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City Manager Candidate Resumes F-M

# Beau Falgout

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Palm Coast, FL 32164

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**Recognized as a creative and effective leader** in multifaceted public sector environments with a variety of stakeholders and challenges. Consistently recognized for an ability to manage teams and complex projects in a team environment and meet or exceed expectations.

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## Areas of Expertise

*Public Administration*  
*Project Management*  
*Community Development*

*Business Assistance*  
*Employee Development*  
*Housing Programs and Policy*

*Policy Development & Analysis*  
*Media Relations*  
*Legislative Affairs*

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## Professional Experience

### **CITY OF PALM COAST — Palm Coast, FL**

**2/2007 to Present**

Palm Coast is a city with a population of 86,516 covering approximately 95 square miles. It is located in Northeast Florida on the Intracoastal Waterway between St. Augustine and Daytona Beach. Palm Coast is a full service City with annual budget of \$156 million. Of note, the City was the fastest growing metropolitan area in the United States from 2000-2010.

**Assistant City Manager**, 2/2018 - Present

**Interim City Manager**, 9/2018 – 4/2019

**Interim Information Technology Director**, 7/2018 – 9/2018

**Administrative Services & Economic Development Director**, 5/2016 – Present

**City Administration Coordinator**, 3/2014 to 5/2016

**Senior Economic Development Planner**, 7/2010 to 3/2014

**Senior Planner**, 7/2007 to 7/2010

**Planner**, 2/2007-7/2007

### Selected Contributions:

- As Assistant City Manager, acted as the City Manager in their absence to ensure appropriate coverage of important administrative functions. Manage and coordinate complex administrative projects that cross departmental functional responsibilities and/or issues that involve other governmental entities in conjunction with the City Manager and the City Attorney.
- Lead and manage the Administrative Services & Economic Development Department with the functional divisions of the City Clerk, Communications & Marketing, Central Services (Budget, Purchasing, Contract Management), and Innovation and Economic Growth. Department has staffing of 12 full-time employees, an annual operating budget of \$1.9 million, with total budget responsibility of \$13.8 million. Led improvements to the City's purchasing and contract management processes that included transition to 100% paperless bidding and contract execution.
- Named Interim City Manager after the termination of the previous City Manager. Lead a premier City organization comprised of 9 departments, with 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a budget of \$143.7 million.
- Reorganized the City's various stormwater functions under one department to ensure better coordination and efficiency in maintaining the City's aging stormwater infrastructure.
- Served as the Deputy Incident Commander in emergency events. Assisted in managing the City's response and recovery to two major Hurricanes in one year (Hurricane Matthew and Hurricane Irma).
- Consistent presenter to City Council of major policy and project initiatives, especially those involving multiple City departments or other governmental agencies. Developed and guided over 170 agenda items for City Council consideration.
- Created and presented to City Council the plan to build City Hall in the City's new downtown using existing funding sources. In addition, while the City Hall was under construction, negotiated a lease extension with the current landlord by outlining and exploring alternative solutions.
- Led a cross-departmental Economic Development Team to develop a City strategic economic development plan, entitled "Prosperity 2021," and implement identified projects. Since development, the local economy's

unemployment rate has dropped from 15.7% in 2010 to 6.1% in 2015. In addition, taxable sales in Palm Coast have risen 28% and bed tax collections have risen 45% during that same period.

- Served as the point person for all economic development projects within the City, including negotiation and management of all economic incentive agreements. Championed the estimated \$40 million Island Walk Redevelopment project and negotiated incentives to ensure this important project moved forward.
- Led the negotiations for the annexation and master planning for over 12,000 acres, consisting of two major projects: Neoga Lakes and Old Brick Township.
- Spearheaded the creation of Airport Area Master Plan, an award winning multi-jurisdictional plan to foster economic development in and around the Flagler Executive Airport.
- Established the City's Business Assistance Center (BAC) through a partnership with the Small Business Development Center at the University of Central Florida to assist existing businesses. Since the BAC was established, the BAC has generated over \$26 million in economic impact to the local economy.
- Advocated for relocating and expanding businesses engaged in the City's various regulatory processes.
- Led a cross-departmental team to develop and launch a new employee development and training program. Through an annual survey, employees express a 76% satisfaction rate with employee development and training.
- Managed the SR 100 Community Redevelopment Agency, led a consultant team to update the Master Redevelopment Plan, helped to secure \$4 million in bond financing, implemented the annual work plan with a budget of \$5.4 million, and acquired numerous private properties for future redevelopment.
- Promoted City interests to both state and federal legislative delegations and lobbyists. Facilitated departments in applying for grants in excess of \$40 million with over \$7 million being awarded.
- Established the City's housing programs, including the Neighborhood Stabilization Program 1 and 3, a Small Cities Community Development Block Grant (CDBG), and the Entitlement CDBG Program. The total grant funding for these programs exceeds \$5 million.
- Frequent and professional interaction with media including television, radio, and newspaper on high profile policy and project initiatives.

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## **ST. JOHNS RIVER WATER MANAGEMENT DISTRICT — Palatka, FL**

**2/2004 to 1/2007**

**Independent Planning Consultant**, 12/2005 to 1/2007

**Policy Analyst Intern**, 2/2004 to 12/2005

Selected as an outside self-employed consultant in order to provide technical assistance to local governments after working as an intern. Created technical assistance documents for local governments to use in complying with the updated legislative requirements for linking land use and water supply planning. Completed comprehensive plan and development of regional impact reviews and drafted comment letters.

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## **Education and Training**

UNIVERSITY OF FLORIDA — Gainesville, FL

**Master of Urban and Regional Planning**, all completed except thesis

**Bachelor of Science in Business Administration**, degree awarded 7/2003

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## **Professional Associations and Continuing Education**

American Planning Association Member, member since 2007

Federal Emergency Management Agency

**National Incident Management Systems**, ICS-100, ICS-200, IS-700

Florida Planning Association, member since 2007

International Economic Development Council, member since 2015

**Economic Development Marketing & Attraction Course**, 6/2013

**Business Retention & Expansion Course**, 11/2012

**Economic Development Credit Analysis Course**, 7/2011

**Real Estate Development & Reuse Course**, 11/2010

**Basic Economic Development Course**, 11/2009

International City/County Management Association, member since 2015

**Published in PM Magazine**, September 2018, *Change the Perception of Local Government*

Florida City/County Management Association, member since 2018

**Member**, 3/2018 to Present



## **Lee R. Feldman, ICMA-CM**

2011 Northeast 22<sup>nd</sup> Terrace  
Fort Lauderdale, Florida 33305  
954-999-2115  
lfeldman33305@gmail.com

More than 33 years of experience in public sector administration, distinguished by providing progressive vision and decisive leadership to local government organizations in Florida. A topocrat dedicated to building vibrant communities and enhancing neighborhoods; to establishing a sense of place; to promoting strong civic engagement; and to restoring trust in local government. Proven expertise in developing strategies to solve highly complex problems and resolving organizational issues while navigating diverse agendas. Possesses a strong business acumen and core management competencies in all aspects of municipal governance and leadership.

### **Employment**

#### **City Manager, City of Fort Lauderdale, Florida**

*June 2011 – December 2018*

Population: 180,000 (Daytime Population 300,000+); Employees: 2,600+(FTE); Annual Budget: \$785 million. Full Service City with Water and Wastewater Utility, Parking Enterprise, Cemetery System; General Aviation Airport; Community Redevelopment Agency; All-America City (2014); ISO 9001:2015

- Oversaw the planning and development of Downtown Fort Lauderdale resulting in the mixed-use development (constructed or approved) of 17,900 multi-family residential units, 2.8 million square feet of retail space, 4.3 million square feet of office space and 1,440 hotel rooms resulting in \$2.3 billion net new construction added to the taxable value of the City since 2012.
- Created a neighbor-centric service delivery model for city operations. Established the Neighbor Support Office to serve as a one-stop shop for resolution of issues; proposed a public participation ordinance providing for neighbor input on development projects before formal submittal to the city; spearheaded the city visioning process with multiple venues of community engagement resulting in "Fast Forward" (Vision), "Press Play" (5-year Strategic Plan) and the Commission Annual Action Plan. Instituted the Telephone Town Meeting program which promotes direct engagement between the Commission and neighbors. Established first city-wide Nextdoor network.
- Established the City's first Financial Integrity Principles designed to ensure the use of best practices in the development and the administration of the budget. Increased the General Fund Fund Balance from \$32 million (FY12) to \$76 million (FY18) while maintaining the millage rate at 4.1193. Implemented a P-Card Program resulting in an annual rebate in excess of \$900,000. Oversaw the issuance and refinancing of over \$581 million of debt for capital projects relating to utility improvements and municipal capital needs and \$337 million of debt related to the refinancing of the pension systems' unfunded liability resulting in over \$230 million in cumulative savings to the City to date. Successfully achieved multiple multi-year agreements with seven (7) collective bargaining units without impasse.
- Administered, as Executive Director, the City's Community Redevelopment Agency (comprised of three distinct areas) resulting in numerous streetscape enhancements to assist developers in siting projects in economically challenged neighborhoods, a \$50 million park/parking garage project on Fort Lauderdale Beach (under construction), a \$27 million renovation of the Fort Lauderdale Aquatic Center (contract let) and a partnership with the YMCA for a new facility in the center of the Sistrunk neighborhood.

- Established new divisions in the organization designed to keep the City on the leading edge of municipal best practices. Examples include the creation of the Structural Innovation Division which is dedicated to strategic planning, performance measurement and process improvement monitored through the interdepartmental FL<sup>2</sup>STAT process; and the creation of the Nighttime Economy Manager program designed to promote a balanced entertainment environment in the Downtown and Beach neighborhoods.
- Restructured the organization of the City to create an alignment with the City's Vision ("Fast Forward") and Strategic Plan ("Press Play"), including establishing the Police Chief and Fire-Rescue Chief as direct reports to the City Manager. Worked closely with the public safety team to develop joint capability for hot-zone response and promoted innovative partnerships with the private sector (for example, Ring Doorbell).

**City Manager, City of Palm Bay, Florida**

*October 2002 - June 2011*

Population: 107,000; Employees: 800+(FTE); Annual Budget: \$115 million Full Service City with Water and Wastewater Utility; Community Redevelopment Agency

**City Manager, City of North Miami, Florida**

*May 1996 - October 2002*

**Deputy City Manager, City of North Miami, Florida**

*October 1989- May 1996*

Population: 59,880; Employees: 571+(FTE); Annual Budget: \$98 million Full Service City with Water and Wastewater Utility (Fire/Rescue provided by County)

**Assistant City Manager, City of North Miami Beach, Florida**

*April 1986 - October 1989*

**Assistant to the City Manager, City of North Miami Beach, Florida**

*May 1985 - April 1986*

**United States Naval Reserve, Lieutenant Commander, Supply Corps**

*1987 - 2002 (Honorable Discharge)*

**Education**

Master of Governmental Administration, Fels Scholar,  
**Fels Center of Government, University of Pennsylvania, May 1986**

Certificate, Senior Executives in State and Local Government,  
**Kennedy School of Government, Harvard University, February 2001**

Bachelor of Arts (Cum Laude), Public Policy,  
**Washington and Lee University, June 1984**

## **Organizations**

### **International City/County Management Association (ICMA), Full Member**

Credentialed Manager (ICMA-CM) since May 2002  
President (2016 - 2017)  
President-Elect (2015 - 2016); Past President (2017 – 2018)  
Vice President (Southeast Region) (2010 - 2013)  
Member, (Chair 2013) Committee on Professional Conduct (2010 - 2013)  
Member, (Chair 2007 - 2008) Governmental Affairs and Policy Committee (2002 - present)  
Member, (Chair 2013 - 2014) Sustainable Communities Advisory Group (2007 - 2014)  
Member, ICMA 100<sup>th</sup> Anniversary Task Force  
Member, Conference Planning Committee (2014, 2006)  
Member, Task Force Community Tools for Ending Racism (2001 - 2002)  
Member, Conference Evaluation Committee (2001, 1998)  
Member, Assistant's Steering Committee (1993 - 1996)

**ICMA-RC, Director (2018 – present)**

**Alliance for Innovation, Director (2014 - present)**

**National Civic League, Director (2015 - present)**

**National Homeland Security Consortium, Member (2018 - present)**

### **United States Federal Emergency Management Agency (FEMA) National Advisory Council**

Member (2008 - 2017)  
Flood Insurance and Mitigation Subcommittee - Chair (2015 - 2017)  
Preparedness and Protection Subcommittee - Chair (2012 - 2015)  
Stafford Act Working Group - Chair (2010)  
National Response Framework Working Group - Chair (2010)

### **Florida City and County Management Association (FCCMA), Full Member**

President (2006 - 2007)  
President-Elect (2005 - 2006)  
Secretary/Treasurer (2004 - 2005)  
Board of Directors (2007 - 2008, 2003, 2001 - 2002, 1993 - 1995)

### **Miami-Dade County City Management Association, President (1992)**

### **National League of Cities**

Member, (Chair 2009 - 2010, Vice-Chair 2008), CityFutures Panel (Public Finance) (2004 - 2012)  
Member, Public Sector Retirement Advisory Committee (2016 – present)  
Member, National City-County Task Force on the Opioid Epidemic (2016)  
Member, Public Safety and Crime Prevention Policy and Advocacy Steering Committee (2009 - present)  
Member, Municipalities in Transition Committee (1998 - 2002)

### **Florida League of Cities**

Board of Directors (2007 - 2008)  
Instructor, Institute of Elected Municipal Officials (2003 - present)  
Member, Finance and Taxation Committee (2008 - 2009)  
Member, Home Rule Council (2006 - 2007)  
Member, Municipal Administration Policy Committee (1998 - 2006, 2009 - present)  
Member, Environmental Quality Committee (2002)

**University of Central Florida Public Administration Advisory Board, Member (2007- 2013)**

**Florida International University, Metropolitan Center Advisory Board, Member (2013 - present)**

**Nova Southeastern University Public Administration Advisory Board, Member (2014 -present)**

**Major Awards and Recognitions**

- Fellow, National Academy of Public Administration (2018)
- Distinguished Alumni Fellow, Fels Institute of Government, University of Pennsylvania (2016)
- Florida League of Cities - City Manager of the Year (2006)
- Florida League of Cities – Home Rule Hero Award (2013, 2014, 2015, 2017)
- Florida City and County Management Association (FCCMA) - President's Award (2008); Michael J. Roberto Career Development Award (2009); Lifesaver Award (2014)
- University of Central Florida Public Administration Department - Exemplary Public Service Award (2007-1<sup>st</sup> Recipient)





**Zeriah K. Folston, MPA**  
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**Qualifications:**

5½ years of Executive Level experience in public and private organizations, with expertise in the following areas:

Leadership  
Strong Governmental Budget/Finance Skills  
Grants and Contracts  
Union Experience  
Strategic Planning

Synergy  
Economic Development  
Intergovernmental Relations  
Innovative Citizen Involvement  
Consensus Building

Innovative, analytical, dependable, and results-oriented professional with proven success in increasing departmental and organizational efficiency through effective business strategies. Great personality and works well with others. Excels at supervising and motivating staff to increase productivity; adaptable to changing situations. Has the ability to teach and learn difficult processes well. Strong team-working, team-building and multi-tasking skills and successfully completes projects within time and budget constraints.

**Education:**

**University of Central Florida**  
Orlando, FL

**August 2006 to December 2008**

*Master of Public Administration*

***Relevant coursework:** Grant and Contract Management, Public Organization Management, Public Financial Management, Strategic Planning and Management, Analytic Techniques for Public Administration I, Managing Community and Economic Development, Human Resource Management*

**University of Florida**  
Gainesville, FL

**August 2004 to August 2006**

*Bachelor of Science in Family, Youth and Community Science*  
*Minor: Leadership*

***Relevant coursework:** Principles of Management, Leadership Development, Evaluating Non-Profit Programs, Introduction to Social and Economic Perspectives on the Community*

## **Current & Past Boards:**

|  |               |
|--|---------------|
| International City/County Management Association ( <b>ICMA</b> ) | Term: Current |
| Florida City and County Manager Association ( <b>FCCMA</b> )     | Term: Current |
| Florida Government Finance Officers Association ( <b>FGFOA</b> ) | Term: Past    |

## **Experience:**

### **Chief Operating Officer**

**January 2019 – June 2019**

North Central Florida Diagnostics and DNA Technologies (NCF DNA)  
Alachua, FL *Corporate Headquarters*  
New Brunswick, NJ

The Chief Operating Officer is responsible to the CEO/Co-Founder and Co-Founder of NCF DNA. The primary responsibility of the COO is to direct all day to day operations of 70 combined staff members and to ensure continued revenue growth at our Corporate Headquarters and NJ location. The COO oversees an outstanding operational team of Directors and Managers who oversee Finance, IT, Business Affairs and Development, Government Affairs and Development, Sales, Marketing, Nursing, Molecular Scientist, Technologist, Accessioning, Human Resources, Facilities, Supply Chain, Warehouse, Education, Call Center, Credentialing and Quality.

Current Projects: Laboratory Renovations, New Equipment Purchase, Developing and Attracting New Talent, Nurse Education (3 in house Nurses), Technologist Training, Partnership with HBCUs and Santa Fe College for Technologist Pipeline, Community Partnership with City of Gainesville, Joint Commission Preparation, Updating Policy and Procedures, Employee Feedback Process and Form.

### **Vice President of Government Affairs and Development**

**October 2018 – June 2019**

North Central Florida Diagnostics and DNA Technologies (NCF DNA)  
Alachua, FL *Corporate Headquarters*  
New Brunswick, NJ

The Vice President of Government Affairs and Development is responsible for all local, state, and federal legislative and policy strategies to support all facets of NCF DNA. The representative with federal government officials, think tanks and influential policy organizations. Responsible for representing NCF DNA in legislative and policy matters with national governments as well as with quasi-governmental agencies by providing policy direction, developing and coordinating government affairs initiatives, and lobbying for the company's interests.

### **City Manager**

**February 2018 to July 2018**

**City of Palatka**  
Putnam County, Florida

The City Manager is appointed by the City Commission, and serves as the administrative head of the city. The primary responsibilities of the City Manager are to see that the policies of the elected council are implemented

and that the entire community is being served. Palatka has approximately 10,500 citizens, 150+ employees, and a 30+ Million Budget. The City Provides a variety of services: Airport, Building and Zoning, Cemeteries (3), City Clerk, Fire Department (ISO 2), Finance Department, Natural Gas Authority, Golf Course, Parks and Recreation, Police Department, Public Works, Water, Wastewater, and Stormwater.

- Recommended and Implemented the City's first Living Wage of \$11hr. This ensured no City employee made under \$11hr. The City had long-term employees making as low as \$9.05.
- Met the City Commissions desire to provide job opportunities for young professionals from Palatka within the City. My first hirer was a young millennial female as the City's Finance Director.
- Developed the City's first Policy and Procedures Committee to revamp old out dated policies.
- The City had gone over a year without an IT Director. I hired an IT Director at a cost savings to the City while increasing the qualifications and certifications of the position.
- I hired a Planning Director for the City at a cost savings to the City while increasing the qualifications and certifications of the position.

### **City Manager**

**February 2016 to February 2018**

### **City of Archer**

Alachua County, Florida

The City Manager is the administrative head of the municipal government. He directs and supervises all the Departments of the City. He is to efficiently manage municipal services. It is the responsibility of the City Manager to carry out the policies established by the City Commission including the enforcement of municipal laws and ordinances. The City Manager prepares and submits the annual budget, budget message, and capital program in accordance with the City Charter. The City Manager recommends policy to the City Commission; coordinates with agencies at other levels of government; and coordinates local emergency planning and management. Performs the duties of the City Clerk and City Treasurer. Performs the duties of HR, Public Works, Capital Projects, Grant, Recreation, and Economic Development management. The City Manager is appointed by the City Commission.

