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City Manager Candidate Resumes O-Z

**ANTHONY H. O'ROURKE**  
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## **BACKGROUND SUMMARY**

Over thirty years' experience in public and private sector management including strategic and organizational leadership, tourist destination branding and marketing, planning, financial management, economic and community development, inter-government alliances, transit services, infrastructure improvements, environmental stewardship, special events, and public-private partnerships.

## **SUMMARY OF SKILLS**

- Proactive, strategic leader with collaborative style
- Customer-focused, data-driven, and results oriented
- Proven track record of fiscal discipline and cost-saving innovations
- Ability to build strong organizational cultures and shared vision
- Emphasize teamwork and empowering others to act
- Positive, approachable, and transparent communication

## **PROFESSIONAL EXPERIENCE**

### **City of Cañon City, Colorado**

City Administrator

Jun-2016 -May 2019

Chief Administrative Officer for the largest city (pop. 16,000) in Fremont County, Colorado, with annual budget of \$40 million and 160 employees. Founded in 1872, Cañon City is a major outdoor recreational destination that attracts over 2 million annual visitors to the City-owned 5,000 acre Royal Gorge Park and Bridge, Royal Gorge Train, Dinosaur Museum, hiking, biking, fishing and rafting.

#### ***Specific Accomplishments:***

- In collaboration with the City Council and a community, created a multi-year Strategic Plan, Five-Year Financial Plan and Annual Business Plan to establish priorities, strategies and key intended outcomes to focus on issues and opportunities to improve Cañon City.
- In partnership with the City Council and community, addressed 67 lane miles of City streets that rated poor or failed by facilitating a successful community education and outreach campaign to approve a 1% sales tax (\$3.5 million annually) for street reconstruction. Since 2017 25 lane miles of street have been reconstructed and \$2.4 million in construction savings has been achieved over the construction budget.
- Instituted development of the Centennial Park Master Plan, the City's flagship park .Revitalization program consist of over \$2 million in improvements, including new splash pad, pavilion, playground, restrooms and event space.
- Recognized by Standard & Poors Rating Agency for achieving an enhanced A+ credit rating, in the issuance of \$8 million in storm water capital improvement certificates of participation in 2019, due to strong city management and good financial policies and practices. The enhanced credit rating saved the City \$1 million in debt service payments over the term of the debt.
- Created policies and programs with the City Council to retain, expand and attract businesses to strengthen the local economy; resulting in \$75 million in new commercial and residential development since mid-2016. This represented a 238% increase over the prior three year period.
- Initiated the development of the Arkansas River Corridor Master Plan to enhance the recreational, environmental, aesthetics and economic development opportunities and improvements of the 5 miles

of the Arkansas River flowing through Canon City. Immediate improvements include \$900,000 in City and GOCO funded whitewater park rafting, kayaking and tubing enhancements, riverbank beautification and habitat rehabilitation and \$2 million in river corridor land acquisition and infrastructure improvements to facilitate new Riverfront Zone District which will include restaurants, hotel and retail development adjacent to the river corridor.

## **City of Yakima, Washington**

City Manager

Jul-2012 to Jan-2016

Chief Executive Officer of the largest city in Central Washington (pop. 93,000), which serves as the commercial, agricultural and viticulture trade center for 250,000. Founded in 1883, Yakima is a full-service, stand-alone city. Responsible for workforce of 770 and annual budget of \$227 million. Resigned effective January 1, 2016.

### ***Specific Accomplishments:***

- Initiated Downtown Master Plan and revitalization strategy to preserve the heritage and character of downtown Yakima, while making downtown more vibrant, safe, active, attractive, and successful. Key strategies included design of a world-class, public-private financed \$14 million public plaza, broader retail mix, new dining, boutique hotel and entertainment opportunities, safer environment, easier and expanded parking, landscaping, marketing, and special events to activate downtown. In past two years, downtown sales tax growth exceeded 30%, twice the city average.
- Coordinated the redevelopment of a 220-acre former lumber mill and municipal landfill in a socioeconomically distressed area of Yakima. The complex revitalization consisted of major environmental assessment and remediation with the Washington State Department of Ecology, acquisition of right-of-way, economic analysis of appropriate and feasible commercial uses and job creation, and securing \$125 million from the State of Washington to construct internal roads and direct access to the nearby I-82 interstate/highway. The total investment in this brownfield revitalization exceeded \$170 million.
- Initiated Citizen Survey and multi-year Strategic Plan, five-year financial plan, and annual Business Plan to identify core community strategic priorities, business initiatives, and key performance measures to align City Council policy and budget decisions to key intended outcomes to achieve significant and sustainable community results.
- Instituted a series of operational and financial measures to eliminate a projected \$2 million annual transit system deficit by optimizing operations and transit routes, while also increasing operating reserves by \$5 million to ensure critical fleet replacement and financial sustainability for 1.5 million annual transit passengers.
- Addressed the City's deferred infrastructure backlog by gaining City Council and public support for \$81 million in capital improvements including 150 lane miles of road overlay, \$12 million in airport improvements, complete restoration of major downtown corridor, new \$18 million, 72,000 sq. ft. aquatic/fitness center, public plaza, and \$13 million sports complex consisting of 19 fields and 85,000 sq. ft. indoor sports facility. Investments were achieved without tax or fee increases, and \$24 million in public-private funding partnerships.
- Winner of the 2013 National Public Employee Labor Relations Association Pacesetter Award for being the first city in Washington to open a full-service employee health clinic to reduce healthcare cost and enhance employee healthcare. Saved \$317,000 in prescription, lab test, and emergency room costs, as well as, \$3.5 million in future cost based on early detection of 700 cases of chronic and life threatening diseases such as diabetes, hypertension, and cancer.
- Deployed multiple initiatives, including deployment of two gang units, purchase and assignment of 74 police patrol vehicles, downtown bike patrol, development and partnership in a Federal Violent Crime Taskforce, and enhanced training to achieve a two year Part 1 crime rate reduction of 22% .
- Successfully negotiated 13 separate collective bargaining agreements, with average 4-year terms and 1.27% annual wage adjustment without any required mediation or interest- arbitration.

**City of South Lake Tahoe, California**  
**City Manager**

**Aug-2010 to Jul-2012**

Chief Executive Officer for a full-service city and destination resort that attracts 3.5 million guests annually. Responsible for a workforce of 200 and annual budget of \$94 million.

***Specific Accomplishments:***

- Developed a Five-Year Financial Plan that addressed historical structural budget deficits and a five-year projected budget shortfall of \$25 million by transforming the city's unsustainable business model through reduction in staffing, consolidation of departments and services, contracting out, health plan modifications and achieving pension and health care cost sharing contributions from all six City labor unions. Achieved \$29.7 million in permanent cost savings, and a balanced five-year financial plan.
- To address the city's outdated capital infrastructure, garnered City Council support for a \$25 million five year capital improvements plan to fix city streets, facilities, and infrastructure, without any tax increase. In the prior 15 years, the city had only invested \$7 million in infrastructure.
- Initiated a managed competition process to evaluate the most cost-effective and customer-focused method to operate key city services. Results included contracting out the city ice arena and recreational services, for annual savings of \$500,000.
- Coordinated a major initiative to enhance the heart of the city's business core by upgrading its appearance and infrastructure. Improvements include \$40 million in complete street enhancements in partnership with Caltrans, \$7 million for a lakefront plaza and amphitheater in partnership with California Tahoe Conservancy, and \$1.5 million in business facade, signage, and streetscape improvements in partnership with local businesses.
- Collaborated with community stakeholders in South Lake Tahoe to reduce greenhouse gas emissions and climate change impacts through energy efficiency and conservation, clean compressed natural gas bus transit, multi-modal transportation infrastructure, recycling and reuse, mixed-use and transit friendly development, water and wastewater reduction, watershed restoration, storm water best practices, forest health and wildfire mitigation, and recycled grey water for irrigation.

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**Beaver Creek, Colorado**  
**Beaver Creek Resort Company – Executive Director**

**Nov-1996 to Jul-2010**

Chief Executive of a private corporation responsible for the governance and management of a world-class alpine resort. Beaver Creek Resort had a market value of \$4.1 billion, 3 million annual guests, and gross annual sales in excess of \$400 million. The Resort Company functions include economic enhancement, transportation, public safety, property maintenance, marketing, special events, environmental quality, capital improvements, finances, strategic planning and design review. Reported to a nine-member Board representing the major stakeholders of the resort.

***Specific Accomplishments:***

- Initiated Beaver Creek brand enhancement strategies with key commercial and residential stakeholders to ensure a significant and sustainable market advantage for Beaver Creek. Strategies include investing over \$50 million in capital improvements including an outdoor ice rink, escalators, parking, landscaping, signage and transportation systems, in addition to the development of marketing initiatives and special events to generate retail, lodging and real estate demand. Retail sales ranked in top 1% nationally on a per square foot basis. During my fourteen-year tenure retail sales grew at an annual rate of 10.3%.
- Transformed the business model of the Beaver Creek Resort Company by reducing resort operating expenses by 36% over a two-year period to address the adverse impact of the national recession, and created a sustainable business model, while preserving the integrity of the Beaver Creek Resort brand and guest experience.

- Played a key role in the private funding and management of the \$15 million Vilar Center for the Arts – the cultural crown jewel of Beaver Creek. Served on the Vilar Center's Board of Directors for ten years, as well as Chief Executive Officer for three years, responsible for cultural programming, operations, marketing and fundraising.
- Collaborated with major developers in Beaver Creek to construct two mixed-use developments valued at \$75 million and consisting of 350,000 square feet of retail, residential, restaurant, parking and public space. Resort contribution consisted of \$16 million for public improvements.
- Developed a roster of signature events to energize and animate the resort. The signature events included Bon Appétit Magazine Master Chef Classic, The New Yorker on the Slopes, Blues, Brews & BBQ, Beaver Creek Summer Rodeo Series, Arts Festival, Antique Festival, Outdoor Summer Concert Series, and Oktoberfest. Attracted \$15 million in corporate and television sponsors, and tens of thousands of destination guests, thereby stimulating significant retail, restaurant, lodging, and real estate sales.

**City of Tallahassee, Florida**

**Assistant City Manager**

**Aug-1995 to Oct-1996**

Supported the City Manager in providing executive and strategic leadership for an organization workforce of 2,800, 200,000 customers, and \$350 million operating budget. Responsible for administrative, information and financial services and City Commission strategic initiatives. Directly supervised Finance, General Services, Information Systems Services, Employee Relations and Equal Opportunity.

***Specific Accomplishments:***

- Directed development of a five-year financial plan adopted by the City Commission that streamlined the City workforce and budget in anticipation of dramatic changes in deregulation, competition and citizen expectations.
- Coordinated design, evaluation, selection and implementation of \$10 million dollar 800 MHz trunked simulcast emergency radio communication system.

**City of Coral Springs, Florida**

**City Manager**

**Nov-1992 to Jul-1995**

**Assistant City Manager**

**Jan-1989 to Oct-1992**

Chief Executive Officer for rapid growth community of 100,000 in Southeast Florida (Broward County). Responsible for a workforce of 600 and for a budget of \$56 million.

***Specific Accomplishments:***

- Implemented a City-wide Total Quality Management initiative to achieve total customer satisfaction by focusing on customer services, leadership, employee empowerment and continuous improvement of the quality and cost of City services. Results included three consecutive property tax reductions, \$14 million in operating fund savings and 92% customer satisfaction rating. Based on these results the City was awarded the State of Florida's Sterling Award, the first city in America to win a Malcolm Baldrige sanctioned quality award. In 2007 the City of Coral Springs became the first city in America to win the Malcolm Baldrige Award.
- Initiated development of a non-profit Economic Development Foundation, comprised of private and public sector representatives to foster the diversification of the City's economy and attract value-added businesses. Thirteen companies relocated to the City representing 1,863 new jobs and \$12 million in economic benefits.
- Negotiated for the City to be the host site for the Association of Tennis Professionals (ATP) Men's American's Red Clay Tennis Championship. The twenty-year ATP tournament agreement included a 16 court facility and clubhouse, 4,500 seat stadium, national and international TV coverage, and revenue from ticket, parking and concession sales.

- Negotiated agreement for the City to be the host site of the PGA Tour Honda Classic starting in 1996. The twenty-five year agreement includes the development of a Tournament Player's Club championship 18-hole golf course and a \$29 million hotel/conference center.

**City of Richardson, Texas**  
**Assistant to the City Manager** **1985 to 1989**

**City of Richardson, Texas**  
**Administrative Assistant to the City Manager** **1983 to 1985**

**City of Dallas, Texas**  
**Administrative Assistant to the Deputy City Manager and Fire Chief** **1981 to 1983**

## **EDUCATION**

**Cornell University**  
**Masters in Urban and Regional Planning**  
Concentration in Urban Development & Management  
Professional Masters Scholarship

**University of California, Santa Barbara**  
**Bachelor of Arts, Political Science**  
Magna Cum Laude Honors  
Outstanding Community Service Award

***References Available Upon Request***



3030 Chatham St.  
Racine, WI 53402  
July 16, 2019

Colin Baenziger, President  
Colin Baenziger & Associates  
Recruit45@cb-asso.com

Re: City Manager Recruitment – Gainesville, FL

Dear Mayor Poe and City Commission Members:

Please allow me to express my sincere and enthusiastic interest in the open position of City Manager for Gainesville. I believe that my background, experience and skill-set are particularly well-suited to the candidate profile outlined in the recruitment brochure, and I would be humbled by the opportunity to be considered for this critical leadership role within what appears to be a City committed to progressive and dynamic governance.

I am currently serving as the City Administrator of Racine, WI, a full-service urban core community of 78,000+ residents and a \$211MM/year budget. However, my career experience as a results-oriented, proactive, and visionary City Manager in multiple urban settings as the CAO in a Council/Manager form of government specifically compels me to apply for this exciting opportunity. I possess both a Bachelor's and MPA degree from Western Michigan University with highest honors; 29 total years of experience as a City Manager; an ICMA –Credentialed Manager designation; and a history of innovative and ethical leadership throughout.

I have initiated and succeeded at some of the most innovative and challenging community and economic development and redevelopment projects using highly developed skills in negotiation and public finance. These included a number of projects focused on historic preservation and urban infill, as well as the planning, financing, and developing of a new, from-scratch, Downtown City Center in Rio Rancho, NM. -- including working closely with the University of New Mexico to develop a new satellite campus and hospital therein.

I have served as City Manager of Gastonia, NC during the depths of the severe economic recession and conversely, as City Manager in Rio Rancho, New Mexico during the height of its economic expansion and exponential growth as then one of the fastest growing cities in the U.S. Throughout my 30+ year career as a local government manager I have progressed in both understanding and accomplishment -- winning respect and leaving in place a legacy of substantive change and development and lasting organizational improvement and financial stability.

Along the way, I have built a reputation for strong, enthusiastic leadership and advocacy on behalf of my elected bosses; I have championed the cause of strategic planning and economic sustainability; and, I have utilized innovation and non-traditional approaches to create success in the face of expected failure.



I have prepared and submitted 29 balanced, municipal budgets, under circumstances and in environments ranging from stable with modest growth; to economic boom times with hyper-growth and an equally-hyper demand for additional programs and services; to deeply recessionary times demanding substantive contraction, consolidation, and cut-backs. Throughout, I have offered the key leadership necessary to assure long-term fiscal responsibility while still introducing innovative programs and supporting unprecedented economic and community development.

With my elected governing body members I have served as a trusted expert whose well-researched and developed ideas and opinions are sought out and relied upon. Information has been shared promptly and equally and with candor. I have served as the visible, recognized leader of the City management team, providing consistent, clear direction to staff while communicating the governing body's collective vision for the future as embodied in the day-to-day operational guidance that creates the building blocks to such vision. And, throughout my career, because it was expected of me, I have served as a "change-agent" often asked to fill the role of pro-active supporter and advocate for bold or trail-breaking concepts, programs, or projects desired to fulfill the community's goals and support its values.

Economic and community development has been a driving passion and my career-defining constant. In all these efforts, I have acted as champion, and driving force throughout -- but always at the policy-defined behest of my governing body.

Throughout my career I have gained extensive experience in the development of programs and environments which fostered employee motivation and development in an atmosphere of openness, transparency, and values-based leadership. I have created ongoing, institutionalized programs of open-forum and team-based communication meetings in order to build greater understanding and cross-department cooperation within the respective organizations. I have grilled hundreds of hot dogs at employee picnics; served up barbeque at employee Christmas parties; presented expressions of appreciation at retirement parties; and worked side-by-side with every level of employee at charitable house re-habs and paint-n-pride days.

I possess extensive management experience in human resources, labor relations, and benefit administration; intergovernmental relations; policy analysis and development; and complex public finance. I have championed the cause of Community-Oriented Policing and have institutionalized its principles in multiple communities. I have managed multiple communities with electric utilities as well as large-scale, water and sewer operations; comprehensive solid waste functions; transportation and transit departments; airports; an arena; extensive parks facilities; a museum and a municipal golf course..

I have genuinely enjoyed my tenure in the communities I have served, and in local government management. I sincerely believe that I can bring the kind of innovative and strategic leadership that Gainesville needs and demands at this critical time in its organizational and civic evolution. In that regard, I feel I cannot pass up the opportunity to apply for the position of City Manager, and a chance to further challenge myself professionally in an organization and a setting which is well-suited to my experience, skill-set and professional preparation. If you require further information, please feel free to contact me at my mobile phone number or e-mail address; don't

hesitate to leave a voice mail message if I am temporarily unavailable.

I would sincerely appreciate the opportunity to personally interview for this position. I feel my combination of education, experience, and personal traits are the ideal match to this outstanding opportunity.

Sincerely,

James M. (Jim) Palenick

Enclosure: resume

**James M. (Jim) Palenick**  
**ICMA Credential (Since 2009)**

**3030 Chatham Street, Racine, WI 53402**  
**Phone: (704) 214-1031**

**E-Mail: palenickj@bellsouth.net**

**Career Synopsis:**

Over 30 years of experience in service to local government as a City Manager/Chief Administrative Officer in multiple communities in Michigan, New Mexico, North Carolina, and Wisconsin. Noted for accomplishments in creatively-financed, place-based economic and community development and redevelopment, Community-Oriented Policing, & financial sustainability.

A record of integrity and professionalism as a high-functioning, results-oriented, community leader whose passion for public service and commitment to innovation, accountability, and progress manifests itself in an active and visible change-agent not hesitant to build, maintain, and lead a high-performing organizational team.

**Relevant Local Government Experience:**

**April, 2017 to Present**

**City Administrator, City of Racine, Wisconsin** (pop. 78,383) \$211M Budget (\$82M General Fund) 731 employees. Chief Administrative Officer for full-service, urban core City in SE Wisconsin. Including regional water, wastewater, golf courses, zoo, library, 50-acre regional beach, and health department. Engaged as lead in structuring, negotiating and gaining approvals for series of large-scale, mixed-use, urban infill redevelopment projects along river and lake-front involving complex, public-private partnerships and creatively-financed development and incentive agreements. Combination of projects exceed \$300M in private investment in hotels, retail and over 1,000 new housing units. Re-development interest spurred by \$10B Foxconn Development in neighboring Mt. Pleasant Village has allowed City to aggressively leverage opportunities for high-quality spin-off investment. Introduced Body cameras for Police Department and Championed cause of Community-Oriented Policing culture and C.O.P. House expansion.

