Billion)

- Managed a staff of six professionals and led special projects team
- Issued general obligation bonds and maintained the City's bond ratings
- Member of Boston City Hospital Reconstruction Financial Working Group
- Co-authored investment policy manual and policies & procedures manual
- Performed monthly & annual budget & cash flow analysis and trust analysis

**AFFILIATIONS**

- Past Member of the Government Finance Officers Association (GFOA) & past memberships in regional chapters in N.H., New England, N.Y. & CA.
- Past Member New Hampshire Municipal Management Assoc. & NHASBO
- Past Member (and former member of Board of Directors) of the Council of Infrastructure Financing Authorities (CIFA) (1993-2008) and other groups.