- Lead Community Engagement Efforts throughout Community
- Started first City Wide Movie Night
- Planned the first Annual Party in the Park
- Held first Business Leaders Round Table
- Managed Cities Multiple Rental facilities
- Instituted Stronger Financial Controls
- Bid Out Multiple City Contracts
- Developed Policies and Procedures
- Navigating the City through a State Financial Audit (Audit was in place before my arrival)
- Restructured City's Health Insurance Cost at a savings to the City and benefit to the employees
- Implemented and recommend employees receive a 3% Pay Increase
- Implemented and recommend employees receive retirement through FRS
- Instituted several Capital Projects (New Pavilion Roof and Redesigned Senior Center Interior)
- Purchased \$10,000 worth of Christmas Lights
- Rebuilt 2 City Parks with two separate \$50,000 FRDAP awards
- Rebuilding City Basketball Court with FRDAP funds
- Received \$8,000 DEO Grant for Economic Development
- Received \$650,00 through Florida Legislature for Waste Water Project

- Received approximately \$208,000 for the Holly Hills Storm Water Improvement Project SRWM and TMDL Funded
- Secured \$250,000 towards Community Gym through WSPP
- Finalized PER for City's Waste Water Facility
- Implemented Rebranding Strategy
- Purchased New City Website (Launch February 2018)
- Refreshed City's Facebook Account
- Implemented New Recreation Programs for Community (educational, social, and athletic)

**Assistant Supervisor of Elections**  
**Alachua County Supervisor of Elections**  
 Alachua County, Florida

**January 2014 to February 2016**

- Supervises and coordinates the activities of subordinate employees including determining work procedures and schedules; issuing instructions and assigning duties; reviewing work; recommending personnel actions; conducting performance reviews; and conducting office training and orientation.
- Assisted in the development of office \$4 million dollars budget.
- Developed, monitored and administered federal and state grant funds.
- Prepares election qualifying information and forms for candidate packets. Qualifies candidates.
- Oversees the audits of election campaign reports.
- Manages personnel records and payroll for poll workers and Election Day staff.
- Oversees the election warehouse operation. Ensures all voted ballots, official papers, and supplies are processed into the central election headquarters pursuant to security procedures.
- Ensures compliance with Florida records retention law.
- Works as office liaison with municipalities providing assistance and support to city clerks in conducting local municipal elections.
- Works as office liaison with civic groups and organizations to recruit poll workers, coordinate planned activities and to provide them with information and support as required.
- Works as liaison with other County departments to coordinate programs and activities as needed. Assists the Supervisor of Elections as needed in preparing reports, budgets, and attending meetings.

**Budget Analyst**  
 Office of Management and Budget  
 Alachua County, Florida

**April 2010 to January 2014**

- Budget Analyst currently for General Government \$3+ million dollars (County Commission, County Manager Office and County Attorney Office), Constitutional Officers \$83+ million dollars (Sheriff, Supervisor of Elections, Property Appraiser, Clerk of Courts and Tax Collector), Judicial Officers \$2 million dollars (including Article V Compliance), \$10 million dollars Court Services, Combined Communications Center and the MSTU Law Enforcement Fund; Previous departments: Environmental Protection, Administrative Services and Growth Management
- Monitors grants, grants funds and grant revenues. Balancing Funds and Revenue Projections

**Grants/Contracts Specialist**  
 Office of Management and Budget  
 Alachua County, Florida

**February 2009 to April 2011**

- Facilitates County grant proposals by searching out available grant offerings at local, state, and national levels that are appropriate to the County revenue diversification effort.
- Prepares, writes, and submits grant applications
- Assists other County departments in the development, writing and review of grant applications.
- Analyzes grants and grant agreements, reviews language and makes modification and re-drafts, as required.
- Evaluates compliance with grant and grant related contract requirements.
- Assists in the preparation of the annual budget with regard to grants and grant related contracts.
- Provides periodic updates to the County Manager and Board on the status of grants in the County.
- Works with lobbyists and state and federal agencies on grant issues.

**Internship w/  
Randall H. Reid County Manager**  
Alachua County, Florida

**August 2008 to February 2009**

- Worked with the County Manager, Assistant County Manager, Legislative Affairs Director, Administrative Services Director, Growth Management Director, and the OMB Director on different initiatives
- Developed inexpensive tracking system of over 100 citizen responses with 300+ suggestions for Alternative Futures. Alternative Futures was instituted by the County Manager to encourage citizen involvement in the budget process.

**Financial Assistant**  
IFAS SPONSORED PROGRAMS (ISP)  
University of Florida

**March 2008 to August 2008**

**Internship w/  
Clovis Watson Jr. City Manager/ Marcian K. Brown Finance Director**  
City of Alachua, Florida

**June 2007 to February 2008**



## ▶ Anne A. Fritz

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Parrish, FL 34219  
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### Personal Statement

*The combination of thirty years of experience in municipal administration makes me a unique candidate for a city manager.*

- Advanced knowledge of local government administration
- Public investment management of \$900 million portfolio
- Extensive experience in debt issuance , reporting, and bond ratings
- Policy, technical, and academic writing
- Extensive public speaking experience
- Experience in instruction of undergraduate and graduate accounting, public finance, and public administration

### Education

#### **PhD Candidate (ABD), Cleveland State University Levin College of Urban Affairs.**

Pursued Doctor of Philosophy in Urban Affairs and Public Policy.

*Area of study: public administration/public finance/organizational theory. Coursework in statistical analysis, political philosophy, public finance, organizational theory, public administration theory. (Passed Comprehensive Examination, Dissertation not completed).*

#### **Master of Public Administration, Cleveland State University Levin College of Urban Affairs. 1998 (GPA 3.9+).**

*Area of study: public administration, public finance and budgeting, public works, and organizational and human resource management.*

#### **Bachelor of Arts (Business Administration (Accounting)). Heidelberg University, Tiffin, OH 1987 (Cum Laude).**

*Area of study: business administration with emphasis on accounting and finance.*



## Related Professional Experience

Chief Financial Officer. City of Saint Petersburg, FL  
June 2010 – current

Chief fiscal officer of large city (250K population). Areas of direct responsibility include the following:

- Accounting and financial reporting including preparation of the Comprehensive Annual Financial Report
- Pension treasury management, accounting, actuarial studies review; Board member for ERS.
- Treasury management including In-house management of public funds portfolio of over \$900 million
- Coordinating citywide external audit
- Debt issuance administration, compliance, and full rating agency coordination (Moody's and Fitch)
- Finance functions of centralized accounts payable, payroll, pension accounting and reporting, asset management and reporting, project accounting and reporting.
- Oracle Enterprise Business Solutions (EBS) – general ledger, payroll, labor distribution, accounts payable, asset accounting; Kronos timekeeping for citywide payroll timekeeping system

Director of Finance. City of Westlake, OH  
October 2000 – June 2010

Chief fiscal officer of full service suburb with duties including:

- All accounting, auditing, and financial reporting related activities
- Budget preparation and management
- In-house management of public funds portfolio of over \$75 million
- Debt management of AAA/Aaa rated city (Moody's, S&P, and Fitch)
- Information technology management and served as CIO.
- Utility billing and collection

Director of Finance and Taxation. City of Willard, OH  
September 1990 - October 2000

Chief fiscal officer of small city with duties including:

- All budgeting, accounting, auditing, and financial reporting related activities
- Utility system management for water and sewer billings and collections
- Self-collected municipal income tax

## Teaching and Instruction

Speaker, Florida Government Finance Officers' Association. 2011-2014  
Speaker, Government Finance Officers' Association. 1999-2019  
Instructor (part-time contract). American Institute of Certified Public Accountants. 2004-2012  
Adjunct Instructor (part-time as needed). Cleveland State University Levin College of Urban Affairs -  
*Public Administration and Public Finance (Masters level)*. 2002 – 2009  
Adjunct Instructor. Heidelberg University. 1999-2001. *Financial and Managerial Accounting*

## Publications/Reviews

Author: "Use of Funds Policy". *Government Finance Review*.  
Reviewer: The New Fund Balance Reporting. Government Finance Officers' Association.  
Reviewer: *Governmental Accounting, Auditing, and Financial Reporting* (2010 update).  
Reviewer: *Implementation Guide*. Governmental Accounting Standards Board.

## Certifications and Awards

Certified Public Funds Trustee. 2013. Florida Public Pension Trustees' Association.  
Certified Public Finance Officer. 2001. Government Finance Officers' Association.  
Certified Public Accountant Uniform Examination. Successfully completed 1988 (license not active).  
Award for Certificate of Achievement in Financial Reporting. 1991 – Present year. GFOA.  
Award for Popular Reporting. 2001 – 2010. 2015-2018.  
Distinguished Budget Award. 2001-2010.  
Auditors' Award. State of Ohio Auditors' Office. Various years.  
"Making your Tax Dollars Count" Award. State of Ohio Auditor Mary Taylor. 2007-2009.  
Finalist, NEOSA CIO of the Year 2009.

## Professional Organizations and Boards

Committee member. Committee on Auditing, Accounting, and Financial Reporting. Government Finance Officers' Association.

Board of Trustees. Employees Retirement System (St. Petersburg, FL).

State of Ohio representative to Government Finance Officers' Association.

Technical Committee Chair. Florida Government Finance Officers' Association

Board of Trustees, Regional Income Tax Agency (RITA). 2005-2010.

Board of Trustees, Ohio GFOA. 1996-1998. 2009-2010.

Past President, North Central Ohio Municipal Finance Officers' Association.

Advisory Committee Member, Cleveland State University MPA program.

Task force member. Governmental Accounting Standards Board (GASB).





# MICHAEL L. HOGAN, C.P.A.

Gainesville, Florida 32607 ♦ 941-773-7925 ♦ [MikeHogan34209@gmail.com](mailto:MikeHogan34209@gmail.com)

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Michael L. Hogan, C.P.A. is a seasoned finance, accounting, and operations executive with over twenty-five years of experience. He has directed all accounting and finance functions and prepared all regulatory reporting. He is experienced in strategic planning, analyzing historical financial results, monitoring adherence to the budget, preparing forecasts and capital plans, as well as being the liaison to external and internal auditors and regulators. He has developed and implemented policies and procedures consistent with generally accepted accounting principles, industry best practices, sound risk management and laws and regulations. He has taken two companies public, managed multiple equity raises, presented 'road shows' for each and prepared all SEC reporting documents. He has utilized his lengthy college-level teaching experience to mentor associates in advancing their careers while advancing the goals of the organization.

## KEY AREAS OF EXPERTISE

- ♦ Financial Performance
- ♦ Financial Forecasting
- ♦ Risk Management
- ♦ Financial Accounting
- ♦ Strategic Planning
- ♦ Profitability Analysis
- ♦ Budget Management
- ♦ Mergers & Acquisitions
- ♦ Investment Management
- ♦ Asset & Liability Management
- ♦ Taxation
- ♦ Regulatory Compliance

## CAREER HIGHLIGHTS

**MICHAEL L. HOGAN, C.P.A., Gainesville, FL Consultant** 2016-2019  
**Butler Enterprises, Gainesville, FL**

- ♦ Currently serving in a consulting capacity as the interim Director of Accounting for Butler Enterprises, a commercial real estate developer for "big box" retail stores and national chain restaurants with over one hundred seventy (170) stores and/or restaurants under lease.

**First Federal Savings Bank, Dover, NH**

- ♦ Consulting with Executive Management regarding the organization's plan to take the bank "public" from a mutual savings bank to a stock-based banking organization.

**Haile Plantation Homeowners Association, Gainesville, FL**

- ♦ Consulted with Board of Directors on expectations of financial information from management company. Led the Board through the Request for Proposal Process for the engagement of a new external audit firm and meetings with CPA firms.

**Citigroup/Citibank/Mindlance, Inc., Tampa, FL**

- ♦ Data Quality Assurance Team - Review and test critical, high risk, manually intensive regulatory line items of Citigroup, Inc. for errors and determining whether other regulatory reports may also be impacted. Identifying reporting issues and distribute information globally and ensure a remediation plan is developed for all issues.

**HARBOR COMMUNITY BANK (\$1.8BB) and**

**FIRST AMERICA BANK (\$300MM), Bradenton and Gainesville, FL**

2015-2016

**Senior Vice President and Financial Officer, Senior Vice President of Special Projects**

- ♦ Direct all financial functions of First America Bank in May 2015 merger with Harbor Community Bank, commencing with development of timelines and management of due diligence process.
- ♦ Led successful, time-sensitive systems conversion in collaboration with more than 30 middle and executive managers from both sides of the merger.
- ♦ Managed 2015-2016 acquisition of Florida Citizens Bank, Gainesville/Ocala, FL by Harbor Community Bank.

- ◆ Led successful legal merger in December 2015 and time-sensitive systems conversion in March 2016 of Florida Citizens Bank in collaboration with middle and executive managers from both sides of the merger. Managed the pre-merger due diligence process. Managing bank-owned credit card portfolio.

**FIRST AMERICA BANK (\$300MM), Bradenton, FL** 2004-2015

**Interim Chief Executive Officer, Executive Vice President and Chief Financial Officer**

- ◆ Raised initial \$10 million and attained charter for First America Bank, qualifying as founding bank officer. Directed financial functions of bank and holding company and managed all financial reporting. Chaired Risk Management, Audit, and Asset-Liability Management Committees. As leader of Investor Relations Committee, instituted StockTrack software that streamlined processes related to stock transactions.
- ◆ Spearheaded four private equity raises totaling \$30 million.
- ◆ Positioned bank to survive major recession by raising additional \$10 million while 11 community banks within Metropolitan Statistical Area (MSA) failed and were taken over by FDIC.
- ◆ Contributed to bank's growth of \$20 million by raising \$6 million in direct meetings with institutional investors. (Actual commitments of investors totaled more than \$13 million.)
- ◆ Prevented loss of more than \$6 million as well as potential failure of institution by forecasting and detailing imminent financial consequences of bank's actions against a key executive and taking proactive measures that changed strategy of Board of Directors.
- ◆ Managed merger of First America Bank with Manatee River Community Bank.
- ◆ Facilitated strategic move to merge bank with Harbor Community Bank by analyzing, forecasting, and presenting potential risks of alternate plans of action to Board of Directors.

**PELICAN NATIONAL BANK (\$250MM), Naples, FL** 2003-2004

**Bank Director, Interim President, Senior Vice President and Chief Financial Officer**

- ◆ Selected to take over as Interim President and member of Executive Committee of Board of Directors during time of transition. Directed and managed all financial functions, including regulatory reporting.
- ◆ Planned, developed, and delivered solutions to pre-existing problems cited by Office of Comptroller of the Currency (OCC), leading management team in implementing changes.
- ◆ Chaired following committees of Board of Directors: Asset/Liability Management Committee, Allowance for Loan Losses Committee, and Internal Control and Compliance Group. Compliance Officer, Member, Audit/Compliance Committee.

**FIDELITY BENEFIT ADMINISTRATORS, INC., PERSONNEL BEST, INC., and NETPAY USA, INC., Bradenton, FL** 2001-2002

**Company Director, Shareholder, Vice President, Chief Financial Officer**

- ◆ Directed all financial functions, including budgeting, reporting, payables, receivables, operations accounting, and regulatory filings for Professional Employers Organization's (PEO) and Third Party Benefits Administrator.

**MAXCESS, Inc., Orlando, FL (VoIP Telecommunications Start-Up)** 2000-2001

**Director, Vice President and Chief Financial Officer**

- ◆ Led successful private equity raise of \$13 million.
- ◆ Directed all financial functions, including budgeting, financial reporting, payables, receivables, operations accounting and regulatory filings.

**PELICAN FINANCIAL, INC.,** Ann Arbor, MI 1999-2000  
**Bank Holding Company Director, Vice President and Chief Financial Officer, Audit Committee Chairman**

- ◆ Managed and directed all fiscal functions. Managed the financial reporting and regulatory compliance (SEC, OCC, FRB, FDIC and FFIEC).
- ◆ Led a successful Initial Public Offering (IPO), presented “road shows” to Wall Street investors.
- ◆ Prepared all SEC registration statements for IPO (S-1) and subsequent SEC filings (10K, 10Q’s and 8K’s).

**REGIONS FINANCIAL CORP (\$40BB)/REGIONS BANK, N.A./LIBERTY NATIONAL BANK (\$250MM),** Bradenton, FL 1996-1998  
**Regional Financial Officer, Senior Vice President and Chief Financial Officer**

- ◆ Managed all financial, SEC and regulatory accounting reporting functions.
- ◆ Served as Chairman of the Asset/Liability Management Committee. Monitored and controlled interest rate risk, profitability modeling and forecasting systems, pricing and capital planning.
- ◆ Managed the investment portfolio, liquidity and mergers and acquisitions.

**PURVIS, GRAY AND COMPANY, CPA’s,** Gainesville, FL 1989 - 1996  
**Senior Audit Manager, AICPA and FICPA Peer Reviewer**

- ◆ Managed the audit staff in the performance of annual audits of client’s in engineering, financial institutions, units of local government, construction contractors, light-manufacturing and not-for-profit corporations.
- ◆ Managed the financial institutions practice section for the firm.
- ◆ Supervised audit and consulting staff in performance of external and internal audits for numerous financial institution clients and their trust departments.

**BARNETT BANKS, INC. (\$41.2BB),** Gainesville and Jacksonville, FL 1988-1989  
**Senior Internal Auditor**

- ◆ Supervised the internal audit staff in completion of functional and operational audits of Barnett Banks located in North and Central Florida and South Georgia Regions.

Prior experience will be provided upon request, includes eight years public accounting and one year as Chief Financial Officer of Athletic Attic Marketing, Inc., a large sportswear retailer (Corporate Sales Division with thirty-three retail stores and the Franchise Sales and Service Division with 175 domestic franchise stores)

## TEACHING EXPERIENCE

**STATE COLLEGE OF FLORIDA**, Bradenton, FL 2011-2015  
**Adjunct Instructor of Accounting, Department of Business and Technology**

- ◆ Taught undergraduate courses in Principles of Financial Accounting and Intermediate Accounting.

**SANTA FE COLLEGE**, Gainesville, FL 1980-1984  
**Adjunct Instructor of Accounting, Department of Business**

- ◆ Taught undergraduate courses in Principles of Financial Accounting and Managerial Accounting.

**UNIVERSITY OF WISCONSIN**, Eau Claire, WI 1978-1979  
**Adjunct Instructor of Accounting, Department of Accountancy**

- ◆ Taught undergraduate courses in Principles of Financial Accounting and was an undergraduate accounting major student advisor.

**UTAH STATE UNIVERSITY**, Logan, UT 1977-1978  
**Graduate Teaching Assistant, Department of Accounting**

- ◆ Taught undergraduate course in Managerial Accounting and tutored undergraduate students.

## EDUCATION / LICENSURE

**BUSINESS ADMINISTRATION AND TAXATION, Post-Graduate Courses**  
University of Florida, Gainesville, FL

**MASTER OF ACCOUNTING, M.ACC.**  
Utah State University, Logan, UT

**MASTER OF AGRICULTURAL MANAGEMENT AND RESOURCE DEVELOPMENT, M.A.M.R.D.**  
University of Florida, Gainesville, FL

**BACHELOR OF SCIENCE, FOOD AND RESOURCE ECONOMICS**  
University of Florida, Gainesville, FL

**LICENSED CERTIFIED PUBLIC ACCOUNTANT, STATE OF FLORIDA**

## LINKEDIN PROFILE

<https://www.linkedin.com/in/michael-l-hogan-c-p-a-8705a0107/>





# Levis R. Hughes, III, MBA (cv)

113 Tumbling Oak Way • Tallahassee, FL 32308 • C: (904) 608-2953 • [levishughes@ymail.com](mailto:levishughes@ymail.com)

[www.linkedin.com/in/levis-hughes](http://www.linkedin.com/in/levis-hughes)

## EDUCATION

**Business College, University of North Florida, Jacksonville, FL**

Master of Business Administration

**Business College, Florida State University, Tallahassee, FL**

Bachelor of Science in Finance

**Business College, Florida State University and University of North Florida, Tallahassee and Jacksonville, FL**

Bachelor of Science in Accounting

## INSTITUTION DESCRIPTION

### **Florida Department of (K-20) Education – Bureau of the Office of Student Financial Assistance**

The Florida Department of Education (DOE) serves students holistically from PreK through Graduate Studies by authorizing institutions, overseeing curriculum, grades management, managing and initiating articulation agreements, teacher quality management, funding, reporting, developing incentives for increased graduation rates completion rates. The Bureau of the Office of Student Financial Assistance (OSFA) is responsible for overseeing loan programs to encourage graduation and completion, but also focused on management of other programs primarily supporting state aid—namely scholarships at every postsecondary institution in the state. OSFA is a wholly separated unit with its own separated departments housed within DOE. In that role, OSFA determined institutional eligibility, oversaw and provided metrics on performance, analyzed program differences and effectiveness, presented and created policy statements in conjunction with legislators. At the student level, OSFA is responsible for eligibility determination using grades through statewide transcript management, coursework, SAT/ACT and progression management of students. Reporting and extensive financial and metric reconciliations are managed. At the macro level, OSFA is responsible for all budgeting, administration and forecasting for all state scholarships at the institution level across the state.