**2016 through March, 2017**

**Interim Director of Economic & Business Development, City of Fayetteville, North Carolina** (pop. 208,000) Responsible for Directing Program of business retention, expansion, and entrepreneurial support functions for urban core City, including incentive policies and implementation; public/private partnerships; marketing; and adaptive re-use of historical and/or functionally obsolete properties. Served as City's conduit to other local, regional, State, and Federal development agencies/partners as well as to business community and advocacy

organizations. (Position eliminated as a result of wholesale organizational leadership change, both elected and administrative.)

### **2012 to 2016**

**Interim & Town Manager, Town of Dallas, North Carolina** (pop. 4,778) \$15.2M Budget (\$3.5M General Fund) 54 employees. Chief Administrative Officer for small, full-service historic Town adjacent to Gastonia. Including water, wastewater, electric, and waste collection utilities. Providing Town with Budget preparation, strategic planning, infrastructure improvement, policy development and revitalization efforts. \$5M comprehensive replacement of Water-lines; Sewer collection system and street improvements; Park & facilities enhancements; Downtown re-vitalization through infrastructure, parking, and streetscape upgrades; Public/private partnership development of anchor, destination restaurant; and \$1M preservation and renovation of historic Courthouse and Town Square Plaza. Bringing policy and priority based decision-making and professionalism to organization along with institutionalized practices.

### **2007 to 2011**

**City Manager, City of Gastonia, North Carolina** (pop. 73,710) \$186M Budget (\$56M General Fund) 884 employees. Chief Administrative Officer for full-service, urban core city in Charlotte-Gastonia-Rock Hill SMSA, including electric utility; golf course; museum, transit; regional water and WWTP, municipal airport and comprehensive solid waste collection services. Successfully privatized management of municipal golf course; authored strategy for multi-focused central city revitalization effort, including greenway/streetscape; conference center; retail/restaurant recruitment incentive program; pedestrian plaza park; introduction of condo/lofts and ubiquitous Wi-Fi. Guided city finances and budgeting through difficult recession through down-sizing and reorganization (53 permanent job eliminations), but without major service cut-backs or tax or fee increases. Built LEED Gold Conference Center and Museum Environmental Studies Center. Multiple, historic preservation/urban infill projects including: Highland Hospital; Armstrong Apartments; Craig & Wilson; Arts on Main; and Lo-ray Mill redevelopments. Achieved significant access to ARRA (stimulus) Grant funding, exceeding \$10M across multiple, competitive agency programs. Institutionalized Community-Oriented Policing culture and Initiatives. Aggressively pursued regionalization and consolidation of water/sewer infrastructure, and restructured utility rate system. Introduced and implemented complete restructuring of solid waste collection, management, and financing system, including PAYT/ city-wide single-stream recycling. Named All America City, National Civic League, 2010; Awarded U.S. Conference of Mayors Livability Award, 2010.

### **2003 to 2006**

**City Manager, City of Rio Rancho, New Mexico** (pop. 87,000) \$144 million budget (\$58M General Fund) 659 employees. Chief Administrative Officer for third-largest and fastest growing City in New Mexico. Authored comprehensive economic development policy; planned, financed and developed from-scratch, mixed-use, City Center including: \$48M

multi-purpose Event Center (arena); \$17M City Hall; 52-acre Lionsgate Entertainment motion picture productions studios; Main Street and connecting urban street loop; First 4 ½ mile phase of strategic highway connector (Paseo del Volcan) with additional \$16.5M acquired for 2<sup>nd</sup> phase; and complete land acquisition and transfer of 160 acres designated, zoned, and planned as “Downtown/CBD”. Facilitated a doubling of Gross Receipts Tax base, and the addition of over 200 new City employees (the majority dedicated to Public Safety). Effectively planned for and financed multiple, Revenue Bonds; (2) successful G.O. Bonds; and (2) successful P.I.D. Bonds resulting in over \$100M in total financing for a new Central Library; new Aquatics/Recreation Center; utilities infrastructure and City Center buildings and roadways. Money Magazine designated Rio Rancho 58<sup>th</sup> best place to live in America (2006).

#### **1996 to 2002:**

**City Manager, City of Bay City, Michigan** (pop. 36,700) \$184 million budget (\$22M General Fund), 455 employees. Chief Administrative Officer for full-service, urban core city including Electric Utility; regional water and WWTP, and Municipal Airport and comprehensive solid waste collection services. Financed and developed \$32M, full-service Hotel/Conference Center. Planned, financed, and developed large-scale, multi-phase, Downtown Riverfront redevelopment of Brownfield sites--including \$13M, 66 unit residential condominiums with riverwalk and public park; and \$17M relocation/redevelopment of 45-acre aggregate loading and storage yard. Multiple contract negotiations with 6, separate Labor Unions. Major infrastructure redevelopment initiatives, including: \$42M WWTP upgrade; G.I.S.; video inspection and repair of sewer collection; sidewalk replacement; and major street reconstruction. Financed and introduced TND residential subdivision. Cutting edge Community Policing initiatives. Great American Main Street Award winning downtown.

#### **1992 to 1996:**

**City Manager, City of Dowagiac, Michigan** (pop. 6511) \$10.9 million budget, (\$2.5 M General Fund), 75 employees. Chief Administrative Officer for full-service city including Electric Utility, Water, WWTP, Library and Municipal Airport. Developed city-owned, 2-phase, 58 lot residential subdivision; planned and coordinated \$1.5 M Downtown Rail Corridor/”high speed rail” project--acquiring over \$500,000 in competitive grant funding from three separate sources; planned and financed \$1,440,000 City Hall/Police Station development; negotiated cooperative annexation and conditional land transfers (P.A. 425) of Township lands to City--involving 2 Townships and 2 distinct developments; negotiated labor agreements with IBEW and Teamsters (police); wrote multiple grant applications and received funding through MDOT: TED “A”, “D”, and “F”; S.T.I.P: and (ISTEA)--Also, C.D.B.G., and Justice Department “COPS”. Reinvigorated and turned-around struggling police department and “nearly shut-down” airport; and established comprehensive solid waste management program including municipal composting. Negotiated long-term customer/facilities purchase and wholesale power provision agreement with I & M Electric.

**1987 to 1992:**

**Village Manager, Village of Dexter, Michigan** (pop. 1800), 14 employees. Developed 127-acre, 2-phase industrial park including attraction and location of \$21 million Japanese/American joint venture and 11 other firms therein. G.O. bond issue passage and implementation for improvements to water storage and distribution system. Labor negotiations with Teamsters Union. Developed and implemented community recycling, composting, and leaf and brush pickup programs. Developed and implemented employee evaluation program, including introduction of merit pay. Pursued, developed and financed multi-million dollar infrastructure construction programs. Established and directed both L.D.F.A. and D.D.A., (T.I.F.). Wrote grant applications and received grant awards totaling \$450,000 from M.D.O.T. for road reconstruction in both categories "D" and "A" under Michigan Transportation Economic Development Fund. Wrote Commerce Department application to be named "Community of Overall Economic Excellence"; receiving award from Governor, October, 1989.

**Other Professional Experience:**

**Manager/Harbor Master, The Moorings Association, New Buffalo, Michigan** Employed by 7-member Board of Directors elected at-large from among 325 Association member-owners to be CEO of (at the time) the largest marine-condominium Association on the Great lakes.

**1986 to 1987**

**Municipal Governmental Consultant** Maintained sole-proprietorship, "JMP Consulting" to serve small, local government clients in Michigan with compensation and classification studies and zoning ordinance amendments. (Bay City, Michigan residence office).

**2002 & 2003**

**Education:**

**Western Michigan University**

**MPA Degree; With Honors**

**1987**

Concentration in local government management and economic development.

Worked full-time while earning degree. Inducted to Pi Alpha Alpha Honor Society (1995).

**Western Michigan University**

**BS Degree; Summa Cum Laude**

**1981**

Majored in Public Administration with concentration in economics and public policy.

Named D.C. & Zoa Schilling Award winner in Public Administration (1981). W.M.U

"Wall of Distinction" (1984).

**Kalamazoo Valley Community College**

**AAS Degree; Honors Graduate**

**1979**

## **International City Management Association (ICMA) Continuing Education**

### **International Council of Shopping Centers (ICSC) Guest Speaker:**

“Arenas as cornerstones to Downtown revitalization”

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### **Professional Affiliations:**

- Board & Executive Committee Member. Downtown Racine Corporation
- Downtown Corporate Citizenship Award, 2018, Downtown Racine Corporation
- Board Member, Gaston Regional Chamber of Commerce
- Board Member, Gastonia Downtown Development Corporation
- Board & Executive Committee Member, Rio Rancho Economic Development Corporation
- Board Member, Rio Rancho Chamber of Commerce
- Senior Vice President; Wenonah Park Properties, Inc.
- Board of Directors; Bay Area Convention & Visitors Bureau
- Board Member; Bay City Economic Development Corporation
- Rotary Clubs (Gastonia, Bay City & Dowagiac)
- Member NCCMA
- Member; ICMA
- 2-term Vice President; Washtenaw Development Council





July 11, 2019

Mayor & Commissioners, City of Gainesville  
200 East University Ave  
Gainesville, FL 32601

Dear Mayor and Commissioners,

I would like to express my strong interest in the City Manager position currently being advertised for the City of Gainesville, Florida. As an experienced and successful leader in the areas of economic development, government administration and business management I have more than 15 years of experience driving superior operations and overall organizational performance.

Currently, I am the Economic Development Administrator (Director) for the newly formed City of South Fulton, Georgia. A very fast-growing city, South Fulton is the third largest municipality in metro Atlanta and the eight largest city in the State of Georgia.

Prior to coming to South Fulton, I served as the Director of Economic Development for the City of Villa Rica, Georgia. In addition to my economic development role, I served as the executive director of the Villa Rica Convention and Visitors Bureau and the Villa Rica Downtown Development Authority.

In addition to my responsibilities to the City of Villa Rica, I served with many organizations throughout west Georgia, including the Business Development Committee for the Carroll County Chamber of Commerce, the Small Business Committee for the Douglas County Chamber of Commerce and the Historic High County Travel Association.

A seasoned economic development professional, I'm responsible for creating, cultivating and managing programs and projects that meet the ever-changing needs of one of Georgia's fastest growing cities.

A few of the many accomplishments during my tenure include:

- Developed Destination South Fulton, the economic development arm of the City of South Fulton
- Established the South Fulton Development Authority; hotel/motel tax legislation; Free Port Tax Exemption.
- Created the Villa Rica Office of Economic Development, Villa Rica Convention & Visitors Bureau and the Office of Film & Entertainment.
- Secured millions of dollars in funding for Downtown Development projects.
- Helped to develop a comprehensive master plan for the Central Business District.
- Successfully regained unconditional reaccreditation for the Villa Rica Main Street Program after being placed on probation prior to my arrival.
- Featured twice in Georgia Trend Magazine for Economic Development work.
- Successfully launched a complete branding campaign for the Villa Rica Convention and Visitors Bureau.
- Selected as a "Four for the Future" community by the University of Georgia and Georgia Trend Magazine in 2018.
- Spearhead the creation of a \$30 million-dollar Job Investment Fund while on the Long-Term Financial Planning Committee.

Prior to joining the City of Villa Rica, I served in several capacities for the City of Albany, where I was elected to the Albany City Commission and served one term as mayor pro tem. In addition to serving in city government, I worked in several other capacities, including the Albany-Dougherty Economic Development Commission, Tax Allocation District Board, Long Term Financial Planning Board, Georgia Municipal Association Legislative Policy Council, Southwest Georgia Regional Commission and the Albany-Dougherty Inner City Authority.

I am a Spring 2016 participant of the Georgia Young GameChangers and a previous recipient of the Southwest Georgia 40 Under 40 from the Albany Herald. I'm also a founding member of DC GameChangers, a group of forward-thinking young leaders working to improve the quality of life for Douglas County citizens.

A sought-after speaker, I have presented at several conferences on topics such as economic development, government administration, downtown development, public policy, tourism, organizational leadership and team development. Recent conferences have included the Mayor's Day Conference and Annual Conference for the Georgia Municipal Association; Winter Chautauqua for the Historic High Country Travel Association and the Northeast Georgia Mountains Travel Association and the International Downtown Association Annual Conference

Please review my attached resume for additional details regarding my expertise and career achievements. If you agree that my qualifications are a perfect match for your organization, please call me at 229-376-1715 to arrange an interview. I look forward to meeting with you in the very near future.

Sincerely,

  
Christopher G. Pike

## Summary

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A management professional with over fifteen years in business, public service, education, finance and leadership roles. Proven track record of building relationships, community engagement, cultivating partnerships and growing businesses. Experienced in business, economic and community development specifically in the areas of sales, marketing, job creation, technical presentation, teaching, coaching and training.

## Highlights

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Excellent sales techniques  
Top-ranked sales executive  
Work force management

Strong proposal writer  
Community engagement  
Excellent communicator  
Adept multi-tasker

Analytical problem solver  
Consultative sales techniques  
Economic Development  
Municipal Governance

## Skills Summary

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advertising, budget development, business plans, communication skills, contract negotiations, customer service, decision making, email, special events, grants management, social media management, instruction, leadership, marketing strategies, marketing and sales, networking, policy development, presentation skills, programming, proposals, publicity, teaching, coaching, teamwork building, trade shows, website development.

## Education and Certifications

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### Economic Development Finance Professional (EDFP)

National Development Council (NDC)

October 2017

### Master of Science in Management w/ concentration in Leadership and Organizational Effectiveness

Troy State University ~ Troy, Alabama

December 2003

### Bachelor of Science in Criminal Justice

Albany State University ~ Albany, Georgia

May 2001

## Professional Experiences

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### City of South Fulton – South Fulton/Atlanta, Georgia

2018-Current

#### Economic Development Administrator/Director

- Direct overall operations and activities of the Division of Economic Development consistent with Mayor and City Council adopted policies and laws
- Develop and create opportunities for economic development projects
- Facilitate the development of long-range goals, objectives, organizational structure, and overall direction for the City
- Facilitate citywide recruiting activities including internal and external economic development associations
- Develop plans and promote commercial and industrial development, redevelopment and revitalization in the City
- Cultivate public and private partnerships to expand commercial tax base
- Develop programs to nurture small businesses and entrepreneurs
- Supervise, direct, and evaluate assigned staff: make hiring or termination decisions/recommendations; establish workloads and prioritize work assignments
- Serve as the primary liaison and spokesperson for the City of South Fulton and Economic Development Corporations
- Facilitate private sector investment decisions to encourage the attraction of commercial, retail, and industrial projects in the City
- Provide leadership in coordinating development projects with other City departments
- Advise City officials concerning issues related to economic development and job creation and retention
- Prepare division budget: conduct spending analysis; review expenditures and budget recommendations; prepares budget forecasts; approve or deny specific expenditures; and monitor expenditures for compliance with approved budget
- Maintain a current, comprehensive knowledge and awareness of applicable laws, regulations, principles and practices relating to economic development and job retention; reads professional literature; maintains professional affiliations; and attends meetings, workshops, hearings, and training sessions as required.

## City of Villa Rica – Villa Rica, Georgia 2015-2018

### Director of Economic Development

- Direct all services and activities of the Economic Development Department: Main Street Program; Downtown Development Authority; Convention and Visitors Bureau; Film & Entertainment Office
- Serve as the Executive Director of the Downtown Development Authority; Director of the Convention and Visitors Bureau
- Responsible for the management and implementation of annual work plans
- Facilitate citywide recruiting activities including internal and external economic development associations
- Responsible for facilitating economic development planning and initiatives
- Work with partners to promote the community in order to expand economic development opportunities
- Serve as a liaison between the city, local organizations, businesses, individuals and other government entities
- Analyzing existing economic conditions relative to business attraction and expansion
- Continuously review techniques and trends for successful business attraction & retention
- Coordinate with city departments and elected officials to advance economic development initiatives
- Work with stakeholders to resolve sensitive and controversial issues as they may arise
- Coordinate with media outlets on important announcements and developments at the local and state level

### Director of Downtown Development & Tourism

- Serve as the Executive Director of the Downtown Development Authority; Director of the Convention and Visitors Bureau and Director of the Main Street Program
- Worked with stakeholders to determine overall development objectives and action plans and activities
- Helped to build strong and productive working relationships with appropriate public agencies at the local and state levels
- Developed and maintain programs used as assets for economic development in Tourism, Historic Preservation and Downtown Development
- Fostered entrepreneurial enterprises in the community, making referrals to resource providers when appropriate
- Developed, maintain and promote business retention and attraction strategies.
- Responsible for the preparation of developmental plans and the scope and timing of specific projects pertaining to downtown revitalization.
- Created and maintained a cooperative working relationship with existing and new business owners/operators, residents and local agencies.
- Responsible for maintaining information pertaining to the district as a whole, specific projects, existing amenities, tax and financial inquiries, and other pertinent information.
- Prepared and managed grant applications for a variety of community development projects.
- Coordinated with media outlets on important community events, activities or developments at the local level.

### Main Street Manager

- Coordinated activities within the downtown service delivery area to encourage economic development.
- Responsible for the development, conduct, execution and documentation of the Main Street Program.
- Principal staff person responsible for coordination of all activities locally as well as for representing the community regionally and nationally.
- Coordinated activities of Main Street program committees, ensuring that communication between committees was well established and assisted committees with implementation of annual work plan items.
- Developed and conducted ongoing public awareness and education programs designed to enhance appreciation of the downtown as an economic development asset and fostered an understanding of the Main Street program's goals and objectives.
- Advised downtown merchant's organizations and/or Chamber of Commerce retail committees on Main Street program activities and goals and assist in the coordination of joint promotional events.
- Maintained and created promotional events that promote and foster economic opportunities in the downtown area.
- Assisted individual tenants or property owners with physical improvement projects when possible.
- Utilizing the Main Street program format, developed and maintained data systems to track the process and progress of the local Main Street program.
- Motivated and recruited volunteers to participate in projects.

## **Urban Pulse Universal - Atlanta, Georgia**

2008-Current

### **President/CEO**

- Formulate, direct and coordinate marketing activities and policies to promote products and services.
- Direct, train, and evaluate marketing and sales staff and oversee their daily activities.
- Ensure sales and marketing goals and objectives are met each month
- Evaluate staff performances and provide coaching when necessary to ensure top performance.
- Negotiate contracts with vendors to meet client's marketing and advertising goals and objectives.
- Design, Develop and maintain a network of website and social networking sites.
- Work with other media partners to provide effective advertising solutions for area businesses.
- Coordinate and participate in promotional activities and trade shows.
- Utilize social media to build brand awareness and engagement.