## RESPONSIBILITIES AS TENURED FINANCIAL, OPERATIONS, IT, AND ADMINISTRATIVE EXECUTIVE

**Financial and Budgeting Focus:** Financial/Variance Analysis and Reporting, Multi Year Projections at the Fiscal and Process Level, Fiscal Management and Control, Federal and State Budget Preparation and Presentment, **Accounting Focus:** Customer and Institutional Accounting, Revenue Generation/Expense Management, Facility Capital Improvements, Accounting/Operating Controls, Audit Oversight, **Human Resource Management Focus:** Human Resources Onboarding, Administration and On-going Training, **Legislative Focus:** Preparation and Presentment of Legislative Appropriation Requests, State Rule Development, Federal/State Legislative Bill Analysis, Statute Development and Comment Generation, **Contract Management Focus:** Contract Issuance and Administration, General Purchasing, Property Lease-backs and Oversight, **Information Technology Focus:** Technology Management, Student and Institutional Data, Operations Management, Project Management-Operational and Technology Level, Data, Data Systems and Information Oversight, Security Administration, Business Recovery, **Legal Focus:** Claims Review and Adjudication, Legal Operations, Hearings Administration, and Settlements, Records Retention, **Process Improvement Focus:** Implementations with Continuous Improvement Initiatives, **Operations Focus:** Enrollment services including forecasting, and admissions/eligibility determination, Federal Reporting, State and Operating Policy, Procedure Creation, Maintenance and Enforcement for Major Divisions (accounting, budgeting, IT, operations), Strategic Development, Creation and Implementation, **Communications/Cultural Focus:** Communications and Correspondence Generation and Dissemination, Departmental Cultural Development, Oversight of Customer Service and Call Centers, Outward Facing Stakeholders Management.

## ACCOMPLISHMENTS AS AGENCY EXECUTIVE AND BUREAU CHIEF (FULLTIME)

- Agency Executive – Department of (K-20) Education / Office of Student Financial Assistance 2008 to 2019**
- State Chief Operating Executive providing direction and oversight for Florida's Office of Student Financial Assistance and all aspects of more than 50 diverse programs and appropriation oversight for yearly budgets. Programs include Federal Loans, State Scholarships, State Granting for Private Colleges, Transcript Services, SAT/ACT and data repository services. Oversee Operations, Claims, Budgeting, Accounting, Information Technology, Data Oversight, Call Center, Records Maintenance, Marketing, Correspondence, Reporting, and Collections.
  - Manage programs that cover 3 administrative jurisdictional (federal, state, and joint) areas with the agency's budget

authority/portfolio that exceeds \$6.0 billion with funding from numerous state and federal sources—complete complex reporting requirements that facilitate fund segregation and accountability.

- Direct staff of up to 270 personnel in various departments and locations; mentor and develop personnel as well as complete all performance reviews. Oversee the largest bureau in all the Department of Education.
- Oversee vendors/contracting organizations, ensuring compliance, performance/expenditures adherence.
- Ensure product delivery, funding transfers and program accounting for up to 300 separate sites across state of Florida. Ensure product delivery of reporting and data exchange for several thousand K-12 schools.
- Present and respond to state and federal legislative regulatory requirements for requested data, forecasting and budgeting, reporting, presentation and proposals for new services that rely on student and school services. Extensive bill analysis. Present, answer inquiries and conclude to legislators/staff regularly and as requested on matters related to student financial aid.
- Monitor and ensure state/federal policies and procedures comply; manage loan portfolio of up to \$4.5 billion with more than 1 million loans that service 145,000 students each year; distribute and report on over \$1 billion in needs-based, merit-based and special interest scholarships and grants, servicing 190,000 students each year.
- Provide direction and support for multiple contracts, business agreements and grants that include contract compliance with appropriate service level agreements. Credentialed as a Florida Certified Contract Manager.
- Perform effective negotiation skills toward management of complex departments, motivation of personnel and outsourcing of services.
- Chief Policy advocate with legislative and executive Florida Department of Ed staff requiring innovative and creative maneuvering to accomplish consensus among divergent constituencies.
- Oversee Facilities Management, Disaster Recovery and COOP plans.

#### INSTITUTION DESCRIPTION

##### **Tennessee Higher Education Commission – Tennessee Student Assistance Corporation**

The Tennessee Higher Education Commission (THEC) serves postsecondary students. Those services include authorizing institutions, overseeing curriculum, grades management, managing and initiating articulation agreements, funding, reporting, developing incentives for increased graduation rates completion rates. The Tennessee Student Assistance Corporation (TSAC, which is now defunct) was responsible for overseeing and administering loan programs to encourage graduation and completion, but also focused on management of other programs primarily supporting state aid—namely scholarships at every postsecondary institution in the state. In that role, TSAC through contact with and in conjunction with an outside private vendor determined institutional eligibility, oversaw and provided metrics on performance, analyzed program differences and effectiveness, presented and created policy statements in conjunction with legislators. At the student level, TSAC was responsible for eligibility determination for loans and scholarships. Reporting and extensive financial and metric reconciliations were managed. At the macro level, TSAC was responsible for all budgeting and forecasting for all state scholarships and loans at the institution level across the state.

#### ACCOMPLISHMENTS AS ASSOCIATE EXECUTIVE DIRECTOR (FULLTIME)

##### **Associate Executive Director – State of Tennessee / Tennessee Student Assistance Corporation 2006 to 2008**

- Directed all aspects of financial, operational and administrative functions for the state's loan programs and served as liaison concerning state grants, scholarships and lottery programs that ensured school loyalty and service offerings—budget operations oversight for \$15 million and revenue administration for \$30 million.
- Increased the Operating Fund by 100% from \$30 million to \$62 million by Oct 2008; managed various departments and oversaw a staff of 50 personnel and all outsourced contractors as well as collections of guaranteed loans for all colleges in Tennessee.
- Managed large portfolio of \$4.5 billion that included 850,000 loans with 350,000 borrowers and successfully met all competitive challenges providing excellent customer service that promoted continued loyalty.
- Provided financial leadership, develop forecasting models, and drove financial results; monitored operations and performance metrics, and provided solutions for complex business problems.
- Monitored all legislative changes that impacted regulations, finance and audit compliance as well as budget oversight that facilitated financial justifications, changes to service and resulting administrative changes.

#### INSTITUTION DESCRIPTION

##### **Florida Department of (Higher) Education – Bureau of the Office of Student Financial Assistance**

DOE serves students holistically from PreK through Graduate Studies by authorizing institutions, overseeing curriculum, grades management, managing and initiating articulation agreements, teacher quality management, funding, reporting,

developing incentives for increased graduation rates completion rates. The Bureau of the Office of Student Financial Assistance (OSFA) is responsible for overseeing loan programs to encourage graduation and completion, but also focused on management of other programs primarily supporting state aid—namely scholarships at every postsecondary institution in the state. In that role, OSFA determined institutional eligibility, oversaw and matrixed performance, analyzed program differences and effectiveness, presented and created policy statements in conjunction with legislators. At the student level, OSFA is responsible for eligibility determination using grades through statewide transcript management, coursework, SAT/ACT and progression management of students. Reporting and extensive financial and metric reconciliations are managed. At the macro level, OSFA is responsible for all budgeting and forecasting for all state scholarships at the institution level across the state.

#### ACCOMPLISHMENTS AS OPERATIONS DIRECTOR (FULLTIME)

##### Director of FFELP Operations – State of Florida

2005 to 2006

- Directed all aspects of operations and support service with direct staff of 40 personnel; significantly improved project processes for corporate initiatives and assisted in oversight of systems development.
- Business development officer duties included oversight of loan volume growth; recruited and developed top tier staff and directed all systems department that focused on operational requirements.
- Key negotiator in Requests for Proposals (RFP's), contract renewals/extensions and various vendor services.
- Championed automation and electronic upgrades that provided efficiency enhancements; ensured department compliance that adhered to the Higher Education Act of 1965.

#### INSTITUTION DESCRIPTION

##### Nelnet/GuaranTec

Nelnet is a student loan processing company. GuaranTec (now defunct) was a fully owned subsidiary of Nelnet which held State Contracts with Guaranty Agencies across the country. Those agencies provided Systems, personnel, guarantees and collections services to service student loans.

#### ACCOMPLISHMENTS AS PRODUCT DIRECTOR AND CLIENT LIAISON (FULLTIME)

##### Product Director / Client Liaison – Nelnet

2003 to 2005

- Served as project director and key client liaison with oversight of loan generation and corporate management initiatives and 20 nationwide guarantee agencies.
- Developed corporate white papers that outlined product enhancements focused on revenue increase and cost reduction; project management from inception to project deliverables.
- Drafted and updated all product strategies and kept current with all relevant marketing/sales tactics.
- Created and presented corporate business strategies that focused on corporate initiatives and various functions that created a cohesive working environment and developed far-reaching opportunities.
- Managed a Technology team that oversaw a successful implementation to disburse loan funds across hundreds of schools, while managing lender bank accounts with automated reconcilements, and ensured auto loading to servicing systems.
- Managed budget process for up to 1,100 personnel with 45 separate cost centers in four locations.

##### GuaranTec, LLP / now Nelnet

1998-2003

##### Operations Director - Loan Production, Loan Servicing, Originations, and Disbursement Services

- Managed all facets of loan product operations within 8 functional areas and 7 direct reports and 50 personnel.
- Led process improvement initiatives and assisted in management of systems development that supported Internet products/enhancements as a Project Manager.
- Recruited and trained personnel and managed product deliverables from technical design through business implementation.
- Oversaw all startup and transitional functions and ensured all departmental compliance and fiscal adherence to budget constraints.
- Successfully increased productivity performance to 99.9% loan approval/reject clearance within 1 day.
- Spearheaded a positive 360 evaluation that increased client satisfaction results.

#### PROFESSIONAL ASSOCIATIONS

**National Council of Higher Education Resources** (Board Member, Audit Committee Member)

**Florida Association of Student Financial Aid Administrators** (Board Member/State Chair/Newsletter Editor)

**Northwest Regional Data Center** (Policy Board Member, Executive Management Committee)

Voluntary Associations; **Treasurer** for a local non-profit and **President** of Homeowners Association

# Levis R. Hughes, III, MBA (business resume)

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[www.linkedin.com/in/levis-hughes](http://www.linkedin.com/in/levis-hughes)

## GAINESVILLE, CITY MANAGER

- Dynamic, results-focused and successful Senior Finance, Business Administration, Technology, Staff Management, and Operations executive with demonstrated record of accomplishment leading cutting-edge program development, process improvement, heavy budget and forecasting experience, and cost containment initiatives that affect organizations at a fundamental and meaningful level, while increasing efficiency, effectiveness and customer service.
- Reputation as an administrative executive in driving efficiency/technological enhancements and management resources, demanding compliance while capitalizing on cross-area opportunities to enhance enterprise initiatives.
- Strategic thinker and leader with a positive 'can-do' attitude who values customers, stakeholders and employees alike. Passionate about customer service with a look toward excellence. One who puts controls in place with strategic goals and corporate mission in the forefront. Respectable of others and one who inspires confidence and trust in those who work around me. Hardworking, honorable, ethical, fair, objective, logical and analytical.

## CORE COMPETENCIES

For-Profit/Non-profit Financial Analysis  
Effective Resources Management  
Systems Project Management  
Contract/Legislative Negotiations  
P&L Accountability/Budget Management

Improvement of Organizational Efficiencies  
Complete Business Matrix-Line Leadership  
Process Improvement Strategies  
Strong Internal Team Collaboration  
Solid Presentation/Public Speaking Skills

## PROFESSIONAL EXPERIENCE

### **2008 to 2019: Agency Bureau Chief - State of Florida / Office of Student Financial Assistance 11/08 - 01/19**

- State Chief Operating Executive providing direction and oversight for Florida's Office of Student Financial Assistance and all aspects of more than 50 diverse programs and appropriation oversight for yearly budgets of more than \$6 billion. Programs include Federal Loans, (insurance placement, processing and oversight), State Scholarships, State Granting for Private Colleges, Transcript Services, SAT/ACT and data repository services. Oversee Operations, Claims, Budgeting, Accounting, Information Technology, Data Oversight, Call Center, Records Maintenance, Marketing, Correspondence, Reporting, Contract Initiations and Solicitations, and Collections.
- Manage programs that cover 3 administrative jurisdictional (federal, state, and joint) areas with the agency's budget authority that exceeds \$6.0 billion with funding from numerous state and federal sources—complete complex reporting requirements that facilitate fund segregation and accountability.
- Direct a staff of up to 270 personnel in various departments and locations; mentor and develop personnel as well as complete all performance reviews. Oversee the largest bureau in all the Department of Education.
- Oversee vendors/contracting organizations, ensuring compliance, performance/expenditures adherence.
- Ensure product delivery, funding transfers and program accounting for up to 300 separate sites across the state of Florida. Ensure product delivery of reporting and data exchange for several thousand K-12 schools.
- Present and respond to state and federal legislative regulatory requirements for requested data, forecasting and budgeting, reporting, presentation and proposals for new services that rely on student and school services. Extensive bill analysis. Present, answer inquiries and conclude to legislators regularly and as requested on matters related to student financial aid. Heavy state/federal appropriations experience.
- Monitor and ensure state/federal policies and procedures comply; manage loan portfolio of up to \$4.5 billion with more than 1 million loans that service 145,000 students each year; distribute and report on over \$1 billion in needs-based, merit-based and special interest scholarships and grants, servicing 190,000 students each year.
- Provide direction and support for multiple contracts, business agreements and grants that include contract compliance with appropriate service level agreements. I hold a Florida Certified Contract Manager Credential.
- Perform effective negotiation skills toward management of complex departments, motivation of personnel and outsourcing of services including best prices and services.
- Chief Policy advocate with legislative and executive Florida Department of Ed staff requiring innovative and creative maneuvering to accomplish consensus among divergent constituencies.
- Oversaw Facilities Management, Disaster Recovery and COOP plans.

### **2006 to 2008: Associate Executive Director - State of Tennessee**

03/06-11/08

- Directed all aspects of financial, operational and administrative functions for the state's loan programs and served as liaison concerning state grants, scholarships and lottery programs that ensured school loyalty and service offerings—budget operations oversight for \$15 million and revenue administration for \$30 million.
- During tenure, the Operating Fund increased 100% from \$30 million to \$62 million by Oct 2008; managed various departments and oversaw a staff of 50 personnel and all outsourced contractors as well as collections of guaranteed loans for all colleges in TN.
- Managed a large portfolio of \$4.5 billion that included 850,000 loans with 350,000 borrowers and successfully met all competitive challenges providing excellent customer service that promoted continued loyalty.
- Provided financial leadership, develop forecasting models, and drove financial results; monitored operations and performance metrics, and provided solutions for complex business problems.
- Monitored all legislative changes that impacted regulations, finance and audit compliance as well as budget oversight that facilitated financial justifications, changes to service and resulting administrative changes.

**2005 to 2006: Director of FFELP Operations - State of Florida**

**07/05-03/06**

- Directed all aspects of operations and support service with direct staff of 40 personnel; significantly improved project processes for corporate initiatives and assisted in oversight of systems development.
- Business development officer duties included oversight of loan volume growth; recruited and developed top tier staff and directed all systems department that focused on operational requirements.
- Key negotiator in Requests for Proposals (RFP's), contract renewals/extensions and various vendor services.
- Championed automation and electronic upgrades that provided efficiency enhancements; ensured department compliance that adhered to the Higher Education Act of 1965.

**2003 to 2005: Product Director / Client Liaison - Nelnet**

**03/98-01/05**

- Served as project director and key client liaison with oversight of loan generation and corporate management initiatives and 20 nationwide guarantee agencies.
- Developed corporate white papers that outlined product enhancements focused on revenue increase and cost reduction; project management from inception to project deliverables.
- Drafted and updated all product strategies and kept current with all relevant marketing/sales tactics.
- Created and presented corporate business strategies that focused on corporate initiatives and various functions that created a cohesive working environment and developed far-reaching opportunities.
- Managed a Technology team that oversaw a successful implementation to disburse loan funds across hundreds of schools, while managing lender bank accounts with automated reconcilements, and ensured auto loading to servicing systems.
- Managed budget process for up to 1,100 personnel with 45 separate cost centers in four locations.

**1998 to 2003: Guaran Tec, LLP / now Nelnet**

**Operations Director - Loan Production, Loan Servicing, Originations, and Disbursement Services**

- Managed all facets of loan product operations within 8 functional areas and 7 direct reports and 50 personnel.
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- Recruited and trained personnel and managed product deliverables from technical design through business implementation.
- Oversaw all startup and transitional functions and ensured all departmental compliance and fiscal adherence to budget constraints.
- Successfully increased productivity performance to 99.9% loan approval/reject clearance within 1 day.
- Spearheaded a positive 360 evaluation that increased client satisfaction results.

**EARLY CAREER**

**Portfolio/Securitization Manager** - Managed First Union Corp's first student and auto loan securitizations

**Accounting Manager / Corporate Cash Manager / Assistant Finance Manager** - InTuition, Inc., now Nelnet

**E D U C A T I O N**

**M.B.A.** - University of North Florida

**B.S., Finance** - Florida State University

*Academic requirements completed for a bachelor's degree in Accounting*

Florida Certified Contract Manager



I am an innovative leader that has combined charisma and maturity with an analytical yet creative mind, to build an impressive public service and business record. I am computer literate, and have significant experience with local government, business administration and its accounting and budgeting systems. I am competent and confident with personnel administration and collective bargaining, and have an in depth knowledge of civil engineering.

OBJECTIVE

To pursue a a position that I can utilize my education and experience to maximum capabilities, and to contribute to the community to make it a better place.

EDUCATION

- University of Scranton, Scranton PA.
  - Bachelor of Science (BS) with majors in Sociology, Law Enforcement and Philosophy
- Marywood University, Scranton PA
  - Masters in Public Administratipon (MPA).
- Champlain Collage, Burlington, VT
  - Teaching certificate

SKILLS AND EXPERIENCE

Responsibility for the following functions:

- Emergency Services, roads, storm water drainage, sewer utility, parks, recreation, planning, zoning, finance, general services and personnel.
- Implementation of 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 appearances on television and radio, interviews with the print media and preparation of press releases.
- Responsible for the town's compliance with county, state and federal regulations.
- Expertise in the following areas:
 

|                                     |                                   |
|-------------------------------------|-----------------------------------|
| ○ Operations and Project Management | ○ Strategic Planning              |
| ○ Labor Relations                   | ○ Financial Operations and Budget |
| ○ Customer Service                  | ○ Media Relations                 |

Town Manager, Town of Castleton, Vermont

**2008 -2015**





## Charles Jacien – Curriculum Vitae

The Town of Castleton is a college town, thirty -seven square miles, with a permanent population of 4,700. The annual general fund budget is 2.5 million dollars and the Sewer enterprise fund is \$500,000. There are about twenty-five paid employees and about thirty volunteers on the fire and rescue service.

- Responsible for receiving over \$3 million in grants to improve transportation resources, (park and ride facilities and sidewalks) as well as adding an additional police officer position.
- Reduced experience modification from a 1.1 to 0.84, days off, and actual injuries
- Received over \$400,000 from FEMA for damage to municipal infrastructure due to flooding

### Town Manager, Conshohocken, Pennsylvania

1992 -

1995

Conshohocken Borough, a mixed commercial and residential community outside of Philadelphia, with a population of about 8,000 in a one -square mile town.

- Responsible for budget management and obtaining federal and state funds for residential development downtown revitalization, and recreation facilities.
- Oversaw the renovation of the local town hall a historic building  
Worked closely with the township engineer
- Responsible for public safety and coordinating the two local fire departments
- Uncovered corruption plot by Secretary/Treasurer to embezzle town funds.

### Assistant Manager, Community Development Director, \_\_\_\_\_ Whitemarsh Township, Pennsylvania

1988 -1992

of

Whitemarsh Township, a suburban community adjacent to Philadelphia, with a population approximately 16,000.

- Responsible for zoning and code enforcement and administration.
- Reviewed all building and site plans for development
- Worked closely with the township engineer, planning commission and shade tree commission.
- Assisted the manager with administrative tasks , budget management, and personnel matters.

### Executive Director Warminster Heights Development Corporation, \_\_\_\_\_ Warminster, Pennsylvania

1986 -1988

Warminster Heights Development Corporation, a low to moderate -income housing development in Bucks County Pennsylvania.

- Responsible for the ongoing rehabilitation of this 750 -unit development with roads and sewage system.
- Applied for and administered federal state and local grants and well as private foundations, to fund project

# Charles Jacien – Curriculum Vitae

## Town Manager, Swoyersville, Pennsylvania

1984 -1986

Swoyersville Borough, in the northeast section of Pennsylvania, with a population of about 5,000.

- Responsible for budget development and management; code enforcement and administration
- Oversaw operations of police and public works including trash pickup and sewer disposal
- Appointed board member to a Landfill Authority and sat on the local Planning Commission
- Appointed financial manager of volunteer fire department.
- Secured federal, state and local grants for recreation improvements, road construction and new home development
- Successfully negotiated police employment contracts
- Developed and implemented balanced budgets.