## **City of Albany - Albany, Georgia**

2009- 2014

### **Commissioner | Mayor Pro Tem**

- Acted as a liaison between the public and the city government to help make changes that benefited the citizens.
- Effectively debated and garnered support for issues important to my constituents.
- Worked with commissioners to determine how to best meet the numerous needs and demands for public services throughout the community while complying with state and federal mandates.
- Helped to determine the policies, directions and levels of service of City government.
- Worked with fellow commissioners to develop and enact policies and ordinances.
- Decided on the local tax rate for property owners and business licenses and fees.
- Helped to develop the budget for the upcoming fiscal year and see that it is properly funded in order to keep the city in a good financial condition.
- Represented the City on local, regional and state committees, authorities, boards and commissions.

## **Albany Technical College - Albany, Georgia**

2008- 2009

### **Instructor – Leadership & Decision Making**

- Motivated students to actively participate in all aspects of the educational process.
- Provided regular, accurate, and timely student assistance, feedback and support relative to their performance.
- Communicated with students and ATC staff by email and telephone as needed.
- Responded in a clear and well-expressed manner to student questions and inquiries in a timely manner.
- Prepared and administer online test and evaluations.
- Kept archives of student work and correspondence and maintain and report student participation.
- Learned and used technology to enhance teaching and the educational experience when appropriate.
- Evaluated and graded assignments submitted by students. Submit grades for evaluation.

## **Clear Channel Radio - Albany, Georgia**

2006- 2008

### **Local Sales Manager**

- Created and developed new advertising clients while servicing and growing the existing client base.
- Orchestrated business plans to grow revenue shares and exceed budgeted goals.
- Developed a culture of extreme quality customer service, teamwork, respect, professionalism, and ethics.
- Managed stress, deadlines, and related pressures.
- Hired, trained, motivated, and lead a team of energetic, proactive sellers.
- Attended and participated in trade shows/community organization, events and job fairs.

### **Account Executive**

- Maintained a list of active clients.
- Sold entire multimedia product line (radio, internet, video, promotions, and special events.) Prospect and develop new clients to create revenue growth for radio station.
- Serviced clients to ensure satisfaction and good customer service.
- Maintained outstanding marketing and presentation skills.
- Wrote sales orders, proposals, and production orders

## **Darton College - Albany, Georgia**

2005- 2013

### **Instructor – Leadership Development**

- Planned and organized instruction in ways that maximize student learning.
- Motivated students to actively engage in class room discussions.
- Prepared, distributed, and submitted syllabi and approved course outlines for all assigned sections. Modified, where appropriate, instructional methods and strategies to meet diverse student's needs.
- Prepared and administered test and evaluations.
- Encouraged the development of communication skills through appropriate assignments.
- Learned and used technology to enhance teaching and the educational experience when appropriate.

## **Thronteeska Heritage Center - Albany, Georgia**

2003- 2006

### **Curator**

- Responsible for choosing and acquiring artifacts for the museum collection.
- Accountable for the overall care and maintenance of items in museum collection.
- Supervised education curator, education specialist, volunteers, and museum clerks.
- Managed and designed museum exhibits and displays.
- Worked with teachers & education curator to develop educational programming & field studies for students.
- Developed and implemented publicity and marketing strategies for the museum
- Oversaw the management of local and state grants and funding including SPLOTS & GHRAB Grants.
- Prepared budgets, written reports and forms related to the museum's collection and educational operations.
- Developed and supervised the museum volunteer program
- Developed and implemented policies and procedures including: Collection Management Policy, Long Range Conservation Plan, Disaster Preparedness Plan, & Volunteer Program.

## **Honors, Training, Boards & Notable Information**

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### **Notable Information:**

Elected to the Albany City Commission for one term (November 2009-January 2014)  
Mayor Pro Tem (January 2010-January 2011)

### **Honors & Recognition:**

Four for the Future Community - Georgia Trend Magazine (2018)  
Georgia Forward – Young Gamechangers (2016)  
Southwest Georgia 40 Under 40 (2007)

### **Training:**

Supervisory Leadership Skill Development Program – Georgia Municipal Association (2019)  
Development Authority Training (2019)  
Downtown Development Training - Main Street 101 (2015)  
Certificate of Excellence - Harold F. Holtz Municipal Training Institute for Elected Officials (2013)  
Certificate of Achievement - Harold F. Holtz Municipal Training Institute for Elected Officials (2012)  
Downtown Development Authority Basic Training (2011)  
Certificate of Recognition - Harold F. Holtz Municipal Training Institute for Elected Officials (2011)  
The Robert E. Knox, Jr., Municipal Leadership Institute (2011)  
Jekyll Island Management Institute (2004)  
Commercial Drivers License with Passenger Endorsement (2000)

### **Professional Memberships:**

Georgia Economic Developers Association  
Georgia Association of Convention and Visitors Bureaus  
Historic High County Travel Association  
Main Street America  
Georgia Downtown Association

## Boards & Committees:

Business Development Committee Carroll County Chamber Of Commerce (2015-2018)  
Small Business Development Committee (Douglas County Chamber of Commerce (2015-2018)  
Tax Allocation District Advisory Board (TAD) (2012-2013)  
Georgia Municipal Association Legislative Policy Council (2011-2013)  
Long-Term Planning Committee (2011-2013)  
Albany-Dougherty Economic Development Commission (2010-2013)  
Southwest Georgia Regional Commission (2010-2013)  
City of Albany Board of Commission (Ward III Commissioners (2009-2013)  
March of Dimes Board of Directors (2006-2008)

## Professional References:

Jeff Reese, Mayor  
City of Villa Rica  
571 W Bankhead Hwy  
Villa Rica, GA 30180  
770-459-7000 | 678-634-8390 | jreese@villarica.org

Dorothy Hubbard, Mayor  
City of Albany  
401 Pine Avenue,  
Albany, GA 31701  
229-431-3244 | dhubbard@albanyga.gov

Dan McRae, Esq, Partner  
Seyfarth Shaw LLP  
1075 Peachtree Street, NE, Suite 2500  
Atlanta, GA 30309-3962  
404-888-1883 | dmcr@seyfarth.com

Sara Ray, President/CEO  
Douglas County Chamber of Commerce  
6658 Church Street  
Douglasville, GA 30134  
770-942-5876 | ray@douglascountygeorgia.com

Jana Dykes, Executive Director  
Waycross-Ware County Development Authority  
2855 Forest Drive  
Waycross, GA. 31503  
912-283-2112 | 912-237-7782 | jana@wwda.us

Shannon James, President/CEO  
Aerotropolis Atlanta Alliance  
3800 Camp Creek Pkwy SW Building 1400, Suite 132  
Atlanta, GA 30331  
404-349-2211 | s.james@aeroatl.org

Odie Donald, II, City Manager  
City of South Fulton  
5440 Fulton Industrial Blvd, S.W., Suite A,  
Atlanta, GA 30336  
470-809-7737 | odie.donald@cityofsouthfultonga.gov

Scott Andrews, Assistant City Administrator  
City of Smyrna  
2800 King Street SE,  
Smyrna, GA 30080  
678-631-5305 | sandrews@smyrnaga.gov



# MARTIN J. SHANAHAN, JR.

8005 Expedition Street, Joliet, Illinois 60431 · 815-212-4370

[mjshanahan01@gmail.com](mailto:mjshanahan01@gmail.com)

## **EDUCATION**

**John Marshall Law School, Chicago, IL**  
*Juris Doctor, May 1998*

**College of St. Francis, Joliet, IL**  
*BA, Political Science, May 1994*

## **EXPERIENCE**

**CORPORATION COUNSEL, Joliet IL**

***JANUARY 2015-MAY 2017; NOVEMBER 2017-OCTOBER 2018, JUNE 2019-PRESENT***

*Joliet is a large and diverse community with a population of 148,500 spread out over 61 square miles at the crossroads of Interstate 80 and Interstate 55, 45 miles southwest of Chicago. Joliet has 800+ full-time employees. New investments in rail and intermodal have made Joliet (and Will County) the largest inland port in North America. In the past four years, Joliet has embraced \$1.3 billion in new construction valuation. Joliet is home to Harrah's Casino and Hollywood Casino, the historic and beautifully renovated Rialto Square Theater and DuPage Medical Group Field, a City-owned stadium home to a minor league baseball team which plays in the independent Frontier League. Auto racing, including NASCAR and Nationwide series races at the Chicagoland Speedway and NHRA races at the Route 66 Raceway are two venues which draw many regional and national fans to Joliet on an annual basis.*

- **Innovative**
  - Implement and execute truck permit process (over \$1 million in permit fees since Feb 2016 inception); and
  - Draft multi-faceted Ordinance for dangerous/vicious dogs (one of the strictest in Illinois) and establish associated hearings.
  
- **Logical**
  - Spearhead In-house administrative adjudication process (complex issue that traversed multiple City departments; City Ordinance violations previously prosecuted at County Courthouse; City now prosecutes City Ordinance violations at City Hall and all fees and costs remain with the City). After two-plus years of implementation, estimates of the net gain for the City will be upwards of \$1 million per year; and
  - Create and implement a City of Joliet local bidder Ordinance (preference in awarding contracts to City of Joliet businesses).
  
- **Problem-solver**
  - Dissolve two units of local government (sanitary districts overdue bills were in excess of \$500,000; City now direct-bills the customers); and
  - Calculate and pay decade-overdue amounts to Fire Protection Districts (kept the City out of a lawsuit by reaching an agreement with the various Fire Protection Districts and paid six-figure amounts rightfully owed).



**INTERIM CITY MANAGER, Joliet IL**  
**MAY 2017-NOVEMBER 2017; OCTOBER 2018-JUNE 2019**

- **Fiscally Responsible**
  - Oversee passage of 2019 City Manager recommended \$280 million annual budget with an unassigned fund balance of approximately \$50 million;
  - Accountable for budgetary requests of nine Departments who report directly to the City Manager; and
  - Recent innovations result in savings of millions of taxpayer dollars, including elimination of costly policies for City Hall employees.
  
- **Chief Negotiator**
  - Waste hauling contract (as compared to the previous contract pricing, taxpayers will save upwards of \$50 million over the 10-year contract);
  - Stadium lease (five-year lease to manage and operate City-owned 6,000-seat Stadium generating \$75,000 in rent which draws over 100,000 spectators per year to downtown Joliet);
  - Intergovernmental Agreements with Will County, Illinois Department of Transportation, various municipalities and governmental entities relating to boundary agreements, cost-sharing, water-interconnect, land swaps and utility projects; and
  - Supervisor's Union Contract approval for 2020-2022 (approximately one year of negotiations prior to my direct involvement).
  
- **City Ambassador**
  - Business advancement (e.g. Cadence Premier Logistics 100+ new employees, MyGrain Brewing, first City micro-brew since 1950's with 20+ new employees and Cullinan/Rock Run, a proposed major mixed-use project with an estimated 8,000 construction jobs while being built and 5,000 permanent jobs);
  - State Legislators communications (re-establish missing dialogue and meet with State-elected officials which aided in securing \$848 million in 2019-2020 Illinois capital bill for planned improvements to Interstate 80 through Joliet); and
  - Provide representation, input and guidance to the Joliet Region Chamber of Commerce Board of Directors and Government Affairs sub-committee and the Will County Center for Economic Development Executive Board, I-80 Coalition and Communications Sub-Committee.

**ATTORNEY, Spesia & Ayers, Joliet IL**  
**JANUARY 2001-DECEMBER 2014**

- **Progressive Responsibility** – Municipal representation for local communities (80-90% of private practice devoted to municipal law representing Rockdale, New Lenox, Manhattan and Minooka, attending Board meetings and handle all legal matters);
- **Prosecutor** for local ordinance and misdemeanor violations; and
- **Administrative Hearing Officer** for Joliet, Manhattan, Rockdale and Minooka.

**SKILLS**

- Adaptable
- Focused
- Effective Communicator
- Transparency in Government
- Sense of humor
- Undaunted by challenge
- Family oriented
- Open minded



**OBJECTIVE:** To be hired as the next City Manager for the City of Gainesville, Florida.

**SUMMARY:** Highly accomplished manager with twenty-two (22) years of managing experience in local government with expertise in the following areas: Growth Management, Consensus Builder, Intergovernmental Management, Team Builder, Change Agent, Economic Development, Local Government Budgets, Communications, and Strategic Planning. Uniquely skilled at building relationships, resolving issues, and resolving dispute resolution, providing outstanding customer service, and leading teams to deliver optimum results.

**CURRENT WORK EXPERIENCE:**

**York County, S.C. (1,200 Employees) (6 South Congress St, York, S.C. 20745, 803-684-8511, Salary: \$194,300)  
(County Rating of Aaa)**

**09/13 – Present:** County Manager: Provide for the daily oversight and long range planning of York County administration and operations. (Administration, Human Resources, Procurement, Economic Development, Public Works, Engineering, Finance, Assessor, Auditor are direct reports.)

**Accomplishments:**

- Recognized, by media, for the last two years as best in the nation for Economic Development for a county our size. (5,000 new jobs in 4 years.)
- Fiscally Sound, one of the stronger budgets (Aaa) in the State as briefed by our Auditors.
- \$115 million worth on-going building construction on time and on budget.
- \$90 million worth of on-going road construction on time and on budget.
- Completed and implementing the York County Comprehensive Plan.
- Reorganized both the HR and Planning Departments.

**City of Augusta, GA (2,700 FTE of which I was responsible for 1,150, Budget responsibility was \$180,000,000.)  
(Salary \$118,500.00) (530 Green St, Augusta, Ga 30907, 706-821-2400)**

**03/11 – 09/13** Deputy Administrator: Supervised the day-to-day operations of the Engineering (Roads, Traffic, Construction, and Engineering), Public Safety (Corrections, Fire Department, 911, and Animal Services), Recreation (Recreation, Building Maintenance, and Cemetery), Environmental Services, and Utilities (Water, Sewer, and Infrastructure) Departments.

**Accomplishments:**

- Identified and fixed violations with the E-911 Department in reference to GCIC.
- As Interim Director, we reorganized the Augusta Fire Department from three to two Battalions to reduce overtime costs, improved processes, created a "Fire Team", and increased moral. Reorganized the department and created and implemented new SOPs.
- As Interim Director for the Recreation Department we reorganized the timecard process.
- As Interim Director of the H.R. Department we reorganized the whole department to improve all processes and stop employee complaints.

- City/County Liaison to Housing and Development. Worked with staff in the areas of Community Housing Development Organization (CHUDO) and Home Investment Partnership Program to expand the supply of decent and affordable housing for low and very low income citizens. In addition, our goal was to create and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, to produce and/or manage affordable housing.

***City of St. Marys, Georgia (418 Osborne St., St. Marys, GA 31558, 912-510-4000)***

**04/04 – 03/2011**      **City Manager:** Managed the daily operations of the City by serving as a liaison between the Mayor, Council, and the public.

**Accomplishments:**

- Acting Chief of Police for my first four months of employment.
- Brought together the governments, within the County, and we, as a team, created a Service Delivery Plan without hiring Consultants.
- Reduced FTE's from 199 to 157 without layoffs.
- Upgraded the Point Peter WWTP from .8 MGD to 4 MGD in approximately 36 months which was under budget and under schedule.

***Habersham County Board of Commissioners (555 Monroe, St., Unit 20, Clarkesville, GA 30523, 706-839-0200)***

**12/02 – 04/04**      **County Manager:** Managed the daily operations of the County.

**Accomplishments:**

- First manager under the Commission/Manager form of Government.
- Streamlined processes to improve productivity.
- Developed and implemented long range plans and attached them to the budget.
- Restructured the Fire Department making it more responsive to citizen needs.

***Camden County Board of Commissioners (200 E. 4<sup>th</sup> St., PO Box 99, Woodbine, GA 31569, 912-576-5601)***

**11/01-12/02**      **Assistant County Administrator:** I supervised the work of personnel involved in general services, to include Administrative, Animal Control, and Human Resources. Media representative.

***Liberty County Board of Commissioner: (RM 201, Courthouse Annex, 112N. Main St., Hinesville, GA 31310, 912-876-2164)***

**12/99-11/01**      **Assistant County Administrator:** Directed and administered purchasing, fixed assets, and computer operations of the County. I administered the County's pay plan and performance appraisal system. Media representative.

*City of Savannah (P.O. Box 1027, 2 E. Bay St., Savannah, GA 31401, 706-651-6415)*

**03/96-12/99**      **Special Projects Manager:** (Bureau of Public Development) I conducted studies of management and/or budgetary issues to include performance assessment, staffing analysis, cost benefit analysis, and determining performance measures for Bureau and City wide service areas.

**Management Analyst:** Performed professional analytical work in identifying, defining, analyzing, and recommending solutions to a variety of management systems and/or budgeting problems and to do related work.

*United States Air Force: (Total Time Active Duty, 20 Years) (D.D. Fm. 214 Available)*

**02/76-02/96**      **Superintendent of Personnel/Resource Management (Manpower Craftsman)**  
**Assistant Superintendent of Law Enforcement (Security Craftsman)**

**QUALIFICATIONS:**

**Education:**            1995    ***MPA, City University, Washington***  
                                 1992    B.S. Vocational Education Studies, Southern Illinois University  
                                 1991    A.S. Personnel Administration, Community College of the Air Force  
                                 1991    A.S. Criminal Justice, Community College of the Air Force

**Accomplishments:**    2015    Completed the South Carolina Economic Development Institute  
                                 2012    ***Certified Mediator, UGA and Gatlin Education Services***  
                                 2007    Graduated the UGA Planning Institute  
                                 2007    ***Nims (Incident Command System) Training: 100, 200, 402, 700, and 800***  
                                 2007    ***Introductory Governmental Accounting, University of Georgia***  
                                 2006    ***ICMA Credentialed Manager (Still Credentialed)***  
                                 2005    County Commissions Training Program (Certified County Official)  
                                 2005    Recovery from Disaster/Hurricane Conference  
                                 2004    Regional Economic and Leadership Development  
                                 1999    Certificate of Public Management, University of Georgia

**References:**

Robert Winkler, York County Council, 803-230-7836, [Robert.winkler@yorkcountygov.com](mailto:Robert.winkler@yorkcountygov.com)  
Kevin Madden, York County Deputy Manager, 803-620-5673, [Kevin.Madden@yorkcountygov.com](mailto:Kevin.Madden@yorkcountygov.com)  
David Harmon, York County Deputy Manager, 803-242-4443, [David.Harmon@yorkcountygov.com](mailto:David.Harmon@yorkcountygov.com)  
Tommy Pope, Representative, 803-984-6616, [tpope@elrodpope.com](mailto:tpope@elrodpope.com)  
Kevin Tolson, York County Sheriff, 803-371-0707, [kevin.tolson@yorkcountygov.com](mailto:kevin.tolson@yorkcountygov.com)



# LAUREN SHIVLEY

1759 NE 21<sup>st</sup> PL • Gainesville, FL 32609 • (352) 613-4751 • laurenshivley@gmail.com

## Education

### University of Florida

Master of Business Administration

December 2016

Bachelor of Science in Business Administration

May 2014

## Experience

### CVS Pharmacy Store #05222

July 2017 – Present

#### Store Manager

Alachua, FL

- Efficiently led district-wide merchandising project, refreshing cosmetic departments in 16 stores to drive sales.
- Merchandise and select products to increase sales volume; resulting in sales in excess of yearly projections.
- Develop and control scheduling to adhere to hourly budgets while prioritizing daily, weekly and monthly tasks.
- Analyze operating reports and documents to meet store needs, improve performance, and implement projects.
- Recruit and mentor talented associates along career paths to both management and pharmacy.
- Promote customer service culture; cultivating a positive shopping experience, and increasing customer retention.
- Ensure pricing accuracy, using reports, and weekly in-store audits to maintain profit margins.
- Work closely with Regional Loss-Prevention Manager to monitor and react to internal and external LP issues.
- Follow both federal and company guidelines protecting PII and PHI, including HIPAA and PCI compliance.

### PETCO

August 2006 – July 2017

#### Guest Experience Leader (Assistant Manager)

Ocala, FL

- Reverse negative customer experiences and convert them into brand promoters.
- Use omni-channel initiatives: extended aisle and repeat delivery to avoid guest disappointment.
- Plan and organize customer events to attract and cultivate strong, life-long brand loyalty.
- Write schedules accommodating store functions and staff abilities while balancing payroll costs.
- Prioritize tasks and motivate staff to achieve company goals.
- Balance problem resolution, customer assistance, and team needs.
- Responsible for staffing and training.

#### Inventory and Pricing Manager

Gainesville, FL

- Identified and monitored store shrinkage opportunities, leading to a decrease from 5.3% to 1.2% in total shrinkage.
- Developed custom software solution to identify sales & shrinkage trends in live product, resulting in a clear increase in gross margin and decrease in shrink for the department.
- Implemented a team-focused approach to RTV management entailing the education and empowerment of team members to decrease shrink, resulting in an overall decrease of shrinkage.
- Supported merchandising initiatives by reviewing stock levels and adjusting maximum on-hand inventory to compensate for identifiable trends, leading to annual sales growth exceeding company averages.
- Monitored receiving of merchandise, ensuring purchase orders were accurate and arrived by time needed.
- Created a system to check store-use product ordering, and monitored stock levels, eliminating outages of needed stock and minimizing store costs.
- Voluntarily mentored part-time associates, assisting in their training and advancement with the company, resulting in promotion of four candidates to management positions where they excel.
- Created a friendly and engaging environment for customers by building relationships and personalizing the guest experience, leaving guests with a positive image of the company and leading to high scores and accolades on customer service reports.
- Developed strategies to increase overall store efficiency via increased organization and the implementation of new systems and methods for daily tasks, resulting in increased staff performance and decreased supply costs.
- Encouraged associates by developing an incentive and accountability tracking system, leading to a quintuple increase in previous weekly sales and positive overall sales growth exceeding company goals.
- Determined problematic areas, leading to an increase in overall staff morale and efficiency.

**North Florida Pediatrics  
Accounting Intern**

- Performed data entry using Quickbooks.
- Input vendor bills, record customer payments, and input general ledger entries.
- Created budget for 2016 fiscal year.

**MSX International  
System Analyst**

**July 2002 – July 2006  
Orlando, FL**

- Provided insights into system inaccuracies via data collection and careful analysis, leading to detailed reports and presentations validating suggestions.
- Developed testing methodologies for determining weaknesses in analytical systems by creating realistic benchmark data, resulting in increased system effectiveness.
- Functioned autonomously and with purpose, leading to increased productivity and individual efficiency.

**Accomplishments**

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- Scored in the top 91 percentile on the ETS Major Field Test in Business.
- Received 'Caught of the Month' numerous times from Petco.
- Created a program that lead to increased service sales, beating yearly budget for the first time in 9years.
- Consistently beat company average shrink, in-stock levels, and budgets.

**Skills & Abilities**

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- Experienced with Microsoft Office (Word, PowerPoint, Excel, and Access).
- Experienced with Quickbooks.
- Passionate about organizing and implementing systems to optimize various areas of operation.
- Desire and aptitude for fixing problems and increasing effectiveness.
- Possesses an analytical mindset, which allows for natural creation of organizational systems and structures.
- Enjoy problem solving and currently pursuing Google Analytics certification.

**Professional References**

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- |                 |  |                          |
|-----------------|--|--------------------------|
| ▪ Judy Braun    | <a href="mailto:jbraun@nflpediatrics.com">jbraun@nflpediatrics.com</a>             | North Florida Pediatrics |
| ▪ Kevan Ritner  | <a href="mailto:S1744@petco.com">S1744@petco.com</a>                               | Petco                    |
| ▪ Zeeshan Zafar | <a href="mailto:Zeeshan.zafar@medicine.ufl.edu">Zeeshan.zafar@medicine.ufl.edu</a> | UF MBA                   |





# Ryan L. Snow, MBA, CPA

435.823.1120 | [RyanSnow@ubtanet.com](mailto:RyanSnow@ubtanet.com)

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## SENIOR LEADERSHIP

**Specializes in: Leading a Diverse Public Organization, Quality Improvement & Performance Management**

18 years of experience as a financial professional, including 7 years of public service and the most current 4 years as a City Manager. A record of success in finding new sources of revenue while both saving money and modernizing municipal processes and IT infrastructure. Experienced at working with a wide range of staff in establishing a culture of public service excellence. Expert in reducing spend and finding new sources of income. Outstanding leadership ability and customer service aptitude.

Staff Management | Project Management | Ethical Leadership | Reducing Expenditures | Grants | Analytical  
Creative & Innovative | Budgeting | Empowering Leader | Persuasive Communicator | Strong Negotiator | Visionary

## Professional Experience

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### City Manager – Roosevelt City, UT

2015 – Present

- Managed all departments and city employees including; Administration, Airport, Aquatic Center, Finance, Fire, Golf Course, Public Works (Culinary Water, Pressurized Irrigation, Sewer and Streets), Planning and Zoning, Police, Recreation, and Water Source.
- Submitted annual grant applications yielding 200Xs more in grant funding than the combined total revenues collected from property and sales.
- Modernized digital footprint and computer infrastructure, including moving to a secure network with firewall upgrades and improving the 15 year-old website to a new modern website with live streaming for council meetings.
- Guided the city through annexation activities increasing the city's territorial jurisdiction 15%; the largest growth in 35+ years.
- Established innovative revenue sources, including selling discarded sewer water for 2.5Xs the residential water rate.
- Managed construction projects finishing under budget.
- Reduced year-over-year general fund expenditures by ~10%.
- Facilitated improved communication between staff, council, and the general public.
- Active member in state City Manager Association, and ICMA

### Controller – Staker and Parsons Companies (dba Burdick Materials) | Roosevelt, UT

2009 – 2015

- Directed the day-to-day activities of the accounting staff, including balancing workload and providing on-going training.
- Managed detail cost accounting system reviewing all transactions for accuracy and training staff on how to enter transactions.
- Performed monthly reconciliations between general ledgers and sub-ledgers in adherence to GAAP.
- Prepared monthly and annual budgets, monitoring spend against established KPI.
- Assisted in SOX testing for internal audit at nation-wide site locations.
- Worked to prepare the annual budgets and performed financial projections for potential acquisitions, as well as major capital investments.
- Performed month and year end financial closing reconciling and monitoring inventory production levels.
- Generated reports using Excel, Word, and Hyperion.

### Chief Financial Officer – Burdick Paving | Roosevelt, UT

2005 – 2009

- Managed a positive cash flow and reconciled bank account transactions and balances.
- Prepared and filed corporate tax returns, reducing tax exposure an average of \$200K per year and auditing prior tax returns for refunds totaling \$1.5M+ in over paid taxes.
- Initiated the practice of preparing and presenting monthly reports to the Board of Directors.
- Grew the company from \$10M to \$40M in annual gross revenue by implementing financial controls and reporting
- Assigned tasks to the accounting staff, providing daily mentoring and ad-hoc training.
- Increased net profit ~20% to \$11M/yr. by managing the detail cost accounting system to improve estimating and reduce cost.
- Established and maintained internal controls, segregating duties and continually auditing the process to identify fraud.

**CPA, Accountant, Auditor** – Aycok, Miles & Associates | Roosevelt, UT 2004 – 2005

- Provided financial services for private, non-profit, and government organizations (e.g., special service districts), including preparing statements and conducting audits.
- Served as an advisor to internal auditors and other accounting staff, particularly regarding enterprise fund accounting, and component units.
- Converted governments and non-profit entities using GASB-34.
- Prepared and wrote the Management's Discussion and Analysis (MD&A) section of the annual report.

**Auditor II** – Utah State Tax Commission | Salt Lake City, UT 2001 – 2004

- Audited a wide range of individual, corporate, and non-profit state tax returns to interpreting laws, rules and policies to determine compliance.
- Evaluated business reports, tax files, and the results of previous audits.

## Education & Certification

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**Master of Business Administration** – Utah State University – Logan, UT

**Bachelor of Science, Accounting** – Utah State University – Logan, UT

- Certified Public Accountant in the State of Utah
- Investment Advisor Representative
- Private Pilot Certificate

## Volunteerism

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**Board Member** - Uintah Basin Medical Center 2014 - Present

- Finance / Audit / Compliance Committee Chairman
- Executive Vice-Chair
- Serve on the Executive committee
- Serve on the Joint Conference Committee

**Committee Member** – IRS Electronic Tax Administration Advisory Committee 2007 - 2010

- Identify, discuss, and present recommendations for improvement to senior Internal Revenue Service officials.
- Report recommendations and progress annually to the United States House Ways and Means Committee.



Leonard B. Sossamon  
5601 Springs Avenue, Myrtle Beach, South Carolina 29577  
Telephone (704) 796-8889 Email: jordnbrn@aol.com

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July 17, 2019

Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, Florida 32118

Dear Mr. Baenziger:

Please accept this letter and following resume for your consideration in the recruitment of the next City Manager for Gainesville, Florida. I believe my achievements, education and diverse work experience has prepared me well for this position.

Gainesville's primary focus is oriented to the future and being strategic with constant work to make the city a better place for all to live, work, play and raise a family. Two of my strong points are planning and thinking strategically for the future. My resume presents successes in this area where I developed a growth plan to aid the City of Concord, North Carolina in growing its presence in the Charlotte SMSA and yet improving its quality of life and protecting its heritage. The strategic plan I developed for Hernando County Florida was geared toward keeping the environment sustainable, improving the quality of life for all citizens and building a stronger local economy.

I am a results-oriented manager who knows that a "win-win orientation" is the best way to build a dynamic organization to lead any city progressively into the future. My style of leadership by example inspires both employees and the community since I demonstrate a passion for public service and solid leadership. An example of this is when I was the main author of Hernando County's first strategic plan, which the County Commission, staff, and public embraced with enthusiasm. Another example is when I was directed by Concord City Council to build the Concord Regional Airport and I was able to get global buy-in from residents and staff.

My resume will demonstrate that I am a visionary for public service and the work we perform. An in-depth interview will be deeply appreciated so I may fully present my communication skills, attention to customer service and leadership prowess. Thank you for taking the time to review my application package.

Sincerely,

  
Leonard B. Sossamon

Enclosure

Home (704) 786-4271

Email: jordnbrn@aol.com

Cell (704) 796-8889

### SUMMARY

More than thirty years of local government experience with expertise in the following areas:

- Operations and Project Management
- Strategic Planning and Operations Analysis
- Organizational Change and Development
- Financial Operations and Budget
- Economic Development
- Community Development
- Media Relations
- Customer Service

An innovative leader with demonstrated organizational, analytical and communication skills. Experienced in managing change and specializing in turnarounds. Achievement oriented with foresight. A dedicated team player who is able to work independently within the organizational framework.

### RELEVANT LOCAL GOVERNMENT EXPERIENCE

**County Administrator, Hernando County, Florida**

**2012 – 2019**

Hernando County is a county with a population of 188,500 covering 589 square miles. It is located approximately 40 miles north of Tampa on Florida's Gulf of Mexico coast. The county seat is Brooksville with a population of 7,500, so the county is responsible for serving the remaining population with all usual county and municipal services. This includes water and sewer services to over 60,000 households. It also includes providing contractual solid waste collection services to county residents and operation of the county's landfill and recycling efforts. Also, the County Administrator is responsible for operating a full service fire and rescue department of about 300 full time firefighters, first responders, and EMTs.

From 2015 through 2018, the Economic Development team managed over 500,000 square feet of new manufacturing space in Hernando County. This includes new companies recruited to come build in Hernando County, as well as expansions. These efforts produced over 500 new jobs and the retention of over 350 jobs. Major expansion projects included Barrette Outdoor Living/AlumiGuard, Flagstone Pavers, Airofog USA LLC, Surge Suppression LLC, Composite Motors, Premier Pharmacy Labs, and Monster Transmissions. New businesses recruited include e-TeleQuote Insurance, Inc., Successful Acquisitions and Baker Parts. Also, ICTC and NCIS elevators expanded creating new jobs. In 2018, we completed negotiations for a new 200,000 square foot cold storage facility for a gain of 60 new jobs. It is known as Frigitek Cold Storage and will be located at the county owned and operated Brooksville Tampa Bay Regional Airport and Technology Center. Throughout this time period, we managed 18 to 25 active projects per year. Hernando County's incentive package for new and expanding businesses totaled \$1.5 million and produced a new tax base of over \$50 million. These funds are paid to the company over 5 – 7 calendar years.

Within less than six months on the job, Hernando County was struck by several tropical storms and hurricanes. I quickly discovered the county had no bonafide Stormwater Management Plan. In a series of meetings with the County Engineer and the Public Works Director, we compiled the appropriate best available data from past events and secured BOCC approval for development of a stormwater plan based on Best Management Practices (BMPs). To date, the county has accomplished 80% of the BMP goals (7 individual projects). It continues to acquire land for designated retention areas (DRAs) and now employs a stormwater engineer.

**Duties and Responsibilities of County Administrator:**

- Chief executive officer of a county government with 800 employees in the General Fund, Fire and Rescue, Utilities and Solid Waste, Transportation and Public Works. This also includes emergency management, economic development, planning and land use, parks and recreation, health, social services, human resources, veteran affairs, and stormwater.
- Preparation and administration of the county's operating and capital improvements budget.
- Implementation of Board of Commissioners policies and directives.
- Media representation of the county on television and radio.
- Administration of day-to-day operations as well as long range planning and strategic planning.

**Achievements:**

- Personally authored/developed Hernando County's first Strategic Plan, along with measurement matrix for progress.
- Spearheaded development of county's first long range road paving and redevelopment plan. Took county from paving only two miles of limerock roads per year to over twenty miles per year.
- Responsible for development of county's first Stormwater and Flood Management Plan.
- Restructured county's economic development recruitment process and retention efforts to successfully attract new manufacturing companies and to retain existing companies.

**County Administrator, Newberry SC****2004 – 2006**

Newberry is a county with a population of 45,000 covering approximately 700 square miles. It is located adjacent to the Columbia, South Carolina metro area. I-26 traverses the county from Columbia on the east, to Greenville-Spartanburg on the west. This location provides the county with the transportation access to metro airports and seaports necessary to be a major manufacturing center. Also, having borders on Lake Murray and Lake Greenwood has made Newberry County a tourist destination and a desirable retirement community. Both of these sectors are continually developing.

**Duties and Responsibilities as County Administrator:**

- Chief executive officer of a county government with over 400 employees and \$30 million budget. Oversight responsibility for the following functions: roads, stormwater planning, zoning, economic development, parks and recreation, social services, law enforcement, jails and court facilities, finance, general services and personnel.
- Preparation and administration of County's operating and capital budget.
- Implementation of Council directed policy.
- Media representation of the County including appearances on television and radio, interviews with the print media and preparation of press releases.
- Administration of day-to-day operations as well as long range issues.

**Achievements:**

- Restored financial integrity to county owned nursing home and assisted living center by refinancing their bonded indebtedness. Reduced the term of 30 years and rate of 8.875% to 22 years with a 4.625% rate which saved the County \$10,000,000 over the life of the bonds.
- Received the Bond Buyer's 2005 Deal of the Year, and the 2006 J. Mitchell Graham Award from the South Carolina Association of Counties for the above efforts. Due to use of Special Purpose Revenue bonds not using tax dollars. It was recognized as innovative, creative and replicable. I replicated the deal within six months to refinance the bonds of the county owned hospital thereby saving another \$3,000,000 over the life of the bonds.
- Structured acquisition of two new industrial parks for the county comprising over 500 acres. Initially recruited two new industries creating over 200 new jobs and over \$50 million in new tax base.
- Recruited Caterpillar to open plant in one of the county owned industrial parks. The new plant was over 600,000 square feet. Initially, over 150 new jobs were created to build generators. More jobs were promised.
- Renovated County's historic courthouse. Project was over \$2 million and took about two years to complete. Included restoring historic attributes and expanding and finishing the basement for new office space and reconstructing the second floor court room.

**City Manager, City of Concord, NC**  
**Planning and Community Development Director**

**1985 – 1998**  
**1980 – 1985**

Concord is a city with a population of 89,891 covering approximately 60 square miles. It is located in Cabarrus County, North Carolina which is centrally located in a multi-county metropolitan area with a population of almost 2 million. The population of Concord, as well as the metropolitan area is well diversified. Concord is home to Charlotte Motor Speedway, while the metropolitan area is a national financial center. Concord is a progressive city with a hometown feel visited by millions of tourists each year.



Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 700 employees and \$100 million budget. Oversight responsibility for the following functions: police, roads, stormwater drainage, water, sewer and electric utility, parks, recreation, planning, zoning, finance, general services, personnel, fire and aviation.
- Implementation of Council directed policy. Administration of the city's day-to-day operations as well as identification and resolution of long range issues. Oversight of the plans to expand the city's geographic size, population, and industrial/commercial base per the City Council's adopted goals and objectives.
- Preparation and administration of the city'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 city including appearances on television and radio, interviews with the print media, and preparation of press releases.
- Responsible for the city's compliance with county, state, and federal regulations such as health, environmental and EEOC.

Achievements:

- Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated a semi-autonomous utility commission to become more responsive to residents' needs per City Council. Morale was improved dramatically by bringing these employees under the city's performance pay plan, and the Council and staff were able to better respond to citizens since we had direct control. Complaints dropped by over 50% within six months.
- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated the survey into the budget and the performance monitoring process.
- Revamped budget and financial systems. Won the Government Finance Officers' Association's Distinguished Budget Award for twelve consecutive years.
- Restored financial integrity to the water and sewer utility fund. By eliminating the semi-autonomous utility commission, I was able to bring all such operations and budgets under the City Council and City Manager. This allowed us to expand the water and sewer systems to virtually serve the entire county and to triple the size of the electric system. Throughout these efforts, we were able to maintain level utility rates for all three systems.
- Replaced general obligation bonds with revenue bonds to expand the city's water, sewer and electric systems. This was in concert with the City Council's directives to grow the city by statutory annexation. My plans enabled me to meet the Council's expectations to grow the city without raising taxes, from 8 square miles with 16,000 people, to 50 square miles with 50,000 people in about 12 years. My long range plans are still being used by Concord.
- Oversight of planning, financing and development of Concord Regional Airport and Municipal Golf Course. Constructed the \$27 million airport in less than 3 years and the \$8 million golf course simultaneously.