## OTHER PROFESSIONAL EXPERIENCE:

Owner and Operator - Rudi's Lakeside Garden LLC, Lake Bomoseen Vermont

2002 -2008

Manager, Vermont Farmer's Market, Rutland Vermont

2003 -

2008

Supervisor, American Ski Corporation, Killington Vermont

1997 -

2002

Paralegal, Brodie & Rubinsky, Philadelphia Pennsylvania

1995 -

1997

## Personal and Professional References

Mr. Paul Eagen, Public Works Director, Castleton Vermont  
Phone: (802) 468-2459

Drew Pena, Manager, Bahama Bay Resort, Orlando FL.  
Phone: (877) 299-4481

Mr. John Haverstock, Pittsford VT City Manager  
Phone: (802) 483-6500

# Charles Jacien – Curriculum Vitae

Ms. Maryanne Goulete, West Rutland City Manager

## **Janice Allen Jackson**

1312 Cherry Avenue, Augusta, GA 30901

(704) 707-5114 (M)

Email: mljcmj@bellsouth.net

### **EDUCATION**

**Duke University, Durham, NC.** Institute of Policy Sciences and Public Affairs.  
A.M., Public Policy, Management concentration, May 1989.

**The College of William and Mary in Virginia, Williamsburg, VA.**  
B.A., Interdisciplinary Major in Public Policy, Minor in English, May 1985.

### **EXPERIENCE**

#### **Janice Allen Jackson and Associates, LLC.**

**Principal. August 2009 to the present.** Provides management consulting, leadership and organizational development, marketing, strategic planning, and project management services to clients in the local government, higher education, construction, and non-profit sectors. Primary client, Cautmica, LLC, experienced a 15-fold increase in revenue over a four year period. Contributing columnist to [www.QCityMetro.com](http://www.QCityMetro.com). Keynote speaker at various functions.

#### **Augusta, GA (population 200,000)**

**Administrator. November 2014 to April 2019.** Provided policy recommendations to Mayor and Board of Commissioners, oversaw all aspects of operations of the consolidated city/county, to include 2842 full-time employees, \$158M general fund budget, \$840M annual operating and capital budget for all funds. Accomplishments include budget surplus every year, significant improvements to infrastructure and public facilities via renewed Special Purpose Local Option Sales Tax, a new storm water utility, and Transportation Investment Act. Completed and implemented first compensation study since 1999. Upgraded pension benefits. Worked with state of Georgia to partially fund and construct new Nathan Deal Campus for Innovation and parking deck. Developed and implemented community and economic development activities, to include new multi-family housing, enhanced code enforcement by creating new demolition program. Fire Department designated as Class 1 by ISO. Built relationships with key stakeholders and the public. The Association County Commissioners of Georgia and *Georgia Trend* magazine designated Augusta/Richmond as a "County of Excellence" in 2017.

#### **Mecklenburg County, NC (population 870,000)**

**County Manager's Office. General Manager. February 2005 to May 2009.** As a member of the County's Executive Team, participated in development of recommended budget (\$1.4+ billion) and in setting direction for the organization (4,983 employees). Provided oversight and strategic leadership to the Community Health and Safety Focus Area Leadership

Team, encompassing the Departments of Social Services, Mental Health, Public Health, Community Support Services, Medical Examiner, MEDIC, and the Sheriff. Accomplishments include re-structuring and/or addition of resources to meet growing needs in public health, domestic violence, MEDIC (Emergency Medical Services), and veterans services; re-design of Youth and Family Services to implement a more family-centered practice, which led to our passing the 2007 federal Child and Family Services Review. Implementation of new programs and partnerships to reduce jail population, to improve outcomes for at-risk families, and to address chronic homelessness.

**Department of Social Services. Interim Director. January to July 2008.** Instituted bi-weekly communication with employees to encourage stability and build trust during the transition period; implemented transportation pilot program to reduce costs and improve customer service for Medicaid recipients; built partnerships with Area Mental Health to improve service delivery to adult wards and leverage parenting education resources.

**City of Albany, GA** (population 76,900)

**City Manager. February 1996 to December 2004.** Provided policy recommendations to Mayor and Board of City Commissioners, oversaw all aspects of city operations, directed 891 full-time employees in 13 departments, managed \$76 million budget. Accomplishments in organizational development, human resources and financial management, citizen involvement/public information, natural disaster management and recovery, disadvantaged business utilization, capital improvements, public safety, and downtown redevelopment. The Georgia Municipal Association designated Albany a "City of Excellence" in 2002.

**Assistant City Manager. January 1993 to February 1996.** Assisted City Manager in daily operations. Provided direction to staff as assigned, planned and directed projects, resolved employee and citizen complaints. Accomplishments include participation in the implementation of several grant-funded projects, such as the Pew Partnership for Civic Change, Community-Oriented Policing, AmeriCorps, and the federal Enterprise Community designation; re-organization of several departments; coordination of customer service planning for all departments; and serving as public information officer for the flood of 1994 and the tornado of 1995.

**Prince George's County, MD** (population 720,000)

**Department of Family Services. Program Manager, Infants and Toddlers Program. November 1990 to December 1992.** Established the program implementing Public Law 99-457. Coordinated provision of services to 480 developmentally delayed children through five agencies, and managed a \$614,000 budget. Developed interagency agreements; collected data; coordinated public awareness and personnel development; staffed the Interagency Coordinating Council; completed grant applications; served as liaison to state office; identified and filled gaps in services.

**Office of the County Executive. Assistant to the Deputy Chief Administrative Officer (DCAO). January to November 1990.** Assisted the DCAO in managing 11 human services departments. Analyzed various management and programmatic issues; served as liaison to departments; coordinated special projects; represented DCAO at meetings; wrote reports; reviewed and edited various documents, to include grant applications, proposals, etc.

**Office of Management and Budget. Public Management Intern. July 1989 to January 1990.** Assessed county programs; prepared analytical reports; chaired OMB Employee Incentive Award Committee. While assigned to Health Department, designed AIDS education program and policy guidelines for use by private employers.

**Mecklenburg County, NC (population 460,000)**

**County Manager's Office. Management Intern. May to August 1988.** Supported the Assistant County Manager for Operations. Participated in the development of the Solid Waste Management Plan; supervised move of human services agencies into new facility; assisted with grant applications.

**Central Richmond Association, Richmond, VA.**

**Assistant Director. June 1985 to April 1987.** Planned and coordinated monthly Downtown Forums, semi-annual symposia on downtown issues, and the annual meeting. Compiled and edited 73-page Downtown Data Book; provided staff support to committees of the Board of Directors; assisted in writing newsletters and press releases; made presentations to civic clubs on downtown issues.

## HONORS AND AWARDS

Named by *Georgia Trend* magazine as one of the 100 Most Influential Georgians of 1994-95

Recognized by numerous civic, neighborhood, and religious groups for outstanding professional service and leadership

## AFFILIATIONS

International City/County Managers Association  
Delta Sigma Theta Sorority, Inc., Diamond Life Member, Augusta Alumnae Chapter  
Good Shepherd Baptist Church, Vacation Bible School Instructor  
Rotary Club of Augusta, Program and Public Relations Committees  
CSRA Heart Walk Executive Leadership Team, American Heart Association

REFERENCES ARE AVAILABLE UPON REQUEST



Odis Jones  
117 Cavalier Cove  
Hutto, TX 78634  
(614) 749-2220

July 14, 2019

Dear Madame or Sir:

I have examined the position of City Manager and have enclosed my resume as the first step in exploring the possibility of employment.

I have several years of City Manager and Economic development experience as well as an excellent public finance and leadership acumen.

Additionally, I have a Master's Degree in Public Administration and I'm a collaborative manager and a seasoned consensus builder with outstanding interpersonal and communication skills with an excellent track record.

Finally, I am excited about this opportunity to serve such a fantastic organization and I look forward to hearing from you with respect to this excellent opportunity.

Should you have any questions, please feel free to contact me.

Sincerely,

Odis Jones



## ODIS JONES

117 Cavalier CV ▪ Hutto, TX 78634 ▪ OdisJones@gmail.com ▪ (614) 749-2220

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### EDUCATION:

MASTER of PUBLIC ADMINISTRATION DEGREE  
Western Michigan University 1997

BACHELOR OF SCIENCE DEGREE  
Central Michigan University 1994

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### PROFILE SUMMARY:

A Collaborative and results oriented executive with over 20 years of experience as a City Manager and Economic Development professional within suburban and urban complex local and state government organizations. Highly skilled in economic development, public utilities, budgeting, public finance and personnel management as well as an open style communication.

### WORK EXPERIENCE:

City Manager (CEO) 2016- Present  
**City of Hutto, TX**  
**Population: 35,000**

- Responsible for managing the day to day operations and affairs of this full service City (located Austin, TX metroplex) of which includes providing direction and oversight of all departments and ensuring that the policies of the City Council are implemented
- Established positive organizational relationships and open for business brand between local and regional stakeholders
- Successfully managed and implemented a community participatory process that led to the adoption of a new Comprehensive Strategic Plan that will guide the communities growth and focus
- Successfully negotiated and purchased a water system for the City that will produce enough water to guide the City's health & growth needs for the next 95 yrs.
- Recruited and expanded over 25 companies to the City generating more than \$2 billion dollars of private capital investment and 3,500 jobs
- Led the redevelopment of the Co-Op district into a mixed used lifestyle center of 500k sq. ft. of shops, restaurants and apartments
- Recruited Perfect Game/Major League Baseball recruiting network's National Headquarters to the City a development that will generate a \$200mm annual economic impact to the community along with generating a 150k hotel bid stays to the Austin, TX region
- Led the transformation of our Police Department to adopt the 21 Century Policing modality
- Successfully built and transitioned local government into a new City Hall & Police Headquarters

Chief Executive Officer (CEO) 2013-2016  
**Public Lighting Authority of Detroit**  
**Population: 700,000**

- Responsible for the day to day operations and the implementation of the policies of the Board of Directors including the preparation and management of a \$250mm budget
- Planned, organized and evaluated the work of all departments to ensure that operations and services comply with the policies and direction of the Board of Directors.
- Directed the development of the capital improvement plan budget for approval by the Board as well as monitored the implementation of adopted budgets.
- Facilitated internal and external communication throughout community as well as local, state and federal level of government.
- Performed financial and managerial analyses for the Board of Directors, Mayor, City Council and State Legislatures pertaining to progress and operations of Authority.

Executive Director of Economic Development  
**City of Cincinnati, Ohio**  
**Population: 301,000**

2012-2014

- Directed the City of Cincinnati's overall mission and method of Economic Development and stimulated an environment for growth, job creation, and economic vitality throughout the City.
- Provided reports, analysis and proposal recommendations to the Mayor and City Council for the approval of economic development deals.
- Worked with staff, community and City Council to adopt an Economic Development plan for City Neighborhoods and the Downtown. Including tax incentives, small business loans, bond financing programs, tax abatements as well as planning initiatives related to zoning and design overlays.
- Served as a member of City executive team managed a budget of \$53mm and a staff of 145 including the divisions of economic development, parking, building services and community development.

Director of Real Estate & Economic Development  
**State of New Jersey (NJEDA)**  
**Population: 8,875,000**

2008-2012

- Directed a strategy throughout the State of New Jersey to generate jobs utilizing a portfolio of small business loans, tax credits, and the sale/purchase of real estate as well as leading development projects including obtaining local governmental entitlements while managing corporate site selection processes and construction activity.
- Performed analysis and proposed economic development deals to the Board of Directors, Mayors/Councilmembers and the Governors Office.
- Established and maintained relationships with local Mayors, Councilmembers and State Legislatures while assisting Cities with developing economic development plans and business recruiting and retention strategies.
- Managed a 1.5 Billion dollars tax credit portfolio, Statewide Tax Increment Finance program and infrastructure investment fund as approved by the State legislature and Governor as well as a staff of 10 professionals operating throughout the State

Interim City Administrator  
**City of Keokuk, IA**  
**Population: 12,000**

11/2007-2/2008

- Directed the day to day operations of the local government including all City departments and budget of \$30mm reported directly to the Mayor
- Negotiated new bargaining agreements for Mayor & City Council approval
- Prepared and proposed an annual budget for the City Council adoption
- Restructured the organization to align with the Mayor & City Council budget policy

President/CEO  
**Columbus Urban Growth Corporation**  
**Population: 901,000**

2004-2007

- Directed the day to day operations of this redevelopment authority of the City of Columbus, OH reported directly to a 11 member Board of Directors and the Mayor of the City of Columbus while managing a staff of 35 and annual budget of \$12mm
- Led the development of 2 industrial parks within the center city area of the City as well as the redevelopment of Gowdy Field including the recruitment and attraction of Time Warner Mid-West corporate office to the City.

- Led the development of Affordable Housing projects within the Center City Areas of the City as well as the tax incentive and small business loan portfolio of the City targeting the Center City Area.
- Worked with neighborhood associations and the planning/zoning Board to adopt a Center City redevelopment plan.

Interim City Manager  
**City of Centralia, IL**  
**Population: 17,000**

1/2004-7/2004

- Directed the day to day operations of this full service City and all departments reported to the Mayor and City Council managed a budget of \$38mm and staff of 178.
- Restructured City staff and organization to eliminate City structured deficit including the outsourcing of waste collection and legal services
- Prepared and successfully proposed for adoption of City Council a new City budget
- Negotiated new bargaining contracts with three unions and hired a new Police Chief and Finance Director for the City with community and City Council input.
- Worked with City Council to prepare and adopt a new annexation policy and economic development strategy.

City Manager  
**City of Obetz, OH**  
**Population: 6,000**

2000-2004

- Provided oversight of all day to day operations of this full service City and departments reported directly to the Mayor and City Council while supervising a budget of \$15mm and a total staff of 112.
- Formulated a financial package which was used to plan and construct a New City Hall and Police Headquarters.
- Prepared and successfully proposed to City Council a new water/sewer rate structure that allowed for the implementation of a new service territory expansion and capital improvement plan.
- Worked with City Council to adopt a new comprehensive plan and economic development strategy that lead to the development a new CSX rail intermodal facility and 4 industrial parks.
- Directed the implementation of a new Information Technology system that improved Citywide auditing controls, reporting and customer service to the residence, Mayor and City Council

Special Projects Manager for City Manager  
**City of Battle Creek, MI**  
**Population: 55,000**

1995-2000

- Provided overall direction and management of projects assigned by the City Manager
- Implemented a model workforce development program called Breaking Through the Barriers
- Performed presentations, analysis and reports to City Council and Neighborhood Associations as to progress of summer activity budgets and plans
- Managed budget adoption community participatory program activity

**Reference Available Upon Request:**



# Joseph S. La Margo, MA, ICMA-CMC

16817 Sheridan's Trail, Orland Park, Illinois ▪ 708.277.3209 ▪ jlamargo1@gmail.com ▪ linkedin.com/in/joseph-la-margo/

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## City Manager

**Senior Leadership ▪ Strategic Planning ▪ Budget Management ▪ Team Building ▪ Fiscal Responsibility**

### *Professional Summary:*

- Offering 25 years of progressive experience and achievement developing and directing strategic operations and providing financial oversight for municipal, county, and state governments.
- Senior leadership experience that combines municipal and business acumen, extensive background in union relations, and expertise in budget development and oversight; excel at aligning core community, administrative, and growth goals.
- Solid history of success providing operational leadership, guiding strategic planning, directing capital projects, village board relations and inter-governmental affairs; lead efforts covering cost control and reduction for and management accountability for all village departments, with regard to personnel administration, economic development, and financial administration.

### *Areas of Expertise:*

- Executive Operations Management
  - Economic & Community Development
  - Budget Development & Management
  - Community & Union Relations
  - Economic Strategy & Analysis
  - Change Management
  - Process Improvements & Cost Reductions
  - Community Affairs & Public Information
  - Contract & Grant Administration
  - Performance Optimization
  - Relationship Building
  - Project Management
- 

## Career Achievements

- **Dutifully served Village of Orland Park for 13 years in various leadership roles;** village includes approximately 59K residents, 800K trade population, 650+ acres of public parklands, 100+ athletic facilities, 25K sq. ft. outdoor water park, a 90K sq. ft. sports recreation and fitness center, a 78K sq. ft. health and fitness center, and 28+ miles of walking/bicycle paths.
  - Maintained **AA1 Moody's rating and AA+ S&P rating while effectively managing \$148M annual budget;** successfully reduced expenses without raising property taxes or adversely affecting public services.
  - Championed development and creation of **strategic and business transformation plan that achieved unanimous village board approval;** realigned village's focus to become economically diversified tourist destination with hotels, medical centers, restaurants and entertainment venues.
  - Served as member of multi-municipality (six) managers group, **developing \$226M regional water system** featuring redundant water distribution across all user communities.
  - Earned reputation for **outstanding leadership skills** and rare combination of integrity, growth minded thinking, positivity, discipline, creativity, and enthusiasm from staff, village leaders, government officials, and local business owners.
  - Currently working towards Credentialed Manager Certification (2020) from **International City/County Management Association;** earned Lean Six Sigma Yellow Belt certification.
- 

## Professional Experience

**Village Manager | Interim Village Manager | Assistant Village Manager • 2015 – 2019**

Village of Orland Park – Orland Park, Illinois

Held bottom-line accountability for village operations and execution of strategic plan; directly supervised 289 full-time, 300 plus part-time, over 700 seasonal employees including five union groups. Directed critical tasks including developing programs, evaluating proposals, obtaining grants, and managing resources to benefit community while maintaining financial and economic viability. Closely collaborated with village board to implement policy directives with emphasis on cost reduction, program development, productivity improvements, and capital improvements. Delivered transformative leadership to senior directors across diverse range of departments including business information systems, development services, finance, human resources, parks and grounds, police, public works and recreation.

### **Key Contributions:**

- Earned series of promotions from **Deputy Village Clerk** (2006) to **Assistant Village Manager** (2015) and then to **Interim Village Manager** and **Village Manager** (2017); promoted to and served as **Public Information Officer** (2012 - 2018).
- Delivered sound financial direction concerning priority capital projects and managed lobbyist relationships to secure funding for major road and transportation projects, including U.S. Route 45 expansion along with county and state roads.

...continued...

# Joseph S. La Margo, MA, ICMA-CMC

jlamargo1@gmail.com ▪ 708.277.3209

Page 2 of 3

- Guided implementation of multiple technology projects including fully automated system for Development Services Dept. featuring paperless development review and real-time communication among builders and plan reviewers.
- Led implementation of early retirement incentive program that will generate \$8M in savings over next seven years; directly results in village reaching sustainable position for at least next five years.
- Made critical contributions to negotiation team that worked with Loyola Medicine for \$130M expansion of Palos Community Hospital, resulting in multi-million dollar savings by avoiding existing structure demolition.
- Effectively coordinated negotiated with Simon Mall and other taxing bodies after losing two major anchors to bring in Von Muear a major retailer; resulted in Simon investing nearly \$100M into mall, including AMC movie theater and \$6M outdoor park.
- Championed significant development projects, including TIF financing for new University of Chicago Medical Center location in downtown Orland Park, along with new Mariano's grocery store, \$14M parking garage and public/private partnership luxury apartment complex.
- Successfully negotiated private/public payoff for luxury apartment complex four years earlier than expected; directly led to village receiving approximately \$7M and reducing overall debt by nearly \$60M.
- Developed village's official federal and state agenda, and collaborated with legislators in General Assembly concerning village's legislative and regulatory priorities.
- Served as **Public Information Officer** from 2012 - 2018; held direct responsibility for managing electronic and print communications, website content, press releases, relations with all forms of media, and official response to citizen inquiries and complaints.
  - ✓ Oversaw and managed all facets of application process that earned village's first-ever U.S. Conference of Mayors City Livability Award.
  - ✓ Created and executed Energy Aggregation Program that achieved \$8M+ in electrical utility cost reductions for residents.
  - ✓ Increased civic engagement via telephone and virtual town hall meetings that received favorable media coverage by WBBM 780 News Radio, Chicago Tribune, and other outlets.

## **Deputy Village Clerk • 2006 – 2015**

Village of Orland Park – Orland Park, Illinois

Strengthened and supported village administrative and operational affairs, serving as acting village clerk in village clerk's absence. Held full accountability for preparing and certifying official legal documents and records concerning ordinances, resolutions and contracts, easements, deeds, and bonds. Led efforts to facilitate and administer scientific village-wide citizenry and business surveys to measure and assess citizen/community quality of life, services and connections. Managed key tasks involved with updating and maintaining the Land Development Code, along with original documents, petitions, notices and other facets of subdivision and land development files.

### **Key Contributions:**

- Oversaw creation of Citizens Information Center, earning first-ever 100% transparency rating for government agency by Illinois Policy Institute.
- Called upon to testify on transparency in government before Illinois General Assembly's Government Transparency Committee.

## **Chief Deputy Director, Department of Accounting Revenue | Deputy Internal Auditor | Budget Liaison to Chief of Staff • 1999 – 2006**

Illinois Secretary of State – Chicago, Illinois

Orchestrated 12 operating divisions responsible for collecting, auditing, and posting \$2B in revenue to state treasury. Directly managed 135 member team to audit Secretary of State facilities, banks and currency exchange vehicle sticker sales program. Sought out innovative improvements and implemented fresh processes for accounting functions. Oversaw multiple project schedules, financials, team evaluations, coaching, and training for department. Closely collaborated with various state government agencies to ensure accurate revenue collection.

### **Key Contributions:**

- Achieved series of promotions from **Budget Liaison** to the **Chief of Staff** to **Deputy Internal Auditor** (2001) and then to **Chief Deputy Director** (2003).
- Developed and implemented incident tracking database to report compliance issues and prioritize further audit activities resulting in significant efficiency and accuracy improvements.
- Created automated system to populate reporting of fees vs. taxes imposed by agency which resulted in \$60K error rate out of \$900M.

## Additional Experience

**Deputy Director, Dept. of Tax & Real Estate; Cook County Clerk**

Cook County Government – Chicago, Illinois

**Budget Analyst, Dept. of Budget & Management Services; Bureau of Finance**

Cook County Government – Chicago, Illinois

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## Community Activities

**Elected School Board President | Elected School Board Member • 2011 – 2015**

Orland School District 135 – Orland Park, Illinois

Adeptly served in elected position to provide leadership to Orland School District 135. Established and maintained vision and goals for district; held schools and staff accountable for results. Determined and implemented school policies and procedures. Gathered and analyzed cultural, educational, social and demographic data about community to guide local program development.

### **Key Contributions:**

- Created parent advisory boards for technology, food/wellness and special education.
  - Reduced millions of dollars in debt and established fund balance policy.
  - Established programs that increased taxpayer transparency and expanded district safety initiatives.
- 

## Education

**Senior Executive Institute, 2018**

University of Virginia – Charlottesville, Virginia

**Leadership, Education & Development Program, 2015**

University of Virginia – Charlottesville, Virginia

**Master of Arts in Organizational Leadership & Public Policy, 2010**

Lewis University – Romeoville, Illinois

**Bachelor of Business Administration - Concentration in Economics, 1993**

Loyola University – Chicago, Illinois

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## Professional Affiliations

International City/County Management Association

Illinois Association of Municipal Management Assistants

Illinois City/County Management Association

South Suburban Mayors & Managers Association

Illinois Municipal League

Will County Center for Economic Development

Orland Park Chamber of Commerce

Chicago Southland Visitors Bureau

South Suburban Anti-Bullying Coalition (Founding Member)

Illinois Secretary of State Audit Advisory Group (Past Member)





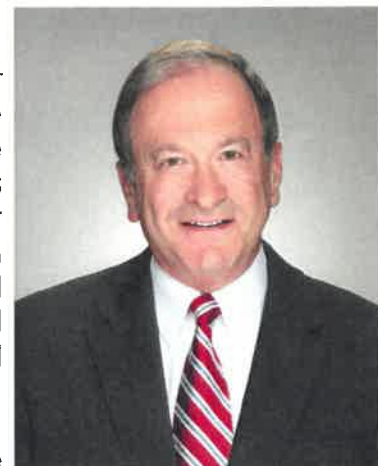
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**Howard S. Lazarus**  
**706 Indianola Avenue**  
**Ann Arbor, MI 48105**  
**512-745-5022/howardlazarus@mac.com**

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***Current Position: City Administrator, City of Ann Arbor, Michigan***

The Ann Arbor (A2) City government serves a resident population of over 120,000 and a daytime population of over 200,000. A2 is the host to the University of Michigan with an enrollment of over 40,000 students. The City is also home to the Washtenaw County government, and supports growing technology and health services sectors. It is a vibrant entertainment and hospitality center. City residents enjoy an exceptional quality of life, with abundant parks and recreational opportunities, low crime, walkable streets, and an expanding urban trail and bicycle network. The City is a transportation hub, providing regional transit services, access to Amtrak, and a general aviation airport.



The City government has a strength of ~1,000 full and part-time employees and a combined annual operating and capital budget of ~\$420 million. It provides a complete spectrum of municipal services under the City Administrator's direction. Financial Services addresses information technology, performance management, budget and finance, Customer Service, and tax assessment and collection. The Community Services area includes Planning, Permitting, Building and Rental Inspections, and Parks and Recreation. The Public Services area meets the City's infrastructure needs, including Transportation, Water/Wastewater, Stormwater Management, Energy/Environment, Urban Forestry, Engineering and Capital Project Delivery, Fleet Operations, Facilities Management, Airport Operations, and Solid Waste/Resource Recovery Management. Police, Fire, and Emergency Management provide traditional Safety Services. The Administrator also oversees the City Clerk's Office (including elections), Human Resources, Safety Office, Communications/Government Relations, and Sustainability and Innovations. The City Administrator's staff provides support and coordination to the Mayor and 10 City Council Members,

In addition to internal functions, the City Administrator supports and monitors the activities of the Housing Commission, the Employee Retirement System, the Downtown Development Authority, the Local Development Finance Authority, the Municipal/District Court, and the Ann Arbor Area Transit Authority. The Administrator also works closely with the Ann Arbor Public School System, the Economic Development Corporation, the University of Michigan, and numerous non-profit agencies.

***Previous Executive Experience***

|                         |   |
|-------------------------|---|
| August 2008 – June 2016 | Director, Public Works Department, City of Austin (TX)* |
| May 2000 – August 2008  | Vice President, Shaw Infrastructure                     |
| May 1996 – May 2000     | Director of Engineering, City of Newark (NJ)            |

\*Includes 10 months as an Interim Assistant City Manager

**Education**

Bachelor of Science, US Military Academy, West Point, NY  
Master of Science in Engineering, The Johns Hopkins University, Baltimore, MD  
Graduate, US Army Command and General Staff College, Fort Leavenworth, KS  
Graduate, Senior Executives in State and Local Government, Harvard University, Cambridge, MA

**Current Professional Affiliations**

American Public Works Association (APWA),  
International City/County Managers Association (ICMA)  
International Town Gown Association  
Michigan Municipal Executive Association

**Boards and Civic Association Membership/Participation**

Ann Arbor Downtown Development Authority Board of Directors  
Ann Arbor Economic Development Authority Board of Directors  
Ann Arbor Spark Executive Committee  
City of Ann Arbor Transportation Commission  
Michigan Leadership Alliance  
Michigan Municipal League Infrastructure Committee  
Michigan Municipal League Urban Core Committee  
Southern Shores Field Service Council, Boy Scouts of America  
University of Michigan Student Advisory Council  
Washtenaw Affordable Housing/Equity Leadership Group  
Washtenaw County Road Commission Project Subcommittee  
Washtenaw Housing Alliance Executive Board

**Military Service**

US Army Corps of Engineers Reserve, 1992 – 2000 (Retired)  
US Army Corps of Engineers Active Duty, 1978-1992

**Educational Faculty Experience**

Adjunct Faculty, St. Edwards University, Austin, TX, 2010-2014  
Adjunct Faculty, New Jersey Institute of Technology, Newark, NJ, 1999  
Associate Professor, US Military Academy, West Point, NY, 1987-1900  
Practice Resource, Ross Business School, University of Michigan, current

**Recent Awards and Recognition**

2013 – Top Ten Public Works Leaders, American Public Works Association  
2012 – Civil Engineer of the Year, Central Texas Chapter, American Society of Civil Engineers



# CHRISTIAAN RUDOLF LIEBENBERG, RPP, MCIP

liebenbe@ualberta.ca

## EDUCATION

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### **STELLENBOSCH UNIVERSITY**

Master of Town and Regional Planning

Bachelor of Arts Public Administration and Political Science

Stellenbosch, South Africa

December 2002

December 2000

## CURRENT EXPERIENCE

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### **The Summer Village of Sandy Beach, AB**

#### **Chief Administrative Officer**

November 2017 to present

Currently working as Chief Administrative Officer for a Summer Village in Lac Ste. Anne County region. I report to Council as the administrative head of the municipality providing strategic, operational and policy advice.

- Work with Council to help set vision of Municipality to ratepayers and employees.
- Deliver on strategic initiatives and priorities, as set out by Council and strategic plan.
- Ensure operations and budget align with strategic plan.
- General adherence and strong working knowledge of MGA.
- Performance of duties as outlined in Section 207 and 208 of the MGA.
- Performance of duties as detailed in municipal policies and bylaws.
- Attend Council Meetings and other board meetings and provide recommendations on behalf of Administration regarding operational matters.
- Build and develop strong working relationships with internal and external stakeholders.
- Participate and attend community events and activities, as required.

### **Operational Responsibilities**

- As a senior manager with direct reports I participate in the recruitment and selection process and conduct coaching and performance management of practically all staff.
- As a member of senior management, I participate in strategic planning, establishing department business goals and objectives and oversee/monitor results of department programs, services and legislated duties.
- Direct the preparation of the department strategic plan and budget to establish objectives that ensure the budget meets deliverable targets set out in the Municipal Strategic Plan.
- Provide reports and information on department services and attend meetings of the Council, Council Committees and Boards, as required.
- Direct the conducting of research related to bylaws, policies, management reports to ensure departmental bylaws are up-to-date.
- Make any necessary recommendations and adjustments to practices, operations, staffing, and positions.
- Organize and meet regularly with department staff to keep abreast of departmental operations and facilitate two-way information exchange and provide input for operational critique and improvements.
- Ensure departmental information is available to residents through a broad range of communication tools including newsletters, website / web page, and media releases.
- Ensure adherence to all applicable municipal policies and bylaws.
- Communicate with senior management, Council, colleagues, customers, external agencies, government, and vendors sincerely, clearly, tactfully, promptly and courteously; respond to inquiries and complaints promptly and professionally.
- Perform tasks, consistent with the position, including special projects and assignments, as may be required on an ad hoc basis, and as assigned by Council.
- Evaluate the effectiveness of the current OH&S policies, programs and resources to stated objectives of the department and review issues and make recommendations; as well as work with other senior management members to ensure appropriate workplace health and safety objectives are met.

## EMPLOYMENT HISTORY

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### **The Summer Village of Sunset Point, AB**

#### **Chief Administrative Officer**

Worked as Chief Administrative Officer for the Summer Village of Sunset Point.

Onoway, Alberta

January to June 2018

### **EAST PRAIRIE METIS SETTLEMENT, AB**

#### **Chief Administrative Officer**

Worked as Chief Administrative Officer for the East Prairie Metis Settlement.

High Prairie, Alberta

April to October 2017

|   |                     |                       |
|---|---------------------|-----------------------|
| <b>Olds College, AB</b><br>Instructor Rural Planning - School of Agribusiness, Land & Fashion |                     | July 2012 - June 2016 |
| <u>Career Development/Personal Opportunities</u>  |                     | June 2011 - June 2012 |
| <b>City of Calgary, AB</b><br>Community Planner - Development and Building Approvals          |                     | March 2009 - May 2011 |
| <b>United Kingdom</b><br>Development and Conservation Planner                                 |                     | Feb 2003 - Nov 2008   |
| <b>WEST WILTSHIRE DISTRICT COUNCIL</b>  | South East, England | Mar 2006 - Nov 2008   |
| <b>SEVENOAKS DISTRICT COUNCIL</b>   | South East, England | Aug 2004 - Feb 2006   |
| <b>LAMBETH BOROUGH COUNCIL</b>  | South East, England | Feb 2003 - July 2004  |

**CURRENT or COMPLETED PROJECTS**

|  |  |                     |
|--|--|---------------------|
| Sandy Beach <b>lagoon closure and discharge application</b> with Alberta Environment through Engineer Consultant                         |  | Jan 2018 to present |
| Sandy Beach <b>balanced operational budget adoption (\$900,000) and MSI Capital project submissions (\$250,000)</b>                      |  | 2018/2019           |
| Sandy Beach <b>IDP's and ICF's draft</b> and adoption completions by April 2020  |  | Nov 2017 ongoing    |
| Sunset Point submitted <b>Disaster Recovery Application</b> for the ice heave event January 2018   |  | Jan 2018            |
| East Prairie appointed as <b>Returning Officer Settlement Elections</b> October 2017 and the Northlands School Division Ward 4 elections |  | Oct 2017            |

**References**

*Available on request;*

Human Resources

Please accept my resume and cover letter expressing interest in the position as advertised.

I have a degree in public administration and town and regional planning from a recognized post-secondary educational institution and progressive senior managerial experience in local government. I have a good working knowledge of the MGA and are completing my Certified Local Government Manager (CLGM) Certification. As CAO I have strong skills in public policy and bylaw development with excellent communication skills including written, verbal, interpersonal, and presentation skills.

My work ethic evolves around effective problem solving and decision-making skills, implementing efficient organizational and time management skills whilst being comfortable managing many different priorities concurrently in a fast-paced environment. I do have a valid Class 5 Alberta drivers' licence and my education qualifications have been assessed and meet the Alberta levels of achievement. A full hard copy is available.

Sincerely,

Christiaan Rudolf Liebenberg  
403.763.7596 (cell)

# IQAS

## INTERNATIONAL QUALIFICATIONS ASSESSMENT SERVICE

9th Floor, 106 Street Building, 9942 - 106 Street, Edmonton, AB, Canada, T5K 2J5 Phone: (780) 427-2655 Fax (780) 422-9734  
Toll-free: Saskatchewan 1-800-999-3965, Northwest Territories 1-866-892-7057 [www.alberta.ca/IQAS](http://www.alberta.ca/IQAS)

Name: **LIEBENBERG, Christiaan**

File No: 177847

*All assessments are made using original documents unless otherwise indicated. Assessments are based on a standard methodology, which includes an examination of documents for authenticity, recognition of educational institutions, country educational profiles, and individual educational standing.*

### LEVELS OF ACHIEVEMENT OUTSIDE OF CANADA

South Africa:      **\*\* Bachelor of Arts (2000)**  
University of Stellenbosch  
Three-year undergraduate degree program

**\*\* Master of Town and Regional Planning (2002)**  
University of Stellenbosch  
Graduate degree program

**\*\*** *This evaluation was conducted using copies of the original documents certified by a Notary Public.*

### COMPARATIVE LEVELS OF ACHIEVEMENT IN CANADA

The Bachelor of Arts degree generally compares to the completion of a three-year Bachelor's degree.

The Master of Town and Regional Planning degree generally compares to the completion of a Master's degree.



International Qualifications  
Assessment Consultant



Jolanta Slaska  
Director

Date Completed: February 25, 2017



Government of  
Saskatchewan

TOUCH OR BREATH ON  
COLOUR SHOULD DISAPPEAR,  
THEN REAPPEAR.



# Christopher R. Lowden

*Address: 2801 NW 23<sup>rd</sup> Blvd, Apt x164, Gainesville, FL, 32605*

*Phone: (304)488-4917*

*Email: [Clowden4@gmail.com](mailto:Clowden4@gmail.com)*

## **Education:**

**Graduated from West Virginia University (Class of May 2019)**

**Bachelor's degree: Political Science**

- **Emphasis:** American Politics and Policy

- **Minor:** Communication Studies

**Note:** Political Science focuses heavily on technical analysis and writing ability.

## **Work Experience:**

**April 2018 – May 2019: Walmart – Nationally Certified Pharmacy Technician**  
Morgantown, WV - Left employment to move to Gainesville for Job Opportunities.

As a Pharmacy Technician I worked in a fast-paced environment with a team of technicians and pharmacists to efficiently receive, fill, and distribute medications. Technicians are in charge of ordering medications from vendors, handling issues with insurance companies, and performing all day to day operations of the pharmacy that do not involve medical judgement.

**June 2013 – August 2013: Camden Clark Memorial Hospital – Management Intern of CCPC (Camden Clark Physician Corporation)**  
Parkersburg, WV - Left position to go back to College.

As an intern, I effectively managed and participated in sections put under my care such as accounting and payroll and met with representatives and physicians looking to come under our management, with supervision by the head of CCPC.

## **Certifications**

CPhT – Nationally Certified Pharmacy Technician by the PTCB

## **Relevant Skills:**

- High Level Technical and Persuasive Writing Ability
- Proficient in all Microsoft Office Applications
- Experienced with Video Editing and Content Creation
- Excels at Coordinating Tasks Among a Team
- Works Well with Others in Leadership Roles
- Constructive Leadership
- Experience with Customer Service
- Able to Conduct Research and Write Detailed Analyses
- Engaging Public Speaking Ability
- Quick to pick up New Skills
- Works Well Under Pressure and Time Constraints
- Familiar with Financial and Budgetary Analyses
- Quick to Offer Valid Improvements to Policies when Deemed Appropriate





# TERRENCE **MARASCO**

260 S 500 E Apt 411, Salt Lake City, UT 84102 · 775.293.0189

**Tmarascoutah16@gmail.com**

· <https://www.linkedin.com/in/terry-marasco-6048048/>

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**Business Sector:** Ten years as a Senior Project manager (consultant, contract) developing Customer Contact Centers for banks (e.g., Wells Fargo) and online start-ups. Reported directly to CEOs and served with senior management teams. Developed forecasting/ projections with P&L responsibilities, purchased technology, hired and trained agents, worked with temporary agencies and FTEs, wrote scripts, hired managers. Developed multiple centers in 2 cities consecutively. One of my departments was awarded best customer service by the Boston Globe. Also, ten years of customer facing hospitality businesses. Customer focus is my expertise, remote and face-to-face. My tenure at eToys was awarded best customer service by the Boston Globe.

**Community Engagement:** Twelve years in NV and UT engaging communities, state, county, and city government elected officials and agencies on priority community issues (air quality, water quality and supply, education, economic development). Consult with community councils to engage development projects affecting their neighborhoods. Identify and coalesce individual and organizational stakeholders around specific issues then developing strategies for cooperation always including minorities and Native Americans, Content development for defining strategies regarding air quality and water issues. Collaborating with legislatures and governors where possible on solving societal problems. Media: Develop content and distill facts understanding around complex issues, market selection and placement, developing and targeting press releases.

## **EXPERIENCE**

**2017-CURRENT**

**CEO**

**SPRESSYRSELF.COM POLITAL ENAGAGEMENT WEBSITE FOR PROFESSIONALS**

**1995 – 2003**

**SR. PROJECT MANAGER, VARIOUS**

Served as a contract Sr. Project Manager developing contact centers for banks (e.g., Wells Fargo) and ten startups. After centers functional, I handed them off to managers who I hired.

**2004 – 2017**

**OWNER/MANAGER, SILVER JACK INN & LECTROLUX CAFE**

Purchased a motel and built a restaurant at Great Basin National Park. Rave journal and customer reviews

## EDUCATION

### **BA, JACKSONVILLE UNIVERSITY**

Education and history major, Deans List

### **MASTER'S IN TEACHING, OAKLAND UNIVERSITY**

GPA 3.8

### **COURSEWORK AND SUPERINTENDENCY INTERNSHIP, CLARK-ATLANTA UNIVERSITY,**

Educational Doctorate Program, Major - Public Administration

## SKILLS

- Problem-solver who acts decisively and gains consensus, when appropriate, to make changes
- Effective navigating unproven, unprecedented, fast-paced, and risk prone business and political environments
- Media Management
- Productivity and efficiency  
Improvements and benchmarks
- Manage functional and technical teams at multiple operational units in separate locations
- Identify and coalesce individual and organizational stakeholders around specific issues then developing strategies for cooperation
- **Microsoft Office** (Word, Excel, PowerPoint, Access, Outlook), Skype, Slack, FB, Twitter

## Volunteer Commitments

Current – Board member Central City Neighborhood Council, Salt Lake City, Utah

Coordinator Utah Clean Air Alliance ('08-12)

Interim Director Utah Moms for Clean Air ('10-12)

Co-Founder and Member Utah Governor's Clean Air Action Team ('10-12) representing Utah Moms for Clean Air [http://www.utah.gov/governor/news\\_media/article.html?article=9409](http://www.utah.gov/governor/news_media/article.html?article=9409)

Volunteer Tutor Salt Lake County Metro Jail 3/17-9/18

Member, Strategic Planning Committee, Water Symposium (Feb 2011), University of Utah

Community Activist – lobbied in the Utah legislature advocating clean air and water ('06-current)

Panelist – University of Utah Debate Society [http://www.debate.utah.edu/?page\\_id=489](http://www.debate.utah.edu/?page_id=489)

## Partial References

**Peter Carroon**, former Salt Lake County Mayor, Utah (2005-13): "Terry cares deeply about Utah and has worked diligently and with determination on important issues that affect our state. Terry knows how to bring together community members to advocate on issues. He also knows how to reach out to the press and clearly articulate the facts surrounding an issue."

**Jackie Biskupski**, Former Utah State Representative (1999-2011), and current Mayor of Salt Lake City, UT, 801.535.7704: "I have spent a great deal of time working with Terry Marasco and watched him develop his professional skills over the years on Capitol Hill when I was a legislator. Without question, Terry has played a significant leadership role in affecting legislation in Utah and Nevada. His vision

and initiative-taking style have created excellent working relationships and trust in his testimony. Had the pleasure of experiencing Terry's ability to motivate and recruit others to participate in his vision and efforts, it is truly remarkable. He has worked in tough environments that are extremely challenging, but Terry's innovative style and dynamic management skills lead him and those he collaborates with to a path of success. Terry's intuition is on point when it comes to envisioning the potential of a complex issue. With ease he sees the big picture and how his work product must and will serve those he partners with. Very enthusiastic in my endorsement of his endeavor to continue to affect change."