- Recruitment of Concord Mills and oversight of its planning. Concord Mills is a super-regional shopping center with over 1 million square feet under roof. It is now the number one tourist attraction in North Carolina with the Charlotte Motor Speedway in the top six. When I started the planning for this development, there were no hotels located at this I-85 exit, now there are over 1,000 hotel rooms and over 2 million square feet of retail.
- Privatized solid waste collection and landfill operations. Negotiated contract with BFI that resulted in the city not having to pay tipping fees for the life of the landfill for solid waste originating in the city which hosted their private landfill. This saves Concord over \$2 million per year. Initiated city's recycling program.
- Directed efforts to rebuild city's electric system after hurricanes and ice storms. After one hurricane, 90% of city's customers were without power and I led around the clock restoration efforts via mutual aid with other electric cities.

**Planning and Community Development Director, Roanoke Rapids, NC  
Roanoke Chowan Regional Housing Authority and Redevelopment Commission**

**1977 – 1980**

**Duties and Responsibilities:**

- Oversight of planning, economic development, community development and public housing for Halifax, Northampton and Hertford Counties.
- Preparation of project budgets, grants and programs.
- Management of daily operations and long-range planning.

**Achievements:**

- Awarded second Urban Development Action Grant (UDAG) program in North Carolina. This hotel project was the first UDAG project completed in North Carolina. UDAG was a federal program for economic and community development.
- Secured over \$2 million dollars in community and economic development programs per year, as well as over \$4 million for public and senior housing per year.

**OTHER PROFESSIONAL EXPERIENCE**

**Jordan Brown Management Corporation**  
Private consulting business I owned and operated.

**2006 – 2012**

**Alliance Development Group, LLC, Charlotte, NC**  
ADG specializes in developing single tenant income producing properties. Serving as Chief Operating Officer/Executive Vice-President, I was responsible for project oversight and development. Projects include Quaker Steak and Lube restaurants, Walgreens, Goodyear Auto Centers.

**2006 – 2012**

**Hunter and Brown, Inc., Concord, NC**

**1998 – 2003**

Hunter and Brown was a firm co-founded by me. It specialized in the redevelopment of downtown properties and commercial parks. As a firm, we redeveloped over 100,000 square feet of mixed-use space for our company. We also consulted with other developers and municipal governments on development projects. We leased and managed commercial properties for ourselves and other companies.

**EDUCATION**

University of North Carolina, Charlotte

MA Urban Geography

Emphasis on city and county planning and economic development.

University of North Carolina, Charlotte

Bachelor of Arts

Majored in Political Science, minored in Sociology and Psychology. Served as justice on Student Body Court.

North Carolina Institute of Government

Certificate

Received Municipal Administration Certificate.

South Carolina Executive Institute

Certificate

Received certificate from this multi-campus/multi-discipline program which focuses on problem solving.

**PROFESSIONAL AFFILITATIONS**

ICMA member since 1985

Cabarrus Bank & Trust – Board of Directors (Retired)

Concord Downtown Development Corporation – 2008 President and 2007-10 Board of Directors

Pasco Hernando State College Foundation Board

Brooksville Ridge Kiwanis Club Board of Directors, 2018 Recipient of Kiwanian of the Year

Advisory Committee for Florida Agricultural and Mechanical University Brooksville Agricultural & Environmental Research Station (BAERS)

## REFERENCES FOR LEONARD B. SOSSAMON

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1. Mr. Allen O'Neal 843-926-6944 (cell)  
Charleston County Administrator (Retired)  
5185 Stablegate Lane  
Hollywood, SC 29449

Mr. O'Neal served as County Administrator for Charleston County, South Carolina. He was Assistant Director at the Roanoke Chowan Regional Housing Authority and Redevelopment Commission.

2. Ms. Vickie Weant 704-786-2590 (home)  
Concord Downtown Development Corporation Director (Retired) 704-791-8043 (cell)  
504 New Castle Court, NE  
Concord, NC 28026

Ms. Weant served as the Executive Director of Concord Downtown Development Corporation. She worked with me as City Clerk in Concord.

3. Mr. Tim Lowder, PE 704-564-3196 (cell)  
Executive Director of Operations 704 260-5673 (office)  
Cabarrus County Schools  
8750 Flowes Store Road  
Concord, NC 28025

Mr. Lowder served as City Engineer during my service as City Manager in Concord. He now serves as Executive Director of Operations for the Cabarrus County School System.

4. Ms. Susan Fellers 803-364-4048 (home)  
3624 SC Highway 391 803-622-8496 (cell)  
Prosperity, SC 29129-8372

Ms. Fellers served as Clerk to the Newberry County Council during my tenure as County Administrator. She was recently asked to come out of retirement and now serves as Interim Clerk to Newberry County Council.

5. Mr. Paul Wilson 704-970-6067 (office)  
Managing Director 704-236-7235 (cell)  
J. E. Halterman Company  
5200 Park Road  
Charlotte, NC 28209

Mr. Wilson has worked with me for several years as a financial advisor for commercial projects.

6. Mr. Gary T. Pope  
2234 Island Trail  
Chapin, SC 29036-9323

803-933-9392 (home)  
803-924-1545 (cell)

Mr. Pope served as County Attorney to the Newberry County Council during my tenure as County Administrator. He is now retired from Newberry County and serves as a legal consultant.

7. Mr. Gordon L. Belo  
29 Church Street, South  
Concord, NC 28025

704-788-3142 (office)

Mr. Belo served as City Attorney for Concord, NC during my tenure as City Manager. He is now in private practice.



## Dana A. Souza

3369 Mystic River, Drive – Naples, FL 34120 – (864) 593-0829 – [danasouza2000@yahoo.com](mailto:danasouza2000@yahoo.com)

July 31, 2019

Mayor Lauren Poe and Gainesville City Commission  
c/o Colin Baenziger & Associates  
2055 South Atlantic Ave.  
Suite 504  
Daytona Beach Shores, FL 32118

Dear Mayor Poe and members of the Gainesville City Commission:

I am pleased to submit my resume as application for the Gainesville City Manager position. I have worked for elected officials and city residents in local governments for 36-years to which has prepared me for the opportunity to lead the forward-thinking city organization in Gainesville.

My early experiences working with residents and colleagues to improve neighborhoods and community provide me with a unique foundation that is truly citizen centric, open, collaborative and results oriented. Over my thirty-six-year career, I have remained true to my core values and foundational beliefs to deliver high quality, pro-active and equitable services to every segment of the population.

My experiences working in Naples, FL, Greenville, SC, Portland, ME and New Bedford, MA have given me the opportunity to work successfully through the important and sometimes difficult work performed by local government, including:

- Developing effective partnerships with elected officials, appointed board members and citizen organization to establish community priorities that are supported in annual budgets, local ordinances and planning documents.
- Leading authentic civic engagement sessions that result in community supported plans and programs.
- Developing goals and action plans that are progressive and action oriented.
- Building mutual respect with diverse groups of residents, community leaders, businesses and learning institutions by listening, learning and acting.
- Building successful staff teams that are collaborative and understanding of organization values and goals.
- Ensuring City information is effectively delivered to all residents through various outlets as all initiatives, projects and programs are important to someone.
- Establishing expectations that staff teams must work creatively to solve community issues and improve the quality of life for residents by working openly, honestly and in partnership with residents.
- Leading successful responses to natural disasters.

My experiences in Greenville, SC and Portland, ME have provided me with skills to help Gainesville develop sound and implementable economic development strategies. Establishing true working partnerships with developers, businesses, institutions of higher learning and residents are necessary to foster smart development, provide affordable housing, ensure high quality design and improve community character and quality of life for residents.

My experiences growing up in racially and ethnically diverse neighborhood and city means that I am well aware of the need to treat all people equally, fairly and respectfully. The qualities Gainesville seeks in their next City Manager are part of my DNA. I have built upon my personal life experiences through training to ensure I am an effective listener and communicator. My experience as a Fellow at the Furman University, Riley Institute Diversity Leaders Institute provided me with an exceptional learning opportunity and trained me to help eliminate organizational blind spots and develop organizational behaviors that embrace community diversity and develop that diversity into a community strength.

I have held local government positions from Grant Writer to Economic Development Planner to Neighborhood Relations Manager to a department director and Interim City Manager. I have worked in Planning Departments, Neighborhood Development Departments, Public Works Departments, Parks and Recreation Departments and the City Manager's office. I have learned much about leading municipal organizations by working my way through the ranks. I am fully prepared and uniquely qualified to serve as your next City Manager.

I learn each day from residents, elected officials, staff, colleagues and stakeholders. I see every interaction as an opportunity to learn and improve the community where I work. I hope to have an opportunity to further discuss my background and experiences with all of you. I believe I meet all the criteria and particularly the personal qualities you are seeking in your next City Manager.

Thank you for considering me as an applicant for City Manager. I look forward to this community conversation and am available to meet at your convenience.

Best wishes,

A handwritten signature in blue ink that reads "Dana A. Souza". The signature is fluid and cursive, with the first name "Dana" being the most prominent part.

Dana A. Souza



## Dana A. Souza

3369 Mystic River, Drive – Naples, FL 34120 – (864) 593-0829 – [danasouza2000@yahoo.com](mailto:danasouza2000@yahoo.com)

### **SYNOPSIS**

Thirty-six (36) years local government experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, comprehensive, vision and master planning, land use, civic engagement, project and construction management, employee relations, fund raising and organizational development. Demonstrated excellence in consensus building; teambuilding; and public relations. Manager of large and small diverse staff teams in union and non-union organizations. Experienced working with diverse constituencies and building consensus around critical community issues. Excellent presentation, communication and listening skills. Dedicated to developing highly effective citizen centric organizations that are customer friendly, consistent and collaborative. Served as Interim City Manager, Acting City Manager and Department Director for full-service local governments in urban communities.

### **EXCEPTIONAL EXPERIENCE**

#### ***CITY OF NAPLES, FLORIDA– January 2016 – Present***

**Community Services Director** – Responsible for administering a full-service department comprised of the following divisions: Administration, Parks and Parkways, Urban Forestry, Facilities (all City Buildings), Recreation, Aquatics, CRA Maintenance, Beach Maintenance, Naples Pier and Tennis Fund (enterprise fund) for a community with 21,000 full-time residents and seasonal population of 45,000. Staff City's Community Services Advisory Committee. Report to City Manager.

- Annual Operating Budget \$11.6 million.
- Average Annual CIP Budget \$4.5 million.
- Lead full and part-time staff of 90.
- Authored comprehensive update of City's Tree Protection Ordinance.
- Managed debris removal and facility recovery management following Hurricane Irma (FEMA).
- Led complex design and approval process for new park (Baker Park).
- Leading \$14.5 million construction of Baker Park (in progress).
- Authored comprehensive Parks Master Plan (10-year plan).
- Authored revisions to City's Noise Ordinance relating to Lawn/Landscape/Tree Maintenance.
- Developed the Blair Foundation Tree Challenge.
- Served as acting City Manager during absence of City Manager and Assistant City Manager.

#### ***CITY OF GREENVILLE, SOUTH CAROLINA– December 2008 – January 2016***

**Parks, Recreation and Sustainability Director** – Responsible for administering a full-service department comprised of the following divisions: Parks Maintenance, Urban Forestry, Beautification, Recreation, Greenville Zoo, Urban Design/Planning/Landscape Architecture, and City-wide Sustainability for community with 67,000 residents. Staffed City's Green Ribbon Advisory Committee. Reported to City Manager.

- Annual Operating Budget \$10 million.
- Average Annual CIP Budget \$5 million.
- Expanded and improved City's Swamp Rabbit Trail system by developing and leading creative connectivity projects.
- Initiated Strategic Facilities and Program Plan for the Recreation Division with focus on new/creative program development at five (5) community centers.
- Developed and managed Ice on Main.
- Led full-time staff of 130.
- Led design and \$3 million construction of Pedrick's Garden at Falls Park.
- Completed comprehensive operational audit with focus on improving efficiency while reducing operating budget.
- Directly oversaw reorganization of the Greenville Zoo to meet accreditation standards for the Association of Zoos and Aquariums.

- Oversaw development of the Downtown. Streetscape Master Plan, Complete Streets Initiative, Bicycle Facility Master Plan (Greenville received a Bronze designation as a Bicycle Friendly Community from the League of American Bicyclists in 2009 and 2013).
- Managed redesign of the Major Rudolf Anderson, Jr. Memorial and rededication ceremony – 2012.
- Administered City Sustainability efforts which include the establishment of the Green Ribbon Committee, development of Greenhouse Gas Inventory, Climate Action Plan.
- Administered Bicycle Friendly Community Application – Bronze Level Awarded 2012/2013.
- Served as acting City Manager during absence of City Manager and Deputy City Manager.

### **CITY OF MARCO ISLAND, FLORIDA – November 2002 – November 2008**

**Interim City Manager** – Served as Interim City Manager in 2008 for upscale family, retirement and tourist destination community with 15,500 full-time residents and seasonal population of 40,000. Managed staff of 200 including Police Department, Fire Department and Utility Department. Received City Council recognition for outstanding service to the City Council and community. Reported to City Council.

- Developed 5-Year CIP Budget Recommendation of \$16.4 million approved by City Council.
- Developed Operating Budget Plan.
- Initiated pre-construction Public Notice and engagement process for expansion of Sanitary Sewer and elimination of septic tanks.
- Identified Reorganization Opportunities.

**Parks and Recreation Director (November 2002 – November 2008)** – Served as Marco Island’s first Parks and Recreation Director. Responsible for developing department and administering a full-service department comprised of the following divisions: Parks Maintenance, Recreation, Racquet Center, Recreation Enterprise Fund and Beautification. Staffed City’s Parks and Recreation Advisory Committee and the City’s Beautification Committee. Reported to City Manager.

- Annual Operating Budget \$1.2 million
- Average Annual CIP Budget \$1 million
- Led full and part-time staff of 17
- Developed department structure and service delivery plan.
- Led development of Mackle Park Master Plan.
- Managed debris removal and facility recovery management Hurricane’s Charlie and Irma (FEMA).
- Led phased improvements of Mackle Park including Kid’s Cove Playground, spray park, trail and youth basketball court.
- Co-led referendum education effort to acquire land for Veterans Memorial Park.
- Managed debris removal and facility recovery management Hurricane’s Charlie and Irma (FEMA).
- Served as acting City Manager during City Manager absence.

### **THE DOLORES PROJECT – Portland, Maine – December 2000 – September 2002**

#### **President**

Developed programs that promoted personal development through sailing and ocean rowing. Programming served team building efforts, at-risk-youth and individuals.

### **CITY OF PORTLAND, MAINE – July 1995 – December 2000**

#### **Director of Parks and Recreation**

Responsible for the administration and development of a multi-disciplined department comprised of over 1,200 acres of active and passive park land and multi-faceted programming, including: historic landscapes preservation, public gardens, trail system, beach and islands, dog park, urban tree canopy, after school programs, summer camps, aquatics and fund raising for a community with 64,000 residents. Department consists of the following divisions: Administration, Aquatics, Ballfields, Cemetery, Design- Construction, Downtown (Historic Old Port) District, Forestry, Golf Course, Ice Arena, Parks, Recreation, and Safety. Reported to City Manager.

- Annual Operating Budget \$6.5 million.
- Led full-time unionized staff of 210 which

- Average Annual CIP Budget \$1.5 million.
- Reorganized for administrative and organizational efficiency.
- Developed design/construction division.
- Master Planned and managed preservation projects at historic and cultural landscapes and buildings.
- Managed City's outdoor public art collection.
- Responsible for quality management of facilities used by minor league baseball and hockey teams.
- increased seasonally to 305.
- Restructured Golf Course and Ice Arena management.
- Developed and implemented employee career ladders.
- Improved employee and customer relations.
- Administered minor-league baseball stadium grounds for Portland Seadogs (Red Sox AA Team).
- Managed response to 1998 Ice Storm (FEMA).

## **TOWN OF UNION, NEW YORK – 1993 – 1995**

### **Director of Parks and Recreation (Deputy Commissioner of Public Works)**

Responsible for the administration and development of a multi-disciplined department comprised of over 700 acres of active and passive park land and multi-faceted programming, including: historic carousels, aquatics, concessions, indoor and outdoor recreational facilities, day care programming, special events and wildflower plantings, etc., for a community of 60,000 residents. Reported to Commissioner of Public Works.

- Annual Operating Budget \$750,000.
- Average Annual CIP Budget \$1 million.
- Led full-time unionized staff of 35 which increased seasonally to 85.

## **CITY OF NEW BEDFORD, MASSACHUSETTS 1983 – 1993**

### **Director of Parks, Cemeteries and Forestry**

1991 – 1993 Responsible for the administration and development of a multi-disciplined department for coastal community of 100,000 people with \$2 million operating budget including a municipal zoo, historic landscapes, golf course, beaches and marina). Reported to Mayor.

- Managed comprehensive planning for preservation of Olmsted parks and other cultural landscapes.
- Managed restoration of Buttonwood Park's Olmsted design.
- Led development of Buttonwood Park Master Plan.
- Managed cleanup response following Hurricane Bob in 1991 including the preservation of historic trees in Olmsted park.

### **Superintendent of Parks (Department Head Position prior to creation of Director position) 1989 – 1991**

### **Park Planner and Neighborhood Relations Manager 1985 – 1989**

### **Grant Writer 1983 – 1985**

## **EDUCATION**

### **Roger Williams University**

Bristol, Rhode Island  
Bachelor of Science – Public Administration  
Alpha Sigma Lambda Honor Society

### **University of Central Florida**

Orlando, Florida  
Graduate Certificate in Public Administration  
Current Student

## **PROFESSIONAL CREDENTIALS**

### **National Recreation and Park Association**

Certified Parks and Recreation Professional – CPRP  
Aquatic Facility Operator – AFO

## **AWARDS AND PUBLICATIONS**

### **Rudy Bruner Award for Urban Excellence (Silver Medal) – 2015**

Led initiative for award application and hosted visiting committee from the Bruner Foundation for Falls Park.

### **President's Award of Excellence – South Carolina Chapter – ASLA – 2015**

Presented for contribution to the design and construction of Pedrick's Garden, Greenville, SC.

### **Power Partner Award – Duke Energy – Greenville, SC - 2011**

### **Paul Harris Fellowship Award – Marco Island Rotary Club – 2008**

### **Merit Award – Florida Chapter – ASLA – 2008**

Presented for contribution to the design and construction of South Collier Blvd., Marco Island, FL

### **Bold Vision – 1999**

Contributing author to "Bold Vision", a book on the development of the Portland, Maine park system. Authored chapter on Administration and Management. Publication won award from the Boston Society of Landscape Architects.

### **Stewardship of Historic Property Award – Greater Portland Landmarks – 1999**

Presented to Department and Friends of Evergreen Cemetery for the preservation of Evergreen Cemetery's Wilde Chapel.

### **Public Personnel Management – International Personnel Management Association – 1998**

Co-authored award-winning article on Labor-Management Cooperation (Portland, Maine).

### **Historic Landscape Preservation Award – Greater Portland Landmarks – 1998**

First recipient of award presented for historic landscape preservation and department reorganization.

### **Buttonwood Park Master Plan – New Bedford, MA**

Massachusetts Recreation and Park Association – Award for Design Excellence – 1989  
Boston Society of Landscape Architects, Merit Award – 1988

## **PROGRAMS AND AFFILIATIONS**

Clemson University Leadership Summit for High Potential and Emerging Leaders – Project Champion – 2010

Furman University Diversity Leaders Initiative – Fellow – Class VIII – 2009

Harvard University GSD Introduction to Landscape Architecture Certificate Program - 1991

Island Parks and Recreation Foundation – Board of Directors – 2009

International City/County Management Association – Associate Member

American Society for Public Administration

Association of Zoos and Aquariums - Professional Fellow 2008-2016

National Recreation and Park Association

Florida Recreation and Park Association

Leadership Marco – Class of 2003 and Co-chair for Class of 2004

National Association for Olmsted Parks – Trustee – 1997- 2003

American Sailing Association

## Dana A. Souza

3369 Mystic River, Drive – Naples, FL 34120 – (864) 593-0829 – [danasouza2000@yahoo.com](mailto:danasouza2000@yahoo.com)

### REFERENCES

Bill Moss  
City Manager (Retired)  
(239) 398-0100  
[wmaples@gmail.com](mailto:wmaples@gmail.com)  
*(Former Marco Island, FL and Naples, FL City Manager)*

John Castile  
Executive Director  
Greenville County Redevelopment Authority  
(864) 350-4879  
*(Former Greenville City Manager)*

Jim Bourey  
Director of Consulting Services  
McGill Associates  
North Carolina  
(757) 810-7587  
[jimbourey@gmail.com](mailto:jimbourey@gmail.com)  
*(Former Greenville City Manager)*

Athena Miller  
Director of Human Resources  
City of Greenville  
206 South Main St.  
Greenville, SC 29601  
(864) 467-4535 – Office  
[amiller@greenvillesc.gov](mailto:amiller@greenvillesc.gov)



# Robert Stacy

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## Objective

To continue providing service and dedication to clients and products, while strengthen communications and skills, where I can exercise my knowledge and work ethics.

## Experience

Jan 2011 – Present                      RTI Surgical, Inc                      Alachua, FL

### **Sr. Manager –IT (Quality, Compliance, Help Desk, Global IT)**

- Responsible to prepare and manage the annual budget and stay within the approved target for the budget year
- Responsible for establishing standard and meaningful vision, goals, mission, objectives and metrics for the IT department and employees.
- Responsible to ensure that the goals and objectives are aligned and include those of the Information Technology Department and RTI Surgical.
- Carry out supervisory responsibilities in accordance with the organization's policies and applicable laws. Interview, hire, and train direct reports; plan, assign, and direct work; appraise performance; reward and discipline employees as needed; address complaints and resolve problems.
- Sustain SLA and a Quality Systems (QS) process that governs execution at all sites (using site collaboration) through related released procedures based on standards, regulations and third-party feedback, as appropriate.
- Collaborate to support and provide guidance (audits, acquisitions, issue resolution, strategy, planning and training) and head IT department in Germany.
- Collaborate to identify opportunities for improvement and take leadership on change through six sigma procedures.
- Assure FDA, SOX, and ISO Readiness for corporate QMS (QS) policies and procedures and collaborate with sites to assure alignment and readiness.
- Collaborate with developers, SQE's, and compliance to assure process qualifications, validations, and UAT's are appropriately performed, and documented.
- Maintain knowledge of internal audits, design reviews, as well as SME's of applications and modules.
- Assure appropriate techniques for identification of process improvement and oversee the implementation.
- Review and manage (when needed) DCR's, CAPAs, and other applicable documents to understand the root-cause implementation and effectiveness of corrective and preventive actions using FMEA and ITIL practices.
- Compose and present monthly summary reports to management summarizing activities, including trending and graphic representations using project Management tools.
- Provide continuous level training as needed to support sustainability and system effectiveness, including the maintenance of task-oriented role-based training for department, allowing the training of appropriate personnel on approved procedures.

Certifications received:

ISTQB CTFL (Certified Tester Foundation Level), CTAL-TM (Certified Tester Advanced Level - Test Manager)

MSI SOTP - Sarbanes Oxley Trained Professional

CISA training and test eligible

Aug 2008 – Jan 2011      Tower Hill Insurance Group      Gainesville, FL

**Quality Assurance – Automated Quality Management**

- Perform automated and manual testing for software of personal and commercial insurance products.
- Execution of the following Automated (Compuware Test Partner and QA Director) and Manual testing procedures: Installation Testing, Application Testing, Error Recovery Testing, Upgrade Testing, Registry Testing, Internet Browser, and OS Specific Testing.
- Detect, Submit, and Track Defects through life cycle using Compuware Track Record and Microsoft SharePoint.
- Create Visual Automation Scripts via Test Partner and run manually or using schedule via Compuware QA Director.
- Responsible for creating lab environment from systems to simulate different browsers and operating systems that agents could be using, and to record performance testing against OS and Systems versus database size, and release version of product.

April 2005 – July 2008      Sage Software      Alachua, FL

**Quality Assurance Analyst – Systems Installation and Quality Management**

- Travel to Client Sites around the US to upgrade Beta Pilot Systems.
- Run Installations on multiple platforms and troubleshoot OS vs. Software issues.
- Perform manual and automation testing for Software of new products.
- Execution of the following Automated (Mercury Quick Test Professional) and Manual testing procedures: CD Front End Testing, Installation Testing, Application Testing, Error Recovery Testing, Upgrade Testing, Registry and Testing, and OS Specific Testing.
- Detect, Submit, and Track Defects through life cycle using Rational ClearQuest Client Server product, along with online tracking tools.
- Create Automation Scripts via Mercury Quick Test Professional and run manually or using Mercury Quality Center.
- Created and built my own lab environment from systems to simulation different size database structures, and to record performance testing against OS and Systems versus database size, and release version of product.
- Personally, automated the entire testing process for our Medware Chart product.

May 2005 – Present      BMJ Solutions      Alachua, FL



## 20

### **Owner / President**

- Work part-time on evenings/weekends on small-scale projects for various companies doing web site design and database design work.
- Design and manage web sites for small to medium sized businesses.
- Provide Quality Assurance Consulting to online software applications for small to mid size business solutions.
- Specialize in web design and development, utilizing technologies such as Java Scripting, HTML, RedHat Linux, and MySQL.
- Gather customer requirements, design/support web site after go-live

Sept 2002 – April 2005      Analysts International      Lexington, KY

### **Software Technician Senior - Lexmark International**

- Perform Beta, Web, Stress and Guerilla testing for Hardware and Software of new printer products in a secured lab environment.
- Execution of the following Automated (In-house Rational based tool) and Manual testing procedures: CD Front End Testing, Install/Uninstall Testing, Application Testing and Output Verification, Driver Dialog Testing, Control Program Testing, Paper Handling Testing, Error Recovery Testing, Cartridge Testing, Co-Existence Testing, Registry and Statistics File Testing, General Appearance, Hot Keys, Help Verification, Printer Specification, Network Share Testing, OS Specific Testing, PictBridge and ENA Testing.
- Detect, Submit, and Track Defects through life cycle using Rational ClearQuest Client Server product, along with online tracking tools.
- DLL Testing – Place rebuilt dll's in appropriate application folders and verify fixes for upcoming application builds.

May 2000 – May 2002      Internet Management Systems      Alpharetta, GA

### **Accounts Manager/Co-Owner**

- Work part-time on evenings/weekends on small-scale projects for various companies doing web design/database design work.
- Design and manage web sites for small to medium sized businesses.
- Specialize in web design and development, utilizing technologies such as Java Scripting, HTML, RedHat Linux, and MySQL.
- Gather customer requirements, design/support web site after go-live.

Jul 1998 – Sept 2001      Revenue Systems, Inc.      Alpharetta, GA

### **Quality Assurance Analyst/Training and Support Representative**

- Create manual test cases, then perform Regression, System and Maintenance testing, and authorize final approval before releasing application to clients.
- Provide Training and Support for the application used by one Georgia county and four state governments, along with Internal users.
- Responsible for the Oracle database and application maintenance for the state of Pennsylvania, Fish and Boat Commission.
- Assist the Documentation Team with creating User Manuals, Training Material and Help Documentation for new functionality to the application.
- Troubleshoot Win 95/98/ME/NT/2000 and UNIX Operating Systems.

**Education**

2010 – 2014 Ashford University – Forbes School of Business San Diego, CA

- Bachelors – Business Leadership
- Minor – Computer Information Systems

2000 – 2001 DeVry Institute of Technology Alpharetta, GA

- Studied in Business Administration with studies in Computer Science.

**Hardware/  
Software  
Experience**

Experienced in Unix, Informix, AIX, AS/400, Oracle, Microsoft Windows and Server/Workstation, Microsoft Office 2013/16/365, TCP/IP, VPN, HTML, SQL, FTP, Telnet, Red Hat Linux, MySQL, along with Legacy Mainframe and GUI Client Server Applications. Lotus Smart Suite, Lotus Notes

Proficient in installing, configuring, and supporting systems and networks, Unix and Windows Applications.

**References**

- **Jay Callaway** – Systems Engineer  
RTI Surgical, Inc - Alachua, FL. (352) 378-2434
- **Mike Bryant** – Owner (606) 824-4048  
Dogwood Technologies – Jackson, Ky.



**PATRICK THOMPSON**

**2269 Vermillion Curve, Woodbury, MN 55129**

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### **SUMMARY**

A nationally recognized, well-seasoned public sector leader offering thirty-eight years of experience to local government organizations. Thirty years of successful local government management and leadership at the Chief Administrator level with expertise in the following areas:

- |  |                          |
|--|--------------------------|
| - Budget and Financial Operations              | - Executive Leadership   |
| - Change Management/Organizational Development | - Media Relations        |
| - Strategic Planning and Direction             | - Community Engagement   |
| - Labor Relations/Collective Bargaining        | - Economic Development   |
| - Emergency Preparedness                       | - Leadership Development |

### **RELEVANT LOCAL GOVERNMENT EXECUTIVE EXPERIENCE**

***County Administrator, St. Croix County, WI***

**2011-Present**

St. Croix County is the fastest growing county in Wisconsin covering 736 square miles located in western Wisconsin as part of the Minneapolis/St. Paul SMSA. St. Croix County became a charter county in 2010 and hired me as their first County Administrator to lead the organization through this transition.

Duties and Responsibilities:

- Chief executive officer of the fastest growing county in the State of Wisconsin with 700 employees and a \$100 million budget.
- Oversee 15 appointed department directors, 5 elected department heads and answer to a County Board of 19 elected members.
- Implement Board directed policy. Administer day to day operations.
- Prepare and implement operating and CIP budgets.
- Provide accountability for all personnel functions.
- Provide professional consultation and support to staff and the County Board to make informed decisions.
- Public relations and media representation for the County.
- Coordinate with federal, state and other units/agencies of government.

Achievements:

- Successfully implemented Enterprise Resource Planning (ERP) which integrated management of all core business processes including finance and human resources.

- Successfully implemented a Pay-For-Performance (P4P) compensation system creating a high-performing organization with improved morale.
- Transitioned the County through a new form of government which included a smaller Board and a new position of County Administrator which had been approved by the Board prior to my hiring.
- Guided the Board and department directors through its' first strategic long-range planning process.

***County Administrator, Hamilton County (Cincinnati), OH*****2006-2011**

Hamilton County is the third largest county in Ohio with a population of 845,000 covering 413 square miles. The county seat is Cincinnati. Hamilton County is home to ten Fortune 500 companies and is situated on the banks of the Ohio River bordering Kentucky.

**Duties and Responsibilities:**

- Senior ranking administrative official for a large, complex urban county with 6,000 employees, including 25 department directors reporting directly to the County Administrator.
- Prepared and implemented the operating and capital improvement budget totaling \$1.4 billion. Administered bonding ordinances for capital investments.
- Principle advisor to a three-member Board of Commissioners. Implement Board policy and serve as liaison between Commissioners and department directors and staff.
- Oversight and direction of all county economic development efforts.

**Achievements:**

- Successfully led and implemented one of the largest urban county economic development projects in the State of Ohio. "The Banks" project was a 120-acre, \$2.5 billion reinvestment in Cincinnati. Exceeded all small business (SBE) and minority business (MBE) hiring goals.
- Achieved 10% budget reductions resulting in lowering the county tax levy by .5 %.
- Successfully navigated the county through a federal consent decree mandating the county and city of Cincinnati mitigate and eliminate sanitary sewer overflow into local waterways. Project totaled \$1.4 billion necessitating cost effective, sustainable solutions.
- Developed community outreach solutions with County law enforcement resulting in improved relationships between Sheriff's Office and the public.
- Negotiated agreements between the County and NFL/MLB ownership groups which kept both franchises in Cincinnati and saved taxpayer money.

***County Manager, Jefferson County (Golden), CO*****2002-2006**

Part of the Denver metro area, Jefferson County is the fourth largest county in Colorado with a population of 535,000 covering 774 square miles. The county seat is Golden and is home to Coors Brewing Company. Jefferson County is located along the Front Range of the Rocky Mountains, adjacent to the state capitol of Denver.

**Duties and Responsibilities:**

- Responsible for leading a total workforce of 3,000 employees including one deputy county manager.
- Prepared and implemented policy recommendations for the three-member Board of Commissioners including the annual budget totaling \$412 million.
- Recommended adoption of new or revised ordinances, orders, and resolutions to promote the public interest and improve county services and operations.
- Administered the county property, liability and other insurance programs, including self-insurance, ensuring that all claims were processed, and referrals and recommendations were made to the proper authorities.

**Achievements:**

- Successfully implemented performance-based budgeting which focused on developing budgets based on the relationship between program funding levels and expected results. Led to increased efficiencies and improved transparency to the Commissioners and the public.
- Initiated the county's first Community Justice Coordinating Council made up of elected and senior justice system leaders as a means to create systemic solutions to problems facing county departments and other agencies. This led to reduced recidivism and eliminated the need for costly jail expansion.
- Created an executive dash board which provided a quick means to track key performance metrics for county departments and visually represent this for the County Commissioners and county taxpayers. By measuring our performance, we were able to improve our building permit process and eliminate a two year back log of zoning violation complaints. Customer service was improved by reducing our response time from one week to 24 hours.

**OTHER LOCAL GOVERNMENT EXECUTIVE EXPERIENCE**

**La Crosse County, WI** **1999-2002**

Served as *County Administrator* for La Crosse County located in southwest Wisconsin with a population of 118,000. Was responsible for all administrative operations of the county. Strategic leadership and supervision provided over twenty department directors and a workforce of 800 employees.

**Dunn County, WI** **1990-1999**

Served as *County Administrator* for Dunn County located in west-central Wisconsin. Over saw the construction of a new Judicial Center including courts, law enforcement, corrections and judicial administrative offices. Provided critical oversight, leadership and direction to the County Board in their effort to restructure and reorganize county government organizational structure.

**City of Madison, WI** **1982-1990**

Served as *Operations Budget Manager* for the City Transportation Office after interning in the Mayor's Office and briefly serving as a *Mayoral Assistant*. Researched and drafted policy options/recommendations for the mayoral staff.

**EDUCATION**

**University of Wisconsin-Madison**

Robert M. La Follette School of Public Administration

Degree: *Master of Public Administration*

Emphasis: Local Government Management

**University of Wisconsin-Eau Claire**

College of Arts and Sciences

Degree: *Bachelor of Arts*

Emphasis: Political Science, Foreign Language, Economics

Served as Student Body President my senior year.

**Universidad Tecnológico de Monterrey, Mexico**

Attended one semester to fulfill foreign language requirement.

**PROFESSIONAL AFFILIATIONS**

- International City/County Management Association (ICMA)
- National Association of Counties (NACO)
- National Association of County Administrators (NACA)  
    Served as *Midwest regional Vice-President*
- Wisconsin Counties Association (WCA)
- Wisconsin Association of County Executives/Administrators (WCEA)

**PERSONAL**

Married, proud father of five adult children and grandfather of six grandchildren. Hobbies include: biking, walking, reading, attending local theater and concerts.





**Edward J. Troy**  
**6 Crested Butte Court**  
**Shamong, New Jersey 08016**  
**(609) 510-8409**  
[ejtroy@msn.com](mailto:ejtroy@msn.com)

## **Professional Experience**

**Treasurer**  
**County of Burlington, NJ**  
**March, 2011 – Present**

Direct and manage the financial operations for the County of Burlington, NJ, with a \$160M operating budget and \$100M Capital Program. Responsible for the daily operations of the Finance Division including Cash Management; Audit; Contracting & Procurement, Internal Controls; Strategic Financial Planning; Budget Development and Execution; Financial Statements preparation; Bond and Debt financing and management; Fund Investments Management; Capital Improvements; Grants Management; Workmen's Compensation and Risk Management.

Report to the County Administrator and to the elected Board of Chosen Freeholders. Ensure that all financial operations operate under strict Statutory Compliance requirements required at the State and Federal levels.

As a key member of the County's Senior Management team, make recommendations regarding the management of the operations of all County departments including Public Safety; Highway and Engineering; Corrections; Health; Finance and Administration; Information Technology; Library; Prosecutor's Office; Library; Veteran's Affairs; Human Services; Solid Waste Management and Parks' Open Space preservation.

Responsible for a staff of 40 including Human Resources; Finance; Risk Management and Contracting.

**Lead, Budget and Resource Management**  
**Business Transformation Office**  
**Office of the Director National Intelligence**  
**August, 2009 – March, 2010**  
**McLean, VA**

Managed and directed all financial and budget activities associated with the operations of the ODNI Business Transformation Office (BTO). Duties included the management and line item budget allocation of the financial resources of the BTO to ensure that management objectives were met in an efficacious manner. Prepared spending plans and cost analyses to ensure that audit standards were met and maintained. Reported directly to the Director of the BTO in terms of providing advice and guidance on all fiscal policies and initiatives relative to any financial issues impacting the operations of the BTO. The BTO is one of the top three priorities for the ODNI and was included as a major program initiative in the National Intelligence Plan. The BTO has a high degree of visibility and Congressional interest.

Hold a TS-SCI Top Secret security clearance.

Needed to leave position to return home to provide care for the birth of our second child.