**Dorothy P. Owen**, Chair, Westpointe Community Council in Salt Lake City, 801.503.7850, dorothy.owen@q.com "Mr. Marasco is a true "Renaissance man" with a surprising diversity of experiences, skills, and talents all tied together with persistence and passion. His network of contacts is truly amazing, and his knowledge and perspective has been incredibly helpful to me in guiding the Westpointe Community on critical education and air quality issues on the west side of Salt Lake City".

### **Select Publications**

<http://www.sltrib.com/opinion/3879845-155/op-ed-environmentalists-owe-a-debt-to>

<http://www.sltrib.com/opinion/5216031-155/op-ed-local-officials-need-to-learn>

<http://www.deseretnews.com/article/705357131/Education-systems-still-failing-in-responsibility-to-minority-kids.html?pg=all>

Donald Wilhite with Terry Marasco: "**Drought Management in a Changing West: New Directions for Water Policy**", DIANE Publishing Company, 1995.



**LOUIS B. MARTINEZ**

**Phone 505-604-6104; E-mail: [bigdbigr@hotmail.com](mailto:bigdbigr@hotmail.com)**

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## **EDUCATION**

**1976 B.A., Geology, Distributed Minor, Chemistry, Math, Physics, University of New Mexico (UNM).** Attended New Mexico Institute of Mining and Technology (1975).

**2009 Master's Water Resources, University of New Mexico**

***Graduate Courses Completed-*** Public Financial Administration, Public Budgeting, Organizational Behavior and Institutional Development, Human Resource Management, Water Law 547 (UNM Law School), Water Resources (WR) 571, 572, 573 and Natural Resource Economics 542, WR 576- Hydrology, WR 551 and Civil Engineering (CE) 547- GIS/Water Resources and CE- Water Reuse; WR 598 Professional Paper

## **PROFESSIONAL EXPERIENCE**

**2017-Pres.** Newport News, Virginia, [Waterworks Director for Newport News \(a Regional Water Utility\)](#)

Currently, I serve as the ***Director of Waterworks***. The Newport News Waterworks Department (Waterworks) operates a City-owned, yet considered a Regional Water System, that serves a population of more than 410,000 people and 134,000 connections/water meters, 11,000 fire hydrants, 1750 miles of transmission and distribution pipeline in five localities on the Virginia Peninsula. The localities include Hampton, Newport News, and Poquoson, as well as, York County, and part of James City County. As Director, under limited supervision, I am responsible for the administration and management of the public water supply system which includes significant surface water (major rivers and tributaries), potable and brackish groundwater and reservoir sources; five reservoirs/ hardened and earthen dams, (Little Creek, Diascund, Skiffe's Creek, Harwoods Mill, Lee Hall), two surface water plants (Lee Hall and Harwoods Mill- joint capacity - 84 MGD), a desalination plant and a brackish ground water well (RO Treatment) system. (see attached 2017 Newport News Annual Report)

The Waterworks Department has budget just over \$93 Million with over 350 Full Time Employees (FTE's) who are divided into 8 basic divisions. These Divisions (est. 2018 Budget) include:

The Director's Office, 14 FTEs /and 4 Office of Strategic Planning and Innovation (\$1.35 million), Distribution 112 FTEs (\$8.7 million); Facilities (primarily water treatment plants), 73 FTEs (\$13.7 million); Enterprise (customer service, billing, meter reading (but headed to remote turn on/ turn off- AMI system), accounting, (\$4.5 million); Information Technology, 25 FTEs (\$5 million); Natural Resources (entails management of 13,000 acres of watershed properties, perform forestry activities, 25 FTEs, (\$1.3 million); Environmental Compliance/ Asset Management/CIP, new division 7 -9 FTE's, (\$1.0) million.

Recent accomplishments, achievements and peer comparisons include: Cultural Changes to institutionalize/ requiring formal business processes for Tracking, Capturing Impacts to Utility Ratepayers/ Customers, internal changes to institute Comprehensive Asset Management Planning/ CIP programs, \$16,000,000 Dam Renewal, new Laboratory Information Management System (LIMS), new software (SAP) for our billing system, new Online Portal for billing/water demand tracking (40,000 online users), Significantly reduced call wait times to under 90 seconds, Embracing Technology with selection and implementation of Advanced Meter Infrastructure (\$50 million) est. completion 2023, Implementation of Comprehensive Asset Management Plan / Business Model (100 year)- incorporating Project Risk Evaluation, Business intelligence /Dashboards, Engineering and Agency Consciousness with respect to Environmental, Economic and Social Concerns (Triple Bottom Line concept). We have just completed an RFP process with the goal to replace an antiquated mainframe work order system with a new/modernized

work order and management control system (CMMS- computerized materials management system). Our peer comparison using independent- JD Power Customer Scores have steadily increased from high 600's (2016) to 733 (2019) showing some of the highest overall score in our region. In the 2019 JD Power survey ranks our leak per mile ratio (metric) among 8th best in the Nation when compared to systems over 400,000 population. (see attached 2017 Newport News Annual Report)

**2015-2017.** Lake Havasu City, *Director of Operations and Maintenance* (formerly known as Public Works Director). Responsible for Directing and Administering 3 major Divisions --- Water, Wastewater, and Maintenance Service Division (Streets, Traffic, Vehicle Maintenance/Fleet and Parks) along with 3 minor Divisions- Aviation (Airport), Transit/Transportation (5310; Disabled, Veterans and Senior bus system), Technical Services and Water Conservation. These divisions provide services to a municipal population hovering just over 50,000 and with an additional estimated winter 'snowbird' population ranging between 14,000 and 20,000.

- Directs and Supervises staff of over 140 FTE's and 40 PT with a budget in of approximately \$44+ million that includes: assigning and reviewing work, ensuring staff are trained, evaluating performance, handling disciplinary actions and making hiring and termination recommendations.
- Budget Preparation for each of the 6 Divisions and presents the departmental budget to the City Manager and City Council and monitors departmental expenditures.
- Plans, organizes, develops and evaluates departmental programs and/or activities to include: establishing priorities, determining rates, fees and charges; and, determining the need and feasibility of new programs and/or services.
- Develops and enforces policies and procedures; establishes goals and standards; ensures compliance with laws and regulations.
- Oversees the preparation of department reports such as status reports, short and long range plans and monthly and annual reports.
- Participates in meetings and ensures department's and City's interests are represented.
- Serves as a liaison between the department and the City Council, City Manager or outside agencies.
- Provides technical advice and direction in area of expertise.
- Performs contract management to include: negotiating contracts, preparing contracts and making or receiving payments.

**1998-2000 and 2000–2015.** Albuquerque/Bernalillo County Water Utility Authority (formerly City of Albuquerque- Water Department), Albuquerque, NM. *Assistant Division Manager*, Wastewater Utility Division. Moved from the Assistant Manager of the Wastewater Utility Division (WWUD) to a newly created position of Infrastructure Sr. Asset Manager, Engineering and Planning Division, Water Utility Department.

The WWUD is, in essence, an Environmental and Public Health Agency, charged with reducing the threat from waterborne diseases and human waste bio-solids through 'state of the art' water reclamation. The WWUD services the communities of Albuquerque, Los Ranchos, Tijeras, parts of Sandoval and Bernalillo Counties with a combined population over 500,000. As Assistant Division Manager of the WWUD, the primary duty was to assist the Division Manager, in directing and administering the division with over 200 engineers, scientists, computer scientists/information managers, administrative support personnel, laboratory technicians, and skilled "blue collar" personnel. The annual budget for the WWUD is approximately \$60 million. The Assistant Manager is responsible / accountable for the Capital Improvement Program (CIP) for the WWUD; assists in coordinating activities with other City divisions, departments and outside agencies including the US Environmental Protection Agency (USEPA). The

WWUD operates the City of Albuquerque's Southside Water Reclamation Plant (SWRP) with capital improvements and collection system valued at approximately \$500 million.

**Infrastructure Sr. Asset Manager**- Responsible for creation and development of a 'Comprehensive Asset Management Program' to manage the existing \$5 billion in Water Utility assets more effectively and plan for future needs and make recommendations to the Albuquerque/ Bernalillo County Water Authority. Asset Management is delivered through a specified level of service to customers at an optimal life-cycle cost with a strategy that ensures long-term sustainability of public assets- above and below ground. Duties include the creation of Strategic Goals developed in concert with specified service levels institutionalized into three major elements- - Infrastructure Plan, Business Plan and Financial Plan. Responsible for ensuring that these plans are fully implemented, goals are achieved, and the plan(s) responds to needs and demands of key stake-holders, including customers, regulators, and elected officials. The program and plan involves compiling, designing and integrating the following:

- 1.) Asset inventory and valuation,
- 2.) Modeling and capacity analysis,
- 3.) Preventive and corrective maintenance strategies,
- 4.) Renewal and replacement criteria and
- 5.) Rehabilitation programs and
- 6.) Decision support tools.

Additional responsibilities have included reviewing, recommending approval and monitoring of ongoing engineering projects. While with the WWUD, the utility completed – under budget the construction of a \$65 million Biological Nitrogen Removal facility. Other duties included assisting the Division Manager in the preparation and administration of the WWUD \$14.5 million annual 'operation budget'. Served as Project Manager for the WWUD Master Plan 2000-2020. Prepared the contractor agreement and worked to implement the finished portions of the Master Plan. The plan identified the needs for infrastructure (estimates between \$250 and \$500 million) such as plant expansion, rehabilitation, maintenance, instrumentation, computerization/automation, as well as construction for expanded sewer collection and rehabilitation of interceptors and small diameter pipe. The project called for a significant public participation/outreach element to citizens, neighborhood associations, environmental groups, as well as, developers, Native American Pueblos, local, State and Federal Agencies. The development of the plan period was 2 years and budgeted for \$972,000. Other areas of responsibility are categorized as Strategic Planning- Monitoring the External Environment, Establishing Vision and Mission, Organizational Strategy, Setting Goals and Targets, Developing the Capital Improvement Decade Plan.

In addition, the Assistant Division Manager, was responsible to Review / Identify 'Engineering Services Needs', Monitoring Systems Performance, Rate Making for Utility, Procuring Goods and Services, Assist in Development of an Environmental Management Strategy, Conducting Risk Management Plan/Program and Emergency Response Programs (Chlorine/SO2 Facilities). Also supported the Division Manager to 'Measure Agency Performance' and adopted the "Best Management Practices". Other work assignments included Co-Project Manager for Water and Wastewater development of the City Utility's 'Vulnerability Assessment' and Emergency Preparedness Plan(s). Certified under the Sandia National Laboratory RAM-W (Risk Assessment Methodology- Water) and a Certified Trainer for 'NBC [Nuclear, Biological and Chemical] Domestic Preparedness- Responder Awareness Course'

2004 New Mexico State Senate, Santa Fe, NM, **Committees' Committee Secretary/Committee Bill Analyst**. Served as the Committees' Committee Secretary/ Committee Bill Analyst under direct supervision of the NM Senate President Pro-Tempore. The Committees' Committee Secretary daily duties included preparation (and custodian) of the official chronologic recording of all Senate Committees' Committee attendance, motions on bills, voting and other matters. Membership on the committee is primarily comprised of the Senate Leadership of the Democrat and Republican parties. During 'even' years the Senate



convenes for 30 days to deal with state budget matters and meets for 60 days during odd years and may consider any type of bill. The Committees' Committee, a standing committee, primarily operates in the 'even' years to determine the Constitutional Germaneness and make committee hearing referrals of all Senate Bills during a short session. In a short legislative session bills introduced are restricted to three categories 1.) State appropriations, budgets and revenues 2.) Special Messages of the NM Governor (Executive) sent to the Legislature, and 3.) Bills vetoed by the Governor in the last legislative regular session. The Committee Secretary organizes, coordinates and types committee papers, compiles staff recommendations for bill appropriateness, receives and transmits communication to and from Senators, acts as official channel for non members to committee and delivers agendas for meetings as well as serving as custodian of the records for meetings held, all NM Senate 'Executive' Messages, and NM House 'Executive' Messages. In addition, the Committee Secretary is responsible for typing all committee reports for each bill as it is reported out of the Committees' Committee to the Senate as they meet in full session. For the 2004 Legislative Session approximate 600 bills were heard and reviewed in committee, committee actions recorded then reported out to the Senate Floor for full senate approval / concurrence. The 'Secretary' also coordinates research with Legislative Council Analysts regarding bill intent and Attorney General's guidance documents, administrative instructions and 'AG Opinions'.

**2000** Bernalillo County Treasurer's Office (Treasurer), Albuquerque, NM, Deputy Treasurer. While on 'loan' from the City of Albuquerque to County, served in the appointed position of Deputy Treasurer. The primary responsibility of the Deputy Treasurer was to account for all revenues collected for the 12 taxing agencies within the boundaries of Bernalillo County, provide cash management for Bernalillo County, and invest the over \$400 million in Treasurer accounts/instruments. Other duties included assisting the Treasurer in directing and managing the office staff of 30 accountants, accounting technicians, tax researchers, data base/computer managers, cash managers, cashiers, and administrative personnel. Assisted the Treasurer in carrying out the statutory financial reporting mandates of the Treasurer's Office. In the absence of the Treasurer, 'acted' as Investment Officer for the County responsible for timely re-investment of millions in numerous investment structures such as US Treasury Bills, Flex- Repurchase Agreements, the NM State Investment Pool, and other guaranteed deposits. As property tax agent for the City of Albuquerque, Technical Vocational Institute/College, Albuquerque Public Schools and several other taxing entities, we collected their property taxes, temporarily invested their money, and made monthly cash distributions to them.

**1998-2000** City of Albuquerque, Albuquerque, NM. Assistant Division Manager, Wastewater Utility Division. (See job description above)

**1997-1998** City of Albuquerque, Albuquerque, NM. **Quality Assurance Specialist, General Services Department / Solid Waste Department**. Temporary position performed quality assurance functions for the Department. Monitored residential and commercial truck drivers during waste pick ups and delivery to transfer stations and landfill. Developed / monitored collection and disposal policies to comply with landfill environmental and safety regulations.

**1987-LRL Sciences, Inc., Albuquerque, NM. President**. Responsible for vision, mission, development and operation of this environmental engineering company. Managed and directed a staff ranging in size from 4-15 engineers, biologists, geologists, hydrologists, and administrative staff. The work included contract management of several federal (USEPA, US Army Corps of Engineers, US Department of Agriculture, and US Department of Transportation (DOT)), state and private contracts for environmental evaluation and regulatory compliance. A few of those projects were the development of Water Pipeline Construction- Environmental Assessment, Patoka Lake, IN, an 'Off Road Vehicle Management Plan', Holloman Air Force Base, and a RCRA Facility Investigation and Risk (Health) Assessment for the US Army Corps of Engineers at Cannon Air Force Base. The work for DOT involved a national survey of underground natural gas storage facilities in support of a National Transportation Safety Board investigation. During his almost 10 years at the helm of the company the company grew from \$2000 in

annual sales to over \$375,000. While President of LRL, procured the companies first million dollar multi-year contract with USEPA for preparation of its Environmental Justice Annual Draft Report.

### **BOARDS AND COMMISSIONS**

- 2013-2017 State of New Mexico Public Employees Retirement Board (Trustee), Statewide Election, 4yr. Term (Fund currently (2014) totals over \$14 Billion)
- 2007-2009 UNM Athletic Council (Faculty/Senate Committee) Graduate Student Member/ Liaison to UNM Baseball (2007-2008); Liaison to Men's & Women's Golf (2008-2009)
- 2008-2009 UNM Graduate & Professional Student Association; Finance Chairman;
- 2007-2008 UNM Graduate & Professional Student Association: Lobby Committee Member
- 2007-2008 Rio Rancho High School, Parent Advisory Board Member (elected at-large)
- 1997-2002 Pack 12- Cub Scout Den Leader/Webelo Leader
- 1998-2002 Bernalillo County Environmental Gross Receipts Tax Board, Board Member
- 1994-1995 State of New Mexico, Board Member; NM Governor Bruce King's At Large Appointee, "Super Information Highway" (NM National Information Infrastructure Task Force)
- 1988-1991 City of Albuquerque, Board Member, Vice Chairman; Transit Advisory Board
- 1986 State of New Mexico, Commissioner; NM Coal Surface Mining Commission
- 1984 State of New Mexico, Commissioner; NM Oil and Gas Commission (State Land Office- Commissioner's Designee to the 3 member board)
- 1984 US Department of the Interior/State of NM; Ex-Officio Member / Representing Governor of State of NM- Regional Coal Team
- 1992-1993 Taylor Ranch Neighborhood Association, Board Member (elected at-large)
- 1987-1988 Villa De Paz Neighborhood Association, Board Member (elected at-large)

### **AFFILIATIONS / PROFESSIONAL ORGANIZATIONS**

American Water Works Association (AWWA), Member/ Asset Management Committee  
Arizona Public Works Association  
Albuquerque Geological Society, Vice- President, (2010- present)  
Association of Water Professionals (AWP)/ Student Member  
Water Environment Federation (WEF)  
NM Geological Society - - Past President (1990), Past Vice-President, Past Secretary  
NM Hazardous Waste Society- Member (1987-1993)  
American Association of Petroleum Geologists (AAPG) - Past Member  
Geological Society of America (GSA) - Past Member  
Government Financial Officers Association (GFOA)

### **PUBLICATIONS**

Arnold, E.C. and others, 1977, New Mexico's Energy Resources, '76 Annual Report of the Office of the State Geologist: NM Bureau of Mines & Mineral Resources, Circ. 148.  
Arnold, E.C. and others, 1978, New Mexico's Energy Resources, '77 Annual Report of the Office of the State Geologist: NM Bureau of Mines and Mineral Resources, Circular 167.  
Fasset, J.E., editor, Oil and Gas Fields of the Four Corners Area, Vol. II, "Stratigraphy & Oil and Gas Production New Mexico (Northwest)": Four Corners Geological Society, 1978.  
Arnold, E.C. and others, 1979, New Mexico's Energy Resources, '79 Annual Report of the Bureau of Geology, Mining and Minerals Division (MMD), NM Energy and Minerals Dept. (NMEMD): NM Bureau of Mines & Mineral Resources, Circular 172.  
Arnold, E.C. and Hill, J.M., compilers, NM Energy Resources, '80 Annual Report of the Bureau of Geology, MMD, NMED: NM Bureau of Mines & Mineral Resources, Circular 181.  
Ewing, A. and Martinez, Louis, Compilers/Co-Authors, 'Sustainable Water Development for the Village of Nueva Vida, Honduras', UNM Water Resources Department, 6/2002

### **UNPUBLISHED- Short Titles and Presentations**

Martinez, Louis, "Armored America" - - Enhancing Water and Wastewater Infrastructure Security, 1/2003, Draft  
Martinez, Louis, "Conflicts between the Endangered Species Act and State Water Law: How can they be resolved?",  
Water Law Final Paper, 5/09/01  
Martinez, Louis, "Stella Model Simulation: Predictive Economic and Physical Responses to Water Resources of the  
Middle Rio Grande", May, 2002

### **MASTER'S SUBMISSION & ACCEPTANCE**

Martinez, Louis, "**Utility Response to Drought- Business of Water Management Practices and Function in  
View of Decreased Consumption**", Professional Paper submitted to UNM in partial requirement for Master's of  
Water Resources. June/2009



## **OBJECTIVE**

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To serve in a challenging position utilizing the skills accumulated through both academic study and professional practice.

## **EDUCATION**

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### **-Bachelor of Political Science,**

Mississippi State University Starkville, MS May 2009

### **-Associates of Arts**

Meridian Community College Meridian, MS May 2006

East Central Community College Decatur, MS August 2005 - December 2006

## **RELEVANT EXPERIENCE**

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### **City of Meridian-Government, Meridian, MS 06/2015 - Present**

#### *Chief Administrative Officer*

- Assists in developing and implementation of long term and short range goals for municipal departments.
- Communicates to the public situational relevant municipal policies and procedures.
- Serves as liaison to state and federal departments as well as local, state, and congressional delegations.

### **City of Meridian-Government, Meridian, MS 07/2013 – 06/2015**

#### *Assistant to the Mayor*

- Collaborated with senior staff to develop and implement policy utilizing multidimensional approaches.
- Coordinated staff efforts to execute effective public relations strategy for the City.
- Spearheaded multilateral research efforts for special projects, personnel issues, and litigation.

### **Digital Opportunity Trust, Meridian Public School District, Meridian, MS 05/2012 - 02/2013**

#### *Instructor, Technology Integration*

- Facilitated the integration of technology into instructor presentations for multi-stem learning experiences.
- Instructed teachers on new techniques and advancements of incorporating multimedia in the classroom.
- Presented to elected officials to demonstrate the possibilities of incorporating a 21<sup>st</sup> Century classroom.

### **McReynolds-Couvillion Construction & Land Development, Starkville, MS 08/2006 – 05/2012**

#### *Project Manager*

- Management of contractors throughout life cycle of commercial and residential projects.
- Developed courses of action that increased revenue and efficiency in logistics and production.
- Provided clients with development updates, project specifications, and anticipated time lines.

## **APPOINTMENTS AND PROJECTS**

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- NRN Steering Committee Member, Appointed by White House Facilitator of (SC2) David Eichenthal
- Development and management of the City of Meridian's \$57,000,000.00 Budget
- Headed the 2013 Bland Transition Team and the development of the City of Meridian Master Plan

## **REFERENCES**

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- Col. Michael "Mike" McGrevey, Ph.D, *Dep. Director MS Dev. Authority - (C) - 601.479.8310*
- Keith Heard, *Former Chief of Staff to U.S. Senator Thad Cochran - (C) - 202.251.0435*
- Marty Davidson, *Southern Pipe & Supply CEO – (C) – 601.479.2567*

# James McGuire

6835 Coronado Avenue, Dallas, Texas 75214  
972.653.2469 | mcguirejb@gmail.com



## EXPERIENCE

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### **Director, Environmental Quality & Sustainability, City of Dallas** 2016 – Current

- Establishing Dallas as a leader in environment/equity while receiving highest possible “exceptional” performance review.
- Successfully formed new department during FY18/19 by bringing together environmental functions into a 100-person department with a total annual budget of \$14 million.
- Currently directing region’s first comprehensive environmental and climate planning effort.
- Responsible for implementing and updating Zero Waste Plan and Water Conservation Plan to meet sustainability goals.
- Improving air quality through strategy that led to 68% reduction in municipal emissions despite significant growth.
- Overhauling City’s performance management and management systems for environment/quality/safety.
- Currently leading strategic initiatives related to smart cities, redevelopment, urban canopy, and food systems.
- Piloting City’s first “equity in budgeting” effort for FY19/20.
- Led April 2019 adoption of Dallas Green Energy Policy.
- Led development and implementation of *Resilient Dallas* plan including groundbreaking, privately funded public health project to reduce absenteeism in high-poverty Dallas schools.

### **Senior Assistant City Attorney, Dallas City Attorney’s Office** 2011-2016

- Acted as general counsel for Dallas Water Utilities (serving 2.4 million Texans) while supervising and providing guidance for other attorneys, paralegals, and legal assistants.
- Primary responsibility for contract negotiation, regulatory and policy issues, negotiation of water rights, and compliance.
- Provided general oversight for all environmental aspects of municipal litigation, transactions, and enforcement docket.

### **Attorney, Locke Lord Bissell & Liddell LLP – Dallas, Texas** 2006-2011

- Represented large nationwide corporate clients in complex redevelopment projects and corporate transactions.
- Advised governmental entities on policy issues and compliance with federal and state environmental laws for transportation and other infrastructure projects.

## EDUCATION

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**Emory University School of Law**  
**Atlanta, Georgia**  
*J.D.*

### **The University of Texas at Austin**

*M.S. Geological Sciences*

Completed thesis on geology & geochemistry of mining district in Montana while receiving Banks Fellowship, Vargas Presidential Scholarship, and Dean’s Excellence Award

### **Duke University**

**Durham, North Carolina**

*B.S. Earth & Ocean Sciences, with Highest Honors*

*B.A. English*

Received Laska Award for top graduating geologist

## PROFESSIONAL PROFILE

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Member, International City/County Management Association (ICMA)

Executive leadership training in Climate Change and Energy at Harvard University’s Kennedy School of Government

Municipal executive equity training by Government Alliance for Racial Equity (GARE)

Frequent presenter to elected officials and professional groups on municipal operations and planning

Admitted to practice law in Texas

## OUTSIDE THE OFFICE

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Husband and father

Community volunteer

Hiking, camping, and nature

Scuba diving

**SUMMARY RESUME'**  
**JARVIS DARNELL MIDDLETON**  
 395 Pasto Circle Palm Bay, Florida 32908  
 Ph. (404) 312-8641 jdmiddle52@gmail.com

**EDUCATION:** Massachusetts Institute of Technology Cambridge, Massachusetts  
 S.B. in Civil Engineering - 1974 S.M. in Civil Engineering - 1976  
 Georgia State University Atlanta, Georgia M.B.A. in Finance - 1983  
 Attended School of Law 1985 - 1987 (completed 6 quarters of a 15 quarter part-time program)

**REGISTRATION:** Professional Engineer - Georgia #11729 Florida #83817

**RELEVANT PROFESSIONAL PUBLIC SECTOR EXPERIENCE:**

|                            |   |  |
|----------------------------|---|--|
| March 2016 - Feb 2019      | Director of Public Works<br>City of Palm Bay, Florida                                       | <i>Directed activities of 130<br/>member multi-disciplined staff</i>                   |
| January 2012 - June 2015   | Deputy County Manager/Public Works<br>Bernalillo County<br>Albuquerque New Mexico           | <i>Managed multi-disciplined<br/>operational City Department<br/>330 person staff</i>  |
| June 1990 - Present        | Principal<br>Middleton Consulting   | <i>Civil and Environmental<br/>Consulting Engineering</i>                              |
| December 2004 - Sept.2008  | Director<br>Public Works - Utilities<br>City of Woodstock, Georgia                          | <i>Managed multi-disciplined<br/>operational City Department<br/>30 person staff</i>   |
| July 1997 - September 1998 | Commissioner<br>Department of Public Works<br>City of Atlanta, Georgia                      | <i>Managed multi-disciplined<br/>operational City Department<br/>1600 person staff</i> |
| December 1993 - July 1997  | Director<br>Engineering/Public Works<br>City of Alpharetta, Georgia                         | <i>Managed multi-disciplined<br/>operational City Department<br/>55 person staff</i>   |
| February 1989 - May 1990   | Director, Solid Waste Department<br>Cobb County Marietta, Georgia                           | <i>Directed activities of 80<br/>member multi-disciplined staff</i>                    |
| Sept 1987 - February 1989  | Director of Public Works<br>City of West Palm Beach<br>West Palm Beach, Florida             | <i>Directed activities of 150<br/>member multi-disciplined staff</i>                   |
| July 1986 - August 1987    | Deputy Director of Public Works<br>Fulton County Atlanta, Georgia                           | <i>Directed activities of 180<br/>member multi-disciplined staff</i>                   |
| June 1985 - July 1986      | Environmental Engineer<br>United States Environmental<br>Protection Agency Atlanta, Georgia | <i>Environmental Compliance<br/>officer for Region IV</i>                              |
| February 1983 - June 1985  | City of Atlanta Department of Public Works<br>Bureau of Highways and Streets                |  |
| January 1984 - June 1985   | Deputy Director -<br>Bureau of Highways and Streets   | <i>Directed activities of 650<br/>member multi-disciplined staff</i>                   |
| May 1983 - January 1984    | Supervisor of Design Section  | <i>Directed activities of 15 member<br/>civil design engineering staff</i>             |
| February 1983 - May 1983   | Site Development Coordinator  | <i>Directed activities of 5 member<br/>construction inspection staff</i>               |
| July 1976 - May 1982       | Geotechnical Engineer<br>Law Engineering Testing Company<br>Atlanta, Georgia                | <i>Performed staff engineering<br/>functions</i>                                       |
| August 1974 - August 1975  | Engineer Soils<br>Stone and Webster Engineering<br>Engineering Corporation                  | <i>Performed staff engineering<br/>functions</i>                                       |

**Publications:** Improving Solid Waste Collection Productivity *Public Works*, August 1988  
 Are your Commercial Container Rates Equitable and Sufficient?  
*Public Works* September 1988  
 Standards - Why Are They So Elusive? *Public Works* September 1989  
 Bernalillo County unveils "VOSS" and "CORR" *APWA Reporter* December 2013





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EDUCATION: Massachusetts Institute of Technology Cambridge, Massachusetts  
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Georgia State University Atlanta, Georgia  
MBA. in Finance - 1983  
Attended School of Law 1985 - 1987  
(completed 6 quarters of a 15 quarter part-time program)

REGISTRATION: Professional Engineer - Georgia #11729 Florida #83817

COMPUTER SKILLS: AutoCadd; Mircostation; Lotus 123; Microsoft Access, Excel, and Word;  
GIS WordPerfect; Freelance; Corel Draw; Macros; Programming (Fortran), Premavera, and Project  
manager.

PROFESSIONAL EXPERIENCE:

March 2016 – Feb 2019 Director of Public Works Palm Bay. Florida

Direct the activities of the City of Palm Bay Public Works Department. Required the financial and technical management of the county's fleet, streets and drainage, solid waste/recycling, engineering, traffic, the City's multi-million dollar multi-year Road, Sewer, and drainage construction program, development review and inspection, portions of the GIS program, and stormwater management. Planned, developed and implemented long and short-range construction projects and financial strategies. Directed construction and City facilities procurement and supervised the work of the 130 person multi-disciplined staff. \$20,000,000 annual General Fund and enterprise fund budget; \$150,000,000 in bond projects.

January 2012 – June 2015 Bernalillo County NM  
Deputy County Manager - Public Works

Direct the activities of the Bernalillo County Public Works Division. Required the financial and technical management of the county's fleet and facilities, streets and drainage, solid waste/recycling, engineering, traffic, the County's multi-million dollar multi-year Road, Sewer, and Drainage Construction program, development review and inspection, GIS program, and storm water management. Planned, developed and implemented long and short-range construction projects and financial strategies. Directed construction and City facilities procurement and supervised the work of the 330 person multi-disciplined staff. \$36,000,000 annual General Fund budget; \$50,000,000 in bond projects.

December 2004 – Sept. 2008 City of Woodstock  
Director of Public Works - Utilities

Direct the operations of the Engineering/Public Works Department of the rapidly growing City of Woodstock, Georgia. Requires management of streets and drainage (Stormwater Utility), engineering, traffic, the City's SPLOST program, development review and inspection, storm water management, and water distribution and wastewater operations. Planned, developed and implemented long and short-range construction projects and strategies. Directed construction and City facilities procurement and supervised the work of 30 person multi-disciplined staff.

June 1990 - Present      Middleton Consulting  
Principal

As Principal and owner of Middleton Consulting, responsible for providing financial and engineering design and consulting services in the fields of Civil Engineering; facility planning, design, and operation; Environmental Engineering; and Management consulting to a wide range of clients, including construction contractor, owner operators, and architects and engineers.

July 1997 – Sept. 1998      City of Atlanta  
Commissioner of Public Works

Direct the activities of the City of Atlanta Public Works Department. Required the financial and technical management of streets and drainage, solid waste/recycling, engineering, traffic, the City's \$160,000,000 Road, Sewer, and Drainage Construction program, development review and inspection, storm water management, and waste water operations. Planned, developed and implemented long and short-range construction projects and financial strategies. Directed construction and City facilities procurement and supervised the work of 1,600 person multi-disciplined staff. \$64,000,000 annual General Fund budget; \$40,000,000 annual Water and Sewer Fund budget; \$900,000,000 in bond projects.

November 1999 – July 2001      Metromedia Fiber Network  
Project Manager

Developed capital construction budgets for telecommunications network expansion and customer specific systems, develop and implement standardization for coordinate/interface with construction project management firm, fiber transmission and testing criteria, splicing methods, construction requirements, testing and acceptance, maintenance requirements, fiber infrastructure deployment in company/customer facilities, maintain as built information and conduct final testing and approval of all projects. Design, review and approve route configurations or changes required during implementation to assure Network continuity/customer requirements, coordinate/interface with Transmission, engineering for transmission design compatibility, cable – determine type and size of cable for all routes. Troubleshoot the permitting and construction and navigate through the myriad of government entities and agencies necessary to build a telecom network.

December 1993 - July 1997      City of Alpharetta  
Director of Engineering/Public Works

Direct the operations of the Engineering/Public Works Department of the rapidly growing City of Alpharetta, Georgia. Requires management of streets and drainage, solid waste/recycling, engineering, the arborist, traffic, the City's \$60,000,000 Road Construction program, development review and inspection, storm water management, and water distribution and operations. Planned, developed and implemented long and short-range construction projects and strategies. Directed construction and City facilities procurement and supervised the work of 55 person multi-disciplined staff.

July 1990 - February 1993    Browning-Ferris Industries    Atlanta, Georgia  
Project Manager

Developed Pro forma and financial analysis for project benefit/cost for multi-million dollar environmental facilities including the design and construction of all types of facilities including, office buildings, maintenance facilities, transfer stations, recycling facilities and landfills. Project managed the design and construction of the largest transfer station and Materials Recovery facility in the southeast as well as a 100 acre landfill.

February 1989 - May 1990    Cobb County Board of Commissioners    Marietta, Georgia  
Director, Solid Waste Department

Managed a department of over 75 multi-disciplined employees and a \$6 million budget. Developed annual budgets and project cost benefit analysis on facility operations. Recommended and implemented the numerous facility cost/benefit improvements.

September 1987 - February 1989                      City of West Palm Beach    West Palm Beach, Florida  
Director of Public Works

Technical, supervisory and administrative work planning and directing the operation of the 170-man Public Works Department. Preparation and presentation of project status reports, operations reports, and proposals before the City Commission is required. Preparation and administration of a \$10,000,000 general fund budget was required. Responsibilities included the coordination of a variety of maintenance, construction, repair and sanitary services to city residents and other city departments.

July 1986 - August 1987                      Fulton County, Georgia    Atlanta, Georgia 30303  
Deputy Director of Public Works

Administrative and professional work directing the planning, supervision, and coordination of division heads in the 450-man Public Works Department. Supervised the technical and financial evaluation of proposals, specifications and contract documents for road, bridge, water, sewer and other type of projects. Planned and directed Public Works projects including the preparation of designs, estimates and specifications. Prepared budgets for a \$10,000,000 annual general fund budget and \$15,000,000 service fund budget. Prepared, reviewed and supervised the preparation of a variety of required reports and proposals. Worked closely with the director and the County Commission and their staff in the preparation and presentations before the Board of Commissioners implementation of projects.

June 1985 - July 1986                      United States Environmental Protection Agency    Atlanta, Georgia  
Environmental Engineer

RCRA Compliance Engineer for the state of North Carolina. Duties include technical evaluation of individual facility's compliance with federal standards; writing administrative orders where violations existed; and responding to citizens, state and corporate complaints about environmental concerns.





# ROBERT L. MILIE II, MPA

2 East 53<sup>rd</sup> Street, Savannah, Georgia, 31405  
Cellular: 352-514-5737 ♦ e-mail: rmilie2@yahoo.com

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**OBJECTIVE:** To obtain a position of City Manager with the City of Gainesville, Florida that will utilize my unique skills as a leader and manager in providing the most efficient and effective city management, growth, public service offerings, consistent with the resources provided, and at the discretion and direction of the Mayor and Council.

**SKILLS:** Excellent interpersonal and team oriented communication skills  
Leadership strengths that incorporate everyone into a successful undertaking  
Ability to motivate and organize groups in professional and personal settings  
Strong Self Motivation coupled with ability to successfully handle multiple tasks  
High energy to reach for seemingly impossible objectives with proven results

## EXPERIENCE

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### CITY OF SAVANNAH

#### CITY PENSION BOARD REPRESENTATIVE

- ◆ One of Seven members chosen and elected from internally and externally of the City of Savannah to decide the 512 million dollars of pension resources and withholdings for employees defined benefit
- ◆ Create and develop and educational budget and plan to ensure that all members of the board are making decisions based in a best practice mentality
- ◆ Codify for the first time a budget for independent legal counsel that will be chosen to represent the explicit interests of the pension fund solely
- ◆ Create and administer an Investment Committee within the board to ensure timely response to dynamic financial times and assist with speed in which tasks are accomplished
- ◆ Codify a relationship and membership with the Georgia Association of Public Pension Trustees, as well as develop course material and instruct for educational conferences

### SAVANNAH FIRE & EMERGENCY SERVICES

#### SAFETY & COMPLIANCE OFFICER: OCT. 2011 – PRESENT

- ◆ Direct a shift of 90 staff for project implementation, cost savings and evaluation of service effectiveness
- ◆ Develop, manage and evaluate a program of risk management reduction planned for a decade of introduction to have an overall expenditure reduction in the millions
- ◆ Oversee incident safety officer responsibilities to ensure policy and benchmark safety compliance for incident stabilization

#### MASTER FIREFIGHTER: JULY 2006 – PRESENT

- ◆ Oversee, coach, and mentor a unit of Firefighters in emergency and routine conditions
- ◆ Ensure that personnel in said unit are afforded every opportunity to develop themselves and their careers for the next opportunity
- ◆ Implement a plan to increase rank and file personnel credentials and education that is recognized as a leader nationwide
- ◆ Serve as lead committee member on the health and safety committee, recruiting committee, and policy revision committee

## **INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS**

### **AFFILIATE LEADERSHIP TRAINING / INSTRUCTOR CADRE: OCTOBER 2017 – PRESENT**

- ◆ Ensure that the mission of the Partnership Education Program is realized via large scale conference training as well as onsite in-field delivery of course materials
- ◆ Deliver courses ranging from marketing and branding to duty of fair representation and member engagement
- ◆ Partake in annual course building, design, and delivery concepts aimed at the most current and trending practices for maximum effectiveness

## **INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS**

### **SAVANNAH PROFESSIONAL FIRE FIGHTERS LOCAL #0574**

#### **PRESIDENT: JANUARY 2014 - PRESENT**

- ◆ Ensure that there is one Savannah Fire Department, through activating members to realize that through shared vision and goals there will be no division of labor and management
- ◆ Develop a program that incorporates us into the ethos of the community we serve through charitable actions at no cost to our members. To date we have fundraised and donated \$148,000 to community partners in the region. Beneficiaries include, Second Harvest Bank, Savannah Feed the Hungry, YMCA of the Coastal Empire, Military families that have one member in theater
- ◆ Create a non-profit - Savannah Fire Fighters Union Foundation that exists to educate and care for our fallen comrades and their families

## **INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS**

### **SAVANNAH PROFESSIONAL FIRE FIGHTERS LOCAL #0574**

#### **VICE PRESIDENT: DECEMBER 2010 - 2014**

- ◆ Lead a group of professionals in their achievement of mutually beneficial work place
- ◆ Oversee the wages, benefits and working condition of 232 personnel that annually represents 25.2 million dollars
- ◆ Handle all member disciplinary appeals and corrective action program monitoring

## **INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS**

### **PROFESSIONAL FIRE FIGHTERS OF GEORGIA (PFFG)**

#### **TRUSTEE: APRIL 2012 – PRESENT**

- ◆ Handle all state wide membership education and training regarding local, state, and federal laws
- ◆ Lead PFFG fire fighter presumptive legislation cancer bill that for the first time would have allowed our members that have contracted cancer from the work we perform in service to the community to be covered under workers compensation

## **INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS**

### **DISTRICT TWELVE SERVICE REPRESENTATIVE: OCTOBER 2016 – PRESENT**

- ◆ Dispatched to handle areas that the local fire fighters and administration could capitalize upon regarding broadening the scope of their relationship to ensure that professional differences do not sully capabilities
- ◆ Assist all Associational represented departments in the State of Georgia and North Florida with applying for and receiving state and federal grants to assist with serving the community with a more effective responding fire fighting and medical trained force

## **EDUCATION**

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**Harvard University, Cambridge, Massachusetts**

**Harvard Law School:** Jan. 2015 – July 2015

**Harvard Trade Union Program**

**Focus: Workforce Integration**

- ◆ Intensive six month program both onsite and distance education that creates and understanding of the current and shifting American workforce and global economy
- ◆ Received a full scholarship for a program the receives at minimum 3,800 applications a year

**Savannah State University, Savannah Georgia**

**GPA 3.86**

**Masters of Public Administration:** Jan. 2012 – Dec. 2013

**Focus: Municipal Management & Human Resource Development**

- ◆ Educated as a practitioner of public sector management through the theory evaluation, use and study of nationwide best practices
- ◆ Be well versed in accepted Human Resource Management to establish an internal means of employee empowerment via the use of talent management, training and development

**West Virginia University, Morgantown West Virginia**

**Major: Regents Bachelor of Arts: Economics:** Aug.1999 – May 2004

- ◆ Achievement of a well-rounded Regents Liberal Arts Degree that allow me to entertain a broad spectrum of career opportunities
- ◆ Coupled with a comprehension of the financial/sales market in addition to an understanding of communication patters and norms

**Professional Memberships**

- ◆ International City Managers Association
- ◆ Georgia City/County Managers Association
- ◆ International Association of Fire Fighters Savannah Chapter – President
- ◆ Professional Fire Fighters of Georgia – State Vice President
- ◆ Savannah Regional Central Labor Council - President
- ◆ Ga Association of Public Pension Trustees - Instructor and Program Committee Board Member
- ◆ Ga AFL





# J.J. MURPHY, ICMA-CM

E-Mail: J.J.Murphy31@gmail.com

40832 Las Piedras Terrace ■ Palmdale, California 93551

Phone: 570.762.7246

## SUMMARY

*More than 15 years in local government and 20 years as a military officer with expertise in the following areas:*

|                             |                                       |                                    |
|-----------------------------|---------------------------------------|------------------------------------|
| Time Management             | Media Relations                       | Labor Relations                    |
| Public-Private Partnerships | Budget Control & Implementation       | Customer Service                   |
| Leadership & Teambuilding   | Organizational Change and Development | Negotiation & Interpersonal Skills |

Recognized facilitator and leader, with record of success in maintaining high levels of operational improvements. Known for enhancing productivity through a combination of business savvy and intuitive management skills. Experienced in managing change and delivering multiple economic development projects simultaneously. A motivated team player who is able to work independently within the organizational framework.