**Director of Finance/Comptroller  
Louisiana Recovery Office  
January, 2007 – August, 2009  
New Orleans, LA**

Responsible for the management and oversight of the multi-billion dollar Federal Disaster recovery effort associated with Hurricanes Katrina, Rita, Gustav and Ike in the New Orleans, Louisiana Recovery Office. Managed and directed all the financial operations for these declared disasters including responsibility for the preparation of financial documents and reports relative to life of the Disaster Projection Reports as well as detailed monthly Spending Plans, which are submitted on a monthly basis to HQ-CFO; Federal OMB and House and Senate financial committees. Directed the activities of the Internal Controls Office to ensure that all financial transactions were being performed according to federal rules and standards, and would meet prescribed audit requirements as required by the Office of the Inspector General. Reviewed and approved all funding requests from various program areas, and worked closely with Acquisitions Contracting officials to ensure that programmatic objectives are met in a timely and cost efficient manner.

Managed and directed the preparation and execution of the annual budget, and prepared financial summaries and documents for officials in Washington, DC, the Office of the Chief Financial Officer and for the Federal and State Coordinating Officers. As a member of the Command Staff with a direct reporting relationship to the Chief Financial Officer for the Gulf Coast Recovery effort, regularly provided financial advice and counsel relative to all fiscal matters, issues and concerns as they impacted the recovery effort. As a member of the Senior Management Strategic Planning group, provided input and advice regarding all financial issues and concerns relating to the short and long term recovery effort in New Orleans, Louisiana.

**Child and Parent Care  
August, 2004 – December, 2006**

Stay at home Father to care for my son born June, 2005. Also provided care for my elderly father who became ill and needed stay at home care on a daily basis. Returned to workforce after my father's passing.

**Senior Management Consultant, CPS  
November, 2003 - July 2004  
National Institute of Health  
Bethesda, MD**

Provided advice and counsel to the Associate Director for Management and Operations, National Institute of Health, Institute for Aids and Infectious Diseases Research on all administrative issues. Responsibilities included assisting the Director in carrying out the administrative duties and responsibilities of a large and complex federal government agency, specifically in the areas of budget formulation; federal bidding and procurement processes; employee performance evaluations and measures; information processing systems, position

classification and human resource development. Worked closely with Facilities Management Officials/Emergency Management representatives in the development of an Emergency Continuation of Operations Plan for the NIAID to ensure the continuing operation of critical functions during times of emergency or disaster. Reported directly to the Associate Director in terms of receiving work assignments and functioned as the Director's representative at senior level meetings as requested. Interacted with all levels of federal employee management within the NIH/NIAID including Safety, Health, Scientific and Institute Directors by assisting and coordinating efforts to ensure programmatic success.

**October 2002 – November, 2003.**

Left NJ State Government Service to pursue entrepreneurial interests.

**Assistant Commissioner of Finance and Administration**

**July 1996 - September 2002**

**New Jersey State Department of Personnel  
Trenton, New Jersey**

Directed and managed the New Jersey Department of Personnel's Office of Budget and Finance. Responsible for the formulation, preparation, execution and implementation of the department's multi-million dollar annual budget request; the preparation of accurate and detailed revenue forecasts and spending plans, and the implementation of internal controls to ensure financial integrity and propriety. Prepared and presented written and oral financial status reports to the Commissioner and the Office of OMB. Provided and presented budget testimony to various committees and approval authorities including the Office of the Governor, the Office of Management and Budget and the Assembly and Senate Budget Appropriations committees when requested or required. Developed internal control systems and sound business practices to ensure that the financial operations of the department were done in compliance with GAAP principles, OMB Circular Letters and the State Auditor's statutory requirements. A major achievement and accomplishment was that no major conclusions were ever found by the State Auditor's Office regarding any deficiencies in the operations of the department. This significant achievement permitted the State Auditor to grant a waiver, extending the next audit period from two to five years, as his formal expression of confidence in the financial matters of the agency.

Nominated and appointed by the Governor of New Jersey to serve as a Commissioner on the New Jersey Capital Planning and Budget Commission, which was responsible for the review and approval of the State's \$15 billion dollar Capital Improvement Plan for all capital projects submitted by the Executive Agencies and Authorities. Commission members included representatives from political parties, the public, the State Treasurer's Office and the Executive branch. All submitted items for funding were discussed and voted upon in open session, with these recommendations then forwarded to the NJ Legislature for their consideration. Reviewed the state's annual debt service reports as presented by the State Treasurer, and subsequently made recommendations regarding debt management, bonding and refinancing options.

Managerial responsibility for the operations and management of the department's Office of Management Information Systems. The Chief Information Officer reported directly to my office organizationally, and under my direction provided for my review, consideration and approval a strategic plan in terms of the information management processes supporting the

operations of the agency. Through the CIO, directed the daily activities of all IT staff with regard to all mainframe and desk top computer systems needs and solutions including system development, software solutions, hardware configurations and vendor support. Served as a member on the NJ Legislature Information Technology Committee which provided policy and guidance on all major information technology initiatives affecting statewide systems and initiatives.

Directed and managed through the Chief Human Resource Officer all activities in the department's Personnel Office including payroll; time and leave reporting; employee benefits; grievance and disciplinary issues; labor relations, employee performance and classification and promotion.

Directed the activities of the Office of Building Support Services which was responsible for all physical plant activities associated with the buildings/grounds in different locations throughout the State. Managed all programs relative to Health, Safety and Security issues affecting the workplace environment. Worked through Facilities Management providing building support services to ensure that all buildings were in compliance with code, safety and ADA standards.

**Assistant Commissioner of Management and Budget**  
**January 1990 - July 1996**  
**New Jersey Department of Insurance**  
**Trenton, New Jersey**

Served as the Chief Financial Officer for the Department of Insurance with responsibility for the development and oversight of a \$40.0M operating budget and \$900.0M+ in Trust and Bond funds. Managed all procurement and expenditure functions in accordance with prescribed rules and regulations as promulgated by the State Treasurer and the New Jersey State Auditor.

Responsible for the development and presentation of quarterly spending plans and revenue projections to the Commissioner and senior staff to provide a basis for discussion and policy to ensure the achievement of departmental goals and objectives within established budgetary parameters.

Directed and managed the human resource activities within the Office of Human Resources, including payroll and timekeeping administration, employee benefits, employee training and development and all labor relations issues. Served as the department's Ethics Officer, ensuring that an ethical standard and expectation was clearly defined, understood and enforced at all levels. Maintained a positive interaction and open communications with senior CWA union representatives and officials representing unionized employees.

Responsible for the management of the department's Office of Management Information Systems which provided all data, voice and phone communication services. Responsible for the formulation of an IT strategic plan to ensure that the department could deliver its services to its constituents in a timely and effective manner using state of the art technology.

Managed the Office of Administrative Services which was responsible for all facilities planning, day to day support operations and providing security for the employees and the physical plant.

**Director of Administration**  
**February 1987 - January 1990**  
**New Jersey State Department of Insurance**  
**Trenton, New Jersey**

Reported directly to the Assistant Commissioner of Management and Budget on all matters, policies and issues as they pertained to the financial and human resources operations of the Department of Insurance. Held dual titles of Chief Fiscal Officer and Personnel Officer, performing the management responsibilities and duties associated with these job titles.

Managed the financial operations of the Budget Office including all appropriation control functions; budget preparation and execution, spending plans; revenue forecasting; accounts management, internal control and audit, and short and long range financial planning.

Managed all human resource functions including payroll and benefits; employee relations; employee classification; recruitment and employee grievance and discipline.

**Education**

Masters in Public Administration  
Rider University

Bachelor of Arts, Business Administration/Accounting  
Rutgers University



# RAMSES VARGAS

📍 Boca Raton, FL 33498 📞 +1 786 647 4808 📧 [ramsesv29@icloud.com](mailto:ramsesv29@icloud.com)

## CORE COMPETENCIES

Project Management  
Local Economic Development  
Corporate Social Responsibility  
Industrial Development  
Bilingual: English and Spanish  
Great Team Player  
Robust Leadership Skills  
Customer Service Orientation  
SME Development  
Inclusive Policy Design  
Local Economic Development  
Strong Communication Skills  
Creative Problem Solving  
Crisis Management  
Business Development  
Conflict Resolution  
Budget Administration  
HR Procedures Operations  
Technological Proficiency

## EDUCATION

MSc. In Public Policy with  
concentration in Economic  
Development Policies, University of  
Oxford, United Kingdom  
*Shell Centenary/FCO Chevening  
Scholar*

Master in Public Administration  
with concentration in Financial  
Markets and Analysis, Harvard  
University, Cambridge,  
Massachusetts  
*Distinguished Edward R. Mason  
Fellow*

Graduate Certificate in Banking  
University of Miami, Miami, Florida

Graduate Degree in Management,  
Universidad Autónoma del Caribe,  
Barranquilla, Colombia

Degree in Law, Universidad de la  
Sabana, Bogota, Columbia

## OBJECTIVE

*Highly-analytical, detail-oriented and exceptional practitioner seeking for opportunities in the international development arena to utilize my diverse leadership, communication, and crisis management skills in a dynamic, fast paced environment.*

## PROFESSIONAL SUMMARY

- ✓ Highly motivated, innovative and accomplished leader in corporate/international affairs with 20+ years of demonstrated success and diverse experience in utilizing talent to mitigate cultural barriers while meeting specific requirements to achieve organization objectives.
- ✓ Versatile and results-oriented professional that has an unyielding desire to achieve a high standard of work and above average record of efficient results in achieving business goals in a political, economic and cultural environment.
- ✓ Regarded for the ability to deliver outstanding results in delivering exemplary solutions to complex problems and leading large groups of people in diverse contexts.
- ✓ Remarkable negotiator and tactful facilitator of partnership development strategies in presentations and written correspondence.
- ✓ Demonstrate dedication to co-workers and encourages a culture that engages and empowers team members.

## PROFESSIONAL EMPLOYMENT HISTORY

Vice President of Global Partnerships, Liner Consulting Group, Pembroke Pines, FL (2018 to date).

Responsible for building & leading a unified partnership program that drives profitable revenue growth and enhance our ability to deliver an exceptional customer experience. This position reports directly to our Chief Executive Officer and manages a globally dispersed team.

- Accountable for the go-to-market strategy development for our Sales & Services channel businesses.
- Provide the vision and direction to implement strategies & processes to create/build a best in class partner program while enabling profitable revenue growth.
- Elevate our partner network and partner program delivery by winning new customers and gaining new references through channel services and support success.
- Create global alignment across all Partnership & Strategic Alliances programs ensuring that all parties are educated & informed on market happenings and product offerings

President and CEO, Universidad Autonoma del Caribe, Barranquilla, Colombia 2013 to 2018

*Responsible for overseeing all financial, administrative, academic, and research activities for a 50-year old institution with 1,300 employees and over 14,000 undergraduate and graduate students. Creating, implementing and monitoring university-wide budget and maintaining sufficient cash-flow to complete fiscal year with surplus.*

Key Accomplishments:

- Successfully catered operations and achieved academic success through orchestrating all bottom-line factors, including company vision and long-range strategic planning of the organization for the wellness of students.
- Redefined organizational structure to build high performing teams in executing key tasks.
- Presented the annual audit, the annual budget and quarterly financial reports to the Finance and Audit Committee and full Board of Trustees.
- Increased the scientific research output by more than 2000% as a result of well a conceived policy to raise the academic standards, driving academic talent from 5 PhDs to 57 and 116 in the process of finalizing their doctorates all over the world.
- Introduced an aggressive emphasis in internationalization for the students by requiring all curricula to have English bibliography assessed in class.
- Created a Language Center within the school that to provide students with the English language; more than 8,000 low income students have benefit from this initiative.
- Earned global recognition from US and UK Governments for successful endeavors in creating a valuable institution aimed to house emerging trends and innovations in education to support its students
- Collaborated with 3 Nobel Prize winners to support the peace talks between the government and the revolutionary group FARC.



# RAMSES VARGAS

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## PROFESSIONAL EMPLOYMENT HISTORY

International, TA to the Government of Afghanistan, United Kingdom Government (DFID)- Adam Smith 2012 to 2013  
*Responsible for working within a high risk environment, ensuring that all strategic initiatives are implemented to strengthen service delivery throughout Afghanistan.*

### Key Accomplishments:

- Selected as key contact on behalf of the Ministry of Commerce and Industry with the Central Bank to foster institutional social dialogue aimed at launching products in line with SME development.
- Effectively led international project teams in the design, implementation and analysis of the Institutional Performance and Transition Readiness Assessments for sub-national entities in Afghanistan.
- Spearheaded the complex social impact and stakeholder analysis, monitoring economic, political and social climate, to assess program impact and relevance; oversee staffing, strategic directives, and training of teams. Directed analysis of the factors limiting SMEs to credit with particular emphasis on Carpet and Cashmere industries and prepared forecasts.
- Instrumental in discussions with NATO and the national government for Transition of Governance and economic development responsibilities.

United Nations Development Program, Private Sector Development Program, Iraq - Jordan 2010 to 2012  
*Responsible for serving as a technical leader for the implementation of the Private Sector Development Strategy and serving as the key POC for SME development issues.*

### Key Accomplishments:

- Successfully launched strategies to create long term Electricity Distribution Network Development plans to ensure reliable power supply infrastructures.
- Collaborated in developing joint program activities with UNIDO, UNOPS, UN-HABITAT, ILO, WB, and USAID, conducting regulatory impact assessments for private sector related legislation.
- Managed cost sharing activities with the government of Italy and Poland, ensuring compliance with UN corporate rules, regulations; monitored achievement of outcomes.
- Earned endorsement from stakeholders for implementation of Vocational Training program involving UNDP, the Ministry of Oil, and international oil companies.

Senior Advisor, Universidad Autonoma del Caribe, Barranquilla, Colombia 2009 to 2010  
*Responsible for monitoring the cleaner production program funded by the Inter-American Development bank and directing the management in projects that embodies the values and cultures conducive to improving the lives and livelihoods of its recipients.*

### Key Accomplishments:

- Created and executed supplier development project for three MNCs in northern Columbia funded by the Clinton Foundation, formulating project to promote job generation and job training for supermarket chains.
- Successfully developed public procurement project for three municipalities benefiting three groups of SMEs.

International Development Practice, Mexico, USA Independent Consultant 2007 to 2009  
*Responsible for spearheading and executing key projects to facilitate operations and overall functions of high profile and government programs.*

- Selected to work as an Independent Consultant in the USA, Mexico, and Columbia for international organizations and private contractors, under US Government and UN Contracts.
- Created and executed Integrated systems, conducted quality assurance, and researched current political and social climate to ensure programs and projects worked in the best interest of its clients.
- Successfully handled various projects such as:
  - ✓ United Nations Development Program (UNDP), Mexico, and the Secretary of Economics of the Federal Government of Mexico: Developed and implemented monitoring and evaluation system for private sector development projects envisioned by the Secretary of Economics.

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## PROFESSIONAL EMPLOYMENT HISTORY

- ✓ USAID, Columbia: Created and implemented key monitoring and evaluations metrics for the alternative development projects; published official success story reports of the Alternative and Municipal Development programs.
- ✓ US Government Contractors, Arlington, VA: Held critical role of recruiting, training, and deploying SMEs for the Livelihoods Project in Iraq, utilizing core knowledge of current chaotic, high-risk climate to assist SMEs in accomplishing deliverables. Prepared Project proposals for different US Government Agencies including DoS, DoA, DoJ, USADI, and USTDA.
- ✓ Acción Social of the Presidency of Columbia, Columbia: Supported the government of Columbia in the creation of elaborate system to coordinate donor funded initiatives supporting employment for demobilized paramilitaries.

SME Special Projects Coordinator, USAID/ARD Inc., Bogota, Colombia

2005 to 2007

*Responsible for analyzing market, trends, and environment to identify trade barriers and potential opportunities to attract foreign investors and conducting contract negotiations and advising high profile government officials on best practices to embrace market economy.*

### Key Accomplishments:

- Successfully managed special portfolio of 18 technical assistance projects in agriculture, services, and industrial sectors valued at \$11M USD.
- Provided technical and intellectual leadership for Regional Managers related to strategy, operations, quality assurance of projects implemented in subnational regions.
- Managed the MIDAS, a \$150M USAID-funded Alternative Development Project aimed to foster competitive and viable private businesses to create sustainable sources of jobs and income for families.
- Created and execute strategic project plans, ensuring adherence to program milestones defined in the program document.
- Led the preparation of interim progress reports including activities carried out, outputs, outcomes, analysis of lessons learned and recommendations.