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF PALMDALE, CALIFORNIA

SALARY – Start \$193k, CURRENT \$207K

ASSISTANT CITY MANAGER

APRIL 2018-PRESENT

Palmdale is a full-service city in northern Los Angeles County with almost 165,000 residents covering approximately 100 square miles. Palmdale is home to Air Force Plant 42 which has multiple defense contractors performing research and development on future aerospace technology.

**Initially assigned Communications, Legislation and Grants Divisions but work scope increased immediately:**

- Developed new community outreach platforms to better inform the community on governmental projects
- Helped staff author grants resulting in at least one new tobacco grant of \$435,000 and one transportation grant for over \$5M
- Negotiated with the United States Air Force a new lease on Plant 42. Provision I introduced reduced the cost of the first-year lease by 75% as we were provided an off-set for construction around plant
- Helped initiate team building presentations and brought in trainer in high-performing organizations to get 1/3 of employees trained
- Navigated many personnel issues in order to give City Manager more time to work on long-term strategy
- Initiated contact and worked with international company debating high-speed rail project in Palmdale
- Spearheaded efforts to bring commercial air service back to Palmdale which is a priority of Council/Manager
- Lead negotiator in resolving labor dispute resulting in boost in employee morale

CITY OF HOBBS, NEW MEXICO

SALARY – START \$140K, CURRENT \$184K

CITY MANAGER/CONSULTANT

AUGUST 2012-JUNE 2018

Hobbs was ranked the 7<sup>th</sup> fastest growing micro city (under 50,000) in the U.S. from 2013-2015, with a population of approximately 45,000 people covering approximately 20 square miles. The community sits in the middle of Lea County (pop 65,000) which is labeled the “EnergyPlex” as the local economy is being fueled by the diverse energy industry including nuclear, oil, solar and gas.

**Exercised fiscal discipline during economic boom and increased financial surplus:**

- Managed/lead city staff of 500 employees and \$200M budget
  - Started year one with projected 30% budgeted reserve - Ended first year with over \$16M budget surplus and 40% reserve
  - Preserved “AAA” bond rating and improved financial position; reduced audit findings from 9 to 3
  - Started year two with projected 30% budgeted reserve - Ended year with over \$20M budget surplus, 40% reserve and \$90M in fund balance

- Started year three with projected 30% budgeted reserve - Ended year with over \$15M budget surplus, 47% reserve and \$120M in fund balance, maintained "AAA" bond rating
- During collapse of oil industry, managed a reduction of monthly tax revenue of almost 70% without any staff layoffs or reductions in services by very proactive early leadership actions
- Facilitated multiple public/private partnerships to move key projects forward that had stalled
  - Project coordinator whose consensus building efforts in the community despite political challenges on the city commission resulted in unanimous support from Commissioners on every meaningful vote to fund a new \$12M golf course and \$1.5M walking trail which enhanced our quality of life
    - Rockwind Community Links was named by Golf Digest "Top 10 Best New Golf Courses"
    - Golf Inc. named project in the Top 5 International Developments in golf industry for 2015
  - Collaborated with key community groups to support \$65M for a Center of Recreational Excellence (CORE); partners' contributions equaled more than 50% of capital and operational costs
  - Fostered partnership with public school superintendent and private foundation to locate new elementary school in city park and also coordinated over \$4M upgrades to the park
  - Invested \$5M in new field turf for baseball with local school paying \$1.5M over three years providing an outstanding complex to host regional tournaments which increased hotel nights
  - Collaborated with county to manage consolidated dispatch center, coordinated new technology improvements for best in class tools for 1st responders. Served as Chairman of the board.
- Generated support from various community groups to approve water restriction plan and a water rate increase of approximately 25% over an eight-year term saving hundreds of millions of gallons of water
  - Rate increase will generate an additional \$13 million in revenue over the eight year term resulting in a positive fund balance beginning in the 8<sup>th</sup> year, water restriction plan has already reduced 40 million of gallons of water usage per month by city and residents

***Motivated and displayed critical leadership during time when employee morale was low:***

- Initiated discussion and implemented policy changes moving employees to a Paid Time Off (PTO) plan
  - Inclusion of employees and labor unions in the policy design process resulted in overwhelming support for the change
  - Plan reduced 45,000 sick hours saving \$2M upfront and \$500k per year ongoing in legacy costs
- Created employee morale committee which addressed concerns and significantly increased morale
- Implemented job shadowing/training program in which I would leave City Hall and go work in individual departments (Operation SWITCH--Stop Working in the City Hall)
- Invested in employees' professional growth by initiating a citywide team building event
  - Established a team of stakeholders (employees) to help choose the leadership consulting firm
  - Efforts resulted in over 320 employees voluntarily participating in the daylong event
- Employed negotiation skills to manage and resolve potential litigation immediately upon hire
- Converted employee health insurance from a fully insured to a self-funded plan; savings were reinvested to change how employees evaluated health care options; partnership resulted in 4-year savings are over \$3.7M
- Above initiatives increased employee engagement from 27% to 57% as measured on a yearly basis
- Annual employee survey ranked my leadership abilities in the **96<sup>th</sup> percentile** versus the benchmark of city/county managers across the country
- To maintain my Credentialed Manager status, Department heads, Mayor and Stakeholders completed 360 degree review of my management/leadership skills - over 90% scored my abilities above average

***Developed new avenues to improve partnerships for public safety initiatives:***

- Increased police force by over 60% (62 to 108 sworn), which has resulted in a more effective, responsive and community engaged police force
- Crafted new hiring incentives which reward longer employment commitments for police & fire recruits
- Created unparalleled partnerships with county drug task force and New Mexico Dept. of Public Safety to boost numbers on drug task force and improved collaboration in state run crime laboratory

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Phone: 570.762.7246

- Hired third attorney to work part-time assisting the District Attorney (County) in prosecuting drug cases
- 2016 - Competed and received \$825,000 SAFER Grant adding seven additional firefighters - Added fire department staffing will enable individuals fire stations to respond to multiple incidents simultaneously
- 2016 – Competed and received \$625,000 COPS grant to implement Community Engagement Squad
- Consolidated dispatch center was first in New Mexico to be accredited; instrumental in planning the deployment of P25 radio system countywide to provide critical secured communication to first responders

## City of Hobbs Accolades/Awards:

Named 2016 New Mexico City Management Association's City Manager of the Year

Hobbs Express – Named 2014 Best Public Transit System in New Mexico

Utilities – 2015 & 2016 Wastewater Treatment Plant awarded "Best Managed Facility in New Mexico"

Streets – 2016 Asphalt Recycling & Reclaiming Association Award for "Excellence in Hot In-Place Recycling"

Fire Dept. awarded ISO Rating of 2 in 2015 – Top 4% in United States. Fire Chief & Fire Marshall Best in NM 2017

Parks Department – New baseball complex was named 2016 USSSA Regional Complex of the Year

Rockwind Community Links – Named by Golf Digest "Top 10 Best New Golf Courses", Golf Inc "Top 5

International Developments in 2015"

Featured speaker at the United States Golf Association's 2016 Pace of Play and Innovation Symposium in Pasadena, CA to highlight our innovative approach to grow the game of golf with unique initiatives

Featured speaker at the Michigan Association of Counties 2014– Topic – "Delivering Public-Private Partnerships"

Pitched, awarded (first time ever), planned and hosted 2016 New Mexico Municipal League Conference in Hobbs

CITY OF WILKES-BARRE, PENNSYLVANIA

SALARY – START \$55K, FINAL \$83,000

CITY ADMINISTRATOR/DEPUTY CITY ADMINISTRATOR

JULY 2002–APRIL 2010

Wilkes-Barre has a population of 45,000 covering approximately 7 square miles, making it the 13th largest city in the Commonwealth of Pennsylvania, and host to the 4th largest downtown workforce in Pennsylvania. It is the county seat of Luzerne County and one of the principal cities in the Scranton-Wilkes-Barre-Hazleton, PA Metropolitan Statistical Area. This Metro/Stats area is the 4<sup>th</sup> largest in the state with a population of 563,631.

### *Skillfully maneuvered municipality through financial recovery:*

- Implemented a five-year recovery plan, which led the city from the brink of bankruptcy and without a bond rating to being the 3rd highest rated ("A") city in the Commonwealth of Pennsylvania with a audited financial turnaround of \$57M from 2003-2009
  - This rating helped the city save over \$300,000 on their 2009 bond issue alone.
- Managed \$45M annual operating budget, \$80M in capital assets, and lead more than 300 employees
- Improved financial position from 2003 revenue of \$34.3M and year end negative fund balance of \$4.2M, to net revenues of \$55.9M and the positive fund balance of \$15.1M in 2009

### *Committed to developing new avenues to generate revenue for economic development initiatives:*

- Coordinated over \$150M in new economic development projects over seven years in the city
- Fostered partnership with two downtown colleges which invested over \$100M in campus improvements
- Marketed building and settled sale terms with private university while releasing \$14M of city's financial obligations to Wilkes-Barre Call Center, which was listed as the Mayor's #1 goal of 2004 and 2005
- Spearheaded efforts to lead Wilkes-Barre from one of the least technologically advanced communities in Pennsylvania into one of the most advanced in the United States with little cost to the municipality
- Settled multiple public/private partnerships in technology, security and economic development delivering tangible benefits to Wilkes-Barre and the surrounding community
- Initiated, managed, and secured grant funding for a citywide camera initiative; added 250 cameras to transform the downtown and public parks into a safe 18-hour vibrant downtown
- Managed and promoted numerous economic development projects; 56 new businesses opened from 2004-09

# J.J. MURPHY, ICMA-CM

E-Mail: J.J.Murphy31@gmail.com

40832 Las Piedras Terrace ■ Palmdale, California 93551

Phone: 570.762.7246

- Negotiated a lease arrangement with AHL affiliate of the Pittsburgh Penguins that added stable revenue stream to offset the renovation costs of a \$15M state-of-the-art mixed-use recreational project

## *Recognized for being the labor negotiator who delivered tangible results:*

- Served as the lead negotiator for four labor unions and negotiated multiple contracts during my tenure
  - Fair but stern approach which resulted in not going to arbitration once during my tenure
- Implemented labor/management quarterly discussions, which successfully reduced future grievances and costs related issues; utilized team approach to discuss the labor-management agreements

## *Developed and established stronger communication systems to improve the city in the post 9/11 phase:*

- Managed the emergency operations center through five FEMA declared disasters; coordinated emergency personnel to keep citizens safe and provide critical information to media and residents
- Utilized extensive background gained in emergency management to formulate a new emergency operations plan for the city in compliance with Pennsylvania Emergency Management Agency standards
  - Efforts lead to Wilkes-Barre receiving a Level 7 FEMA Community Rating, which saved taxpayers approximately 15% on flood insurance premiums

## OTHER PROFESSIONAL EXPERIENCE

GOALS CONSULTING, LLC, WILKES-BARRE, PENNSYLVANIA

SALARY - \$60,000

PRESIDENT/CEO

APRIL 2010-AUG 2012

## *Utilized government experience to assist public, non-profits and private sectors:*

- Consulted with the Wilkes-Barre Chamber of Commerce and YMCA to improve economic development
- Assisted multiple private industry clients in procuring grants in excess of \$5M combined
- Specialized in municipal surveillance; labeled as an expert in the field by a national security trade magazine
- Lectured nationally as a featured speaker on public-private partnerships at multiple conferences

## MILITARY EXPERIENCE

Watch Supervisor, Controller Air Force Rescue Coordination Center—Tyndall AFB, FL

2000-2017

- Granted top secret security clearance (TS/SCI) 16 years in a row; most recent approval Aug 2015
- Coordinates search & rescue operations throughout US in 24/7 Air Operations Center
- Credited with coordinating searches and/or rescues saving over 250 US lives and hundreds overseas

Volunteered for two post 9/11 deployments to coordinate critical search and rescue efforts.

- Deployed to Djibouti, Africa - Combined Joint Task Force - Horn of Africa in 2008 to direct recovery operations across fourteen nations, two continents and three combatant commands in direct support of the Global War on Terrorism.
- Deployed immediately after the Haiti earthquake to stand up the first Humanitarian Assistance and Disaster Recovery Joint Personnel Center in the United States Southern Command to help support the military response to Operation Unified Response.
  - Team coordinated successful medical evacuations saving over 2,000 severely injured Haitians

Vandenberg Air Force Base Spokesperson, Public Affairs Office—Vandenberg AFB, CA

1998-2000

Recruiter, University of Notre Dame, IN (Minority Recruitment Program)

1997-1998

## CREDENTIALS

### *Education*

Master of Public Administration, Marywood University, Scranton, PA: 1998

Alpha Phi Sigma; National Criminal Justice Honor Society

Bachelor of Arts in Political Science, King's College, Wilkes-Barre, PA: 1993

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|---|---|
| <i>Affiliations</i>                         | <p>Member, International City/County Management Association, <b>Credentialed Manager</b></p> <ul style="list-style-type: none"><li>- <b>Selected Member – ICMA Leadership Task Force – January 2014</b></li><li>- <b>Appointed – ICMA Performance Measurement Team – December 2015</b></li></ul> <p><b>Vice President, New Mexico Municipal Managers Association—elected 2014,2015,2016</b></p> <p><b>Executive Board Member -National Council of Public Private Partnerships(NCPPP) – 2017</b></p> <p><b>Founder, President &amp; CEO, GOALS Foundation: 2001-2014</b></p>   |
| <i>Significant Professional Development</i> | <p><b>Senior Executive Institute – Weldon Cooper Center for Public Service, UVA – August 2014</b></p> <p><b>Harvard Kennedy School – Awarded Certificate in Public Leadership – November 2018</b></p> <p><b>Harvard Kennedy School – “Emerging Leaders” – November 2018</b></p> <p><b>Harvard Kennedy School – “Leadership for the 21<sup>st</sup> Century” – February 2017</b></p> <p><b>Harvard Kennedy School – “Senior Executives in State and Local Government” – July 2013</b></p> <p><b>Graduate – ICMA Gettysburg Leadership Institute – May 2013</b></p> <p><b>Completed— Dale Carnegie “Skills for Success” –September 2014</b></p> <p><b>Completed— Karrass “Effective Negotiating” Seminar – February 2015</b></p> <p><b>Completed – ICMA Leadership Institute and numerous ICMA courses– 2002– Present</b></p> |
| <i>Awards</i>                               | <p><b>King’s College Leo Award for dedication to community service from an alumnus: 2005</b></p> <p><b>Meritorious Service Medal: 2017, 2012, Joint Service Commendation Medal: 2008</b></p> <p><b>Air Force Commendation Medal: 2000, 2002 and 2003, Joint Service Achievement Medal: 2010</b></p> <p><b>Air Force Achievement Medal: 1998, National Service Defense Medal</b></p> <p><b>Global War on Terrorism Expeditionary Medal and GWOT Service Medal:2008</b></p> <p><b>Humanitarian Service Medal: 2010, Military Outstanding Volunteer Service Medal: 2004</b></p> <p><b>Armed Forces Reserve Medal with 2 ‘M’ Devices</b></p>  |

## Professional References

**Jim Purtee, Palmdale City Manager**

Cell: (818) 472-2858

[jpurtee@cityofpalmdale.org](mailto:jpurtee@cityofpalmdale.org)

**Joseph Calderon, Hobbs City Commissioner**

Cell: 575 390-5574

[Calderon@valornet.com](mailto:Calderon@valornet.com)

**Jonathon Sena, Lea County Commissioner (Former Hobbs City Commissioner)**

Cell: 575 390-2342

[Jonathanbsena@gmail.com](mailto:Jonathanbsena@gmail.com)

**Sam Cobb, Mayor, City of Hobbs, NM**

(575)631-4696

[scobb@rmsfoods.com](mailto:scobb@rmsfoods.com)

**Bob Reid, CEO, J F Maddox Foundation**

Work: (575)393-6338

[Bobreid@jfmaddox.org](mailto:Bobreid@jfmaddox.org)

**TJ Parks, Superintendent, Hobbs Municipal Schools**

Cell: (575) 441-7952

[Parkstj@hobbsschools.net](mailto:Parkstj@hobbsschools.net)

**Joseph Cotton, President, Hobbs NAACP**

Cell: (575)318-6413

[Josephcotton50@gmail.com](mailto:Josephcotton50@gmail.com)

**Oscar Gonzalez, Chair, Hispano Chamber of Commerce Foundation**

Cell: (575) 390-7676

[Oscargonzalez@windstream.net](mailto:Oscargonzalez@windstream.net)

**Thomas M. Leighton, (Former Mayor) City of Wilkes-Barre**

Cell: 570 760-4971

[Mayortml@aol.com](mailto:Mayortml@aol.com)

**Dr. Bill Mitchell, Dale Carnegie Instructor**

(915)731-0786

[Bill.mitchell@dalecarnegie.com](mailto:Bill.mitchell@dalecarnegie.com)





**FREDRICK J. MURRY**

4830 NW 43 Street Apt. B-29

Gainesville, Florida 32606

(352) 395-6449 (Home) \* (954) 803-7658 (Cell)

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**SUMMARY OF EXPERIENCE**

- Over 20 years of governmental management, administrative and fiscal experience.
- Exceptional ability to collaborate efforts with other governments and the community.
- Responsible for a budget of over \$180 million.
- Exceptional leadership and management abilities.
- Experienced in budget administration, strategic planning, employee development and team building, internal management systems, program design and implementation, policy development and implementation, liaison and public relations activities, contract development and negotiation, technical writing, grantsmanship and grant implementation, arbitration/negotiation and intergovernmental relations.

**PROFESSIONAL EXPERIENCE**

08/07- Present

Assistant City Manager  
Gainesville, FL

- Oversee all management and administrative functions of Neighborhood Improvement Departments and Divisions including Community Planning Program, Housing and Community Development, Facilities Management, Fleet Services and Code Enforcement.
- Supervised five employees and administered a \$23 million operating budget.

12/96 – 12/06

**Director of Family Success Administration Division**  
Broward County, Ft. Lauderdale, FL  
*(A Joint Commission Accredited Organization)*

- Oversaw all management and administrative activities of the Family Success Administration Division including Social, Refugee, Homeless and Mental Health Services and the Community Action Agency.
- Supervised 107 employees and administered a \$12 million operating budget.

10/91 – 12/96

**Director of Youth and Family Services**  
Loudoun County, Leesburg, VA

- Oversaw all financial, administrative, planning, development and delivery of services, including juvenile detention facility, Area Agency on Aging, community and employment training program and housing and youth services.

- Supervised 55 employees and administered an operating budget of \$3.2 million.

1/90 – 10/91

**Community Development Director**

City of North Miami Beach, FL

- Directed the city’s planning, zoning, strategic planning and economic development programs.
- Supervised up to 15 employees with an operating budget of \$250,000.

4/86 – 10/89

**Housing and Grants Director (2 ½ years)**

Lee County: Fort Myers, FL

- Directed the County’s housing, grants and economic development programs.
- Controlled a \$3 million operating budget.
- Accomplishments include the establishment of Florida’s first city/county urban homesteading program and Lee County’s first economic development/revolving loan program (\$614,000).

**Acting Assistant County Administrator (1 year)**

Lee County: Fort Myers, FL

- Directed and coordinated the administrative, supervisory and financial activities of department directors responsible for strategic planning and growth management programs in the departments of community development, utilities, transportation and engineering and real estate.
- Supervised up to 549 employees and worked with an operating budget of \$181 million.

10/82 – 4/86

**Community Development Specialist**

City of Pompano Beach, FL

- Assisted in directing and coordinating the City’s Community Development Block Grant (CDBG) program.
- Supervised three employees with an operating budget of \$647,000.

**EDUCATION**

**Master of Public Policy and Administration**

Mississippi State University, Starksville, MS

**Bachelor of Arts – History/Pre-Law**

Talladega College, Talladega, AL

**PROFESSIONAL MEMBERSHIPS**

National Forum for Black Public Administrators (NFBPA)

International City Managers Association (ICMA)

Salvation Army of Alachua County – Alachua County Board Member

**MISCELLANEOUS**

Computer Literate

Extensive Volunteer Work