### Additional Experience:

Executive Director, Colombian Association of Small and Mid-Sized Industries, Barranquilla, Colombia

2002 to 2005

- Led Business Association gathering around 13,000 small and mid-sized firms (SMEs) from all over the country, in diverse economic sub-sectors such as Oil services, textiles, chemical, metalworking, agribusiness, etc. Key outcomes and achievements included:
  - Developed effective work-plans and budgets, ensuring optimal use of personnel and financial resources and monitoring progress of diverse bilateral and multilateral Technical Cooperation programs
  - Ensured strategic operation, financial resources management and supervision of staff and international/local implementing partners. Association annual budget 4.5 M USD
  - Supported and built capacity for the Ministry of Trade and National Department of Planning to implement SME legislation
  - Led under the auspices of the Inter-American Development Bank national campaign to reduce, prevent and mitigate pollution by promoting the adoption of cleaner production and energy efficient practices and technologies in Colombian SMEs
  - Raised awareness of the Ministry of Trade, Environment and Local Governments of the need of strengthening the capacity of public and private sector support institutions responsible for assisting manufacturing industries to continuously improve efficiency and cleaner production
  - Chaired government-private sector program aimed to promote Sustainable Energy Finance to help increase SMEs' access to finance for Sustainable Energy investments (inclusive of energy efficiency and renewable energy projects) and further promote growth and sustainability of businesses by providing relevant financing solutions
  - Implemented program matching foreign investors and domestic industries in selected global value-chains
  - Participated on behalf of the Colombian private sector in several rounds of the negotiation of the USA-Colombia Free Trade Agreement

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- Led technical assistance and capacity building initiatives for Public actors working on SME development
- Implemented IADB program aimed at organizing 3 export-oriented clusters in northern Colombia
- Liaised with key national authorities, local governments, and multilateral organizations
- Implemented technical assistance program supporting rural producers in northern Colombia
- Coordinated steering committee composed by private sector, public sector and international donors working on fostering foreign direct investment
- Implemented project creating a nationwide network of Business Consultants
- Managed program aimed at building linkages between small domestic producers and transnational corporations
- Advocated on behalf of SMEs in different national and international scenarios. Interacted with the media in a continuous basis

Consultant, Inter-American Development Bank, Washington, DC, Central America 2001 to 2002

- Rendered consultancy services to regional multilateral development Bank focused on Latin America. Served Municipal Development Group of the Bank advising municipal, finance, development and restructuring in El Salvador, Honduras, Panama, Nicaragua.
  - Supported the Municipal Development Group in designing the framework for implementing capacity building initiatives to strengthen municipal finance management at national and sub-national levels
  - Coordinated multi-donor project to strengthen municipal finance in two municipalities in Honduras (AECI/GTZ/JAICA)
  - Implemented interim evaluation of Guatemala's Decentralization Strategy
  - Led the implementation of the coalition-building strategies for demobilized local communities in selected municipalities in selected municipalities of El Salvador
  - Provided strategic oversight to public service reform project in Panama
  - Assessed the weaknesses of the municipal development policy implemented by the bank
  - Evaluated performance of selected municipal development projects in Guatemala, Panama, Honduras and El Salvador

General Director, Metropolitan Area of Barranquilla, Colombia November 1996 to December 1997

- Directed a public-private partnership responsible for leading urban and economic development of the metropolitan area of the city of Barranquilla, which is composed by four cities comprising four million inhabitants. Activities and achievements included:
  - Managed day-to-day operations of the organization (23M USD Budget)
  - Ensured overall financial and administrative leadership
  - Led implementation of bilateral technical assistance for the formulation of the metropolitan development plan
  - Chaired the task force for the restructuring and corporatization of the regional power distribution enterprise
  - Facilitated dialogue and coordinated collaboration among the local energy industry, financial sector, NGOs, communities, and national government that allowed for the creating of a dedicated working group composed by senior representatives of national and local government, the private sector and civil society.
  - Provided strategic oversight of financial aspects of cities' public service delivery, funds use and revenue management
  - Coordinated infrastructure implementation units of each of the cities
  - Managed public debt, debt restructuring, bonds issues, securities, etc.
  - Planned, designed and executed public projects and works
  - Served as a liaison between citizens, contractors and the Metropolitan Board of Director

Acting Mayor, City of Barranquilla, Barranquilla, Colombia December 1994 to November 1996

- This is the fourth biggest city in Colombia with three million inhabitants. Appointed as Acting Mayor for eight months; and also served as Chief of Staff and Treasurer:
  - As Chief of Staff

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- Coordinated implementation and monitoring of three PPPs funded by the IADB and WB
- Chaired the Economic Development Committee, and liaised with the private sector on behalf of the city
  
- Supervised and controlled services rendered to the city
- Implemented public service administrative reform program funded by the WB
- Performed as spokesperson of the City
- Served as liaison to the Presidency of the country
- As City Treasurer
  - Restructured municipality debts and obligations through bond issuance rated AA (85 M USD)
  - Implemented WB funded project aimed at modernizing revenue collection
  - Managed and controlled cash revenue and expenses
  - Managed municipal funds flow and the cash plan
  - Designed a network with banking institutions in order to achieve an adequate control of operations
  - Participated in the task force to draft the new national decentralization policy
  - Managed staff of 105

Financial Associate, Development Finance Corporation & IFI 1992 to 1994

- Served in financial institution aimed at providing long-term financing to productive projects in selected industrial sectors. Activities and achievements included
  - Negotiated loan terms with borrower companies ranging in size from new, developing firms to large, established ones
  - Conducted in-depth studies of the international strategic position of selected extractive industries
  - Designed restructuring plans for indebted exporters
  - Chaired the financial restructuring committee of selected indebted corporations

Legislative Unit Advisor, Senate of the Republic of Colombia, Bogota 1990 to 1992

- Worked in the senate legislative unit to develop policy and legislation related to decentralization, regional economic development and banking. Specific activities included:
  - Developed Fiscal Decentralization and banking regulations in cooperation with relevant Executive agencies
  - Researched and drafted legislation and policy statements related to Decentralization and Regional Economic Development
  - Served as liaison to the National department of Planning and the Ministry of Interior

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## ACADEMIC AWARDS

Shell Centenary Scholar, University of Oxford	2004
Visiting Scholar Korean Cooperation Agency, KOICA	2003
Honorary Member of the Fundacion Todos por Barranquilla	2003
Excellency Award by the Fundacion Puerta de Oro	2001
Distinguished as Edward Mason Fellow at the Kennedy School of Government of Harvard University	2000
Presented by the Universidad de la Sabana with Scholarship	
Colombia's best high school graduate Citizenship Excellence Distinction by the Fundacion Cívicos en Acción	1997
Honor Award by the Colombian Association of builders	1997

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## COMMUNITY | BOARD MEMBERSHIPS

Banco Popular, Bogota, Colombia | Power Distribution Company of the Atlantic, Barranquilla, Colombia | ACOPI, Bogota, Colombia  
Private Business Council, Barranquilla, Colombia | Universidad Autónoma del Caribe, Barranquilla, Colombia | Pediatric Hospital, Barranquilla, Colombia | Municipal Institute of Public Housing, Barranquilla, Colombia | Metrotel Communications, Barranquilla, Colombia | Utilities Administration, Barranquilla, Colombia | Institute of Recreation and Sports, Barranquilla Colombia  
Telephone Company of Barranquilla, Barranquilla, Colombia



# Bradley Vath

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**Objective** To utilize my extensive local government experience as City Manager

**Professional Experience** 1/2001 to 12/2018 City of Tipp City Tipp City, OH  
**Assistant City Manager/Community & ED Director**

- City's 2010 population (Census) is 9,689, with 3,831 households, covering over 7.4 square miles, 97 FTE employees, \$48M budget, in Miami County
- Served as Economic Development contact, maintained industrial site/building database, acted as BR&E Professional, and 6 direct reports
- Researched, wrote, and monitored grants which garnered over \$32 million in grant funding (2001 to 2021)
- Supervised Community & Economic Development and the Building & Facilities Maintenance Department
- Facilitated the creation of three Enterprise Zones (EZ) one post-1994 Community Reinvestment Area (CRA), one Tax Increment Financing (TIF) District and served as the EZ administrator
- Facilitated Abbott's \$270M new greenfield manufacturing facility, first in the USA since 1984, creating over 240 jobs
- Coordinated and facilitated 24 annexations totaling over 1,100 acres
- Served as Acting City Manager for two six month periods while City Manager search was being conducted

6/1987 to 1/2001 Municipality of West Milton West Milton, OH  
**Municipal Manager**

- Village's population was 4,645 with 1,875 households, in Miami County
- Managed \$5 million budget with 20 funds while growing the overall fund balance from \$852,000 (1988) to \$4.1 million (2000)
- Supervised 50 full and part-time employees including Police, Fire, Street, Water, Wastewater, Parks, & Administration
- Implemented, financed, and supervised \$2.8 million dollar wastewater treatment plant expansion and \$500,000 new water tower construction
- Implemented the Village's first computer network, e-mail system, intranet system, and acted as network administrator
- Established administrative regulations, position descriptions, employee evaluation system and merit based pay system

6/1986 to 6/1987 City of Worthington Worthington, OH  
**Administrative Assistant to the City Manager**

- City's population was 14,125 with 5,845 households, in Franklin County
- Established a Risk Management program
- Edited the Worthington Annual Report and the Employee News Bulletin
- Clerk of Board of Zoning Appeals
- Assisted with union contract negotiations

**Professional Experience (Continued)**

6/1985 to 6/1986 City of Worthington Worthington, OH

**Administrative Intern to the City Manager**

- Summer internship, expanded to part-time work during academic year
- Designed & implemented computerization plan for Mayor's Court
- Performed research, wrote bid specifications, analyzed business trends, and wrote policy paper on the Ohio annexation process

11/1984 to 5/1986 State of Ohio Columbus, OH

**Administrative Intern for Department of Human Services**

- Evaluated Medicaid reimbursements of nursing homes and established training procedures for employees

**Education**

1984 to 1986 **The Ohio State University** Columbus, OH

- Masters in Public Administration (MPA), with dual specialization in Urban and Fiscal Administration
- President of MPA Student Association

1981 to 1984 **Bradley University** Peoria, IL

- BS in Political Science

1980 to 1981 **College of Lake County** Grayslake, IL

- General Coursework

**Professional Affiliations**

- International City/County Management Association member since 1985, and ICMA Credentialed Manager June, 2004 to present
- Ohio City/County Management Association (OCMA) member, and board member 2017 to 2019.
- Dayton Area Manager's Association member, and Assistant City Manager of the Year 2004
- Ohio Economic Development Association (OEDA) member and former Board member
- Ohio Public Works Commission (OPWC) Integrating and Executive committee member from 1988 to 2018, and the State of Ohio Small Governments Commission member for six years. Served as the Chairman of the Integrating Committee
- I-70/75 Development Association member since inception in 1988 to 2018, and President in 2008
- Mediation Advocate through the Ohio Commission on Dispute Resolution and Conflict Management
- Chamber of Commerce member in both West Milton and Tipp City

**Community Affiliations**

- Rotarian 1987 to 2018, Paul Harris Fellow +6, Rotarian of the Year 2000, President 2003 to 2004, & Assistant District Governor 2005 to 2011
- The National Society of the Sons of the American Revolution
- Miami County Foundation Board member 2011 to present, President 2017 to 2019
- Miami County YMCA Board & Trustee member 2008 to present
- Abbey Credit Union (former Miami County Federal Public Employees Credit Union and AO Smith Credit Union) Board member 2009 to 2018





**Jim Walker**  
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Ringgold, Georgia 30736  
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### **Professional Profile**

- Seasoned executive with 35-plus years combined federal, state, local and business experience
- Highly visible state cabinet official experienced at creating and leading a multi-dimensional state agency
- Motivated team builder, collaborator, trainer, and change agent
- Analytical decision maker who has obtained, distributed, and managed over \$200 million in public grants

### **Professional Experience**

#### **President, Black Swan Digital Forensics, 2018-Present**

- Only forensics lab dedicated to digital services in the United States
- Private sector team of computer and cell phone engineers, forensic programmers, and private investigators bringing innovative solutions to government and the marketplace

#### **County Manager, State of Georgia, 2014-2018**

- Senior Appointed Official to a Metro Atlanta, Georgia County and a Metro Chattanooga, Tennessee County
- Developed and Administered county annual budgets ranging from \$25 million to \$127.5 million
- Managed the daily operations of two counties with a workforce of 500 to 1600 employees

#### **State Liaison, Gulf Coast Claims Facility, 2010-2012**

- Government and claimant liaison to the Gulf Coast Claims Facility for Alabama and Mississippi in the aftermath of the 2010 BP Oil Spill in the Gulf of Mexico
- Served as senior official for two states to Presidentially appointed Claims Administrator Kenneth R. Feinberg
- Played a key role in the development, implementation, and supervision of a multi-billion dollar private sector economic recovery claims program unprecedented in American history.

#### **Director of Homeland Security, State of Alabama, 2003-2010**

- First state in the nation to legislatively create a cabinet level department of homeland security
- Developed, built, and led a comprehensive state homeland security program by empowering and collaborating with national, state, and local officials
- Elected and reelected by peers nationwide to represent them on program and policy issues in Washington DC and around the world

- Winner of five national awards for innovations in technology and government
- Frequent speaker and lecturer at national conferences and universities

**Soldier, United States Army, 1981-2002**

- Infantry Lieutenant Colonel and Airborne Ranger
- Aide to President Ronald Reagan
- Aide-de-Camp to the Chairman, Joint Chiefs of Staff, Admiral William Crowe
- Operations Briefer during Operation Desert Shield to the Chairman, Joint Chiefs of Staff, General Colin Powell
- Congressional Liaison Officer for the Secretary of the Army
- Government Relations Officer for a Major Army Command
- Congressional Fellow and Legislative Assistant to Tennessee Congressman John Tanner

**Education**

**Master of Public Administration, University of Oklahoma, 1990**

**Bachelor of Business Administration, Austin Peay State University, 1981**

**Boards and Committees**

**National:**

- Executive Member, National Governor's Homeland Security Advisors Committee
- Executive Committee, Office of Emergency Communications, US Department of Homeland Security
- State, Local, Territorial, Tribal Government Coordinating Council
- National Homeland Security Consortium

**State:**

- Chairman, State Geographic Information Systems Committee
- Chairman, Alabama Citizen Corps Council
- Chairman, Governor's Task Force on Military Affairs and Base Realignment and Closure
- Chairman, Alabama Interoperable Communications Committee
- Member, International City/County Managers Association
- Member, Georgia City/County Managers Association

**Notable Achievements**

- Attended college on an Army ROTC scholarship
- Studied Congress and Foreign Affairs at the Johns Hopkins School of Advanced International Studies, in conjunction with competitive selection into the American Political Science Association Fellowship Program
- Recipient of two Legion of Merit medals
- One of the first senior homeland security officials in the nation to graduate from the Executive Leaders Program, Center for Homeland Defense and Security, Naval Postgraduate School, Monterey, CA
- Keynote speaker at the John F. Kennedy School of Government, Harvard University



## EDUCATION

**Doctor of Philosophy (Ph.D.) On-going Coursework in Political Science: Public Policy and Administration, innovative academic research in political participation and visual methodology. UNIVERSITY OF FLORIDA, GAINESVILLE, FL.**

- Selected to present at the **World Conference on Qualitative Research** to be held in October 2019 in Porto, Portugal.
- Chair of the Southwest **Social Science Association Annual Conference** 2018 in Orlando, FL. Panel: Civic Engagement and Participation. Presentation: Collaborating through Political Participation in Planning Processes and the effect on Inequality and Economic Growth: Miami, Florida and Denver, Colorado. <https://sssaonline.org/wp-content/uploads/2018/10/Program-final.pdf>
- Presented to the Annual **American Political Science Association (APSA) National Conference** in Boston, MA. Recipient of an APSA Travel Award. Presentation: Reducing Inequality Through Political Participation in Planning Processes. [https://convention2.allacademic.com/one/apsa/apsa18/index.php?cmd=Online+Program+View+Session&selected\\_session\\_id+1401550&PHPSESSID=1f6bv3a1s5v31gd4apqg2pfn4](https://convention2.allacademic.com/one/apsa/apsa18/index.php?cmd=Online+Program+View+Session&selected_session_id+1401550&PHPSESSID=1f6bv3a1s5v31gd4apqg2pfn4)
- Presented at the **University of Central Florida's Public Administration Conference** in Orlando, FL. Presentation: Then and Now: Reducing Inequality, Creating Economic Growth, and Citizen Engagement and Public Participation through Planning Processes in Miami, Florida and Denver, Colorado. <https://www.eventbrite.com/e/public-administration-research-conference-university-of-central-florida-tickets-42716613541>

**Master of Arts Degree in Urban and Regional Planning (M.A.U.R.P.). UNIVERSITY OF FLORIDA, GAINESVILLE, FL.**

- Master's Thesis: "Participation and Predictability: A Comparative Analysis of Processes and Outcomes of the Form-Based Codes and Previous Conventional Zoning Codes of Miami, Florida and Denver, Colorado". [http://etd.fcla.edu/UF/UFE0043862/WRIGHT\\_K.pdf](http://etd.fcla.edu/UF/UFE0043862/WRIGHT_K.pdf)
- Awarded a full Graduate Research Assistantship from the University of Florida to assist the City of Newberry, Florida in the preparation of their Evaluation and Appraisal Report (EAR) and created an Economic Development Plan that led to the development of the City's Main Street Program.
- Revised the City of Ft. Walton Beach's Community Redevelopment Area (CRA) Plan as part of a final studio project.

**Bachelor of Fine Arts Degree (B.F.A.), Cum Laude. WEST VIRGINIA UNIVERSITY, MORGANTOWN, WV.**

- Presidential Award for Academic Excellence in Scholarship Recipient of the Valerie Canady Foundation and H.J. Heinz Scholarship for academic and artistic excellence and second language fluency.
- Fulbright Finalist and a Bauhaus Dessau Foundation Fellowship recipient. "Beyond Sprawl ... Event City", which resulted in a collaborative documentary film, a published essay, and feature in an international exhibition and being presented with an international Urban Redevelopment Postgraduate Certificate from the Bauhaus. [www.bauhaus-dessau.de/k2t1](http://www.bauhaus-dessau.de/k2t1)

## EXPERIENCE

**Director of the Community Redevelopment Agency (CRA) and Community Development, City of High Springs, FL. 2018-present.**

- Increased Citizen Participation opportunities and led the CRA and the entire community through several visioning workshops, design charrettes, and initiated citywide collaboration.
- Initiated the Request for Qualifications (RFQ) process and citywide collaboration with engineers and design consultants as part of the Downtown Masterplan Design Charette process and served as staff liaison to GAI Consultants Inc. to conduct the Finding of Necessity for the possible expansion to include the Douglass Neighborhood for Workforce and Affordable Housing Development.
- Initiates intergovernmental coordination and presents Annual Reports and Updates to the Alachua County Board of County Commissioners to continue to improve revenues and the overall quality of life within the CRA, the City, and Alachua County.
- Leading the CRA towards financial self-sufficiency through innovative and strategic projects to increase the tax base

**KRISTINA L. WRIGHT, FRA-RA**

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and improve the CRA, the City, and Alachua County while also serving as the Non-voting Delegate to the North Central Florida Regional Planning Council (NCFRPC).

- Writes grants including the Competitive Florida Partnership Program, Florida Division of Historical Resources Grants, grants through the Department of Economic Opportunity (DEO), and grants through Visit Gainesville Alachua County for local cultural programming and entertainment.
- Reorganized and streamlined Façade Grant Application Policies and Procedures for the CRA.

**Assistant Director of Planning and Economic Opportunity**, Nassau County Board of Commissioners, Yulee, FL 2017-2018.

- Leads the County's Planning and Zoning Board Meetings and Conditional Use and Variance Board Meetings, serving as the County's Director of Planning and Economic Opportunity as needed and supervises a staff of eight (8) employees.
- Researches the development of two (2) CRAs for the County and serves as the Staff Liaison to the Affordable Housing Advisory Committee.
- Achieved Florida Redevelopment Association Redevelopment Administrator (FRA-RA) Certification in October 2017.
- Develops the County's architectural design standards for small area plans and overlay districts and updates the Land Development Code to include mixed-use overlay districts to actively promote and achieve fiscally-responsive and sustainable community development patterns.
- Selection and Completion of Leadership Nassau 2017-2018.

**Community Liaison Coordinator/Manager of the Mt. Plymouth-Sorrento CRA**, Lake County Board of Commissioners, Tavares, FL, 2016-2017.

- Manages the Mount Plymouth-Sorrento Community Redevelopment Area (CRA) through development review, project management, and fiscal reporting.
- Established the County's first Paint-Only Program on behalf of the CRA and guided the Advisory Board through the development of the County's design standards for the CRA.
- Assists the Community Services Director through the facilitation and leadership of CRA meetings and special event coordination.
- Presents at and attends Chamber of Commerce and networking events on behalf of the Mount Plymouth-Sorrento CRA and the County.

**Economic Development Project Manager**, Department of Economic Opportunity, Flagler County Board of Commissioners, Bunnell, FL, 2012-2013.

- Creates Enterprise Florida proposals to help attract new business to the County diversifying the local economy and strengthening the local tax base. Works to coordinate training and incentives to promote business retention and expansion.
- Coordinates regional stakeholder meetings and collaborates with area realtors and site selectors to promote available commercial properties for new industry and expansion.
- Member of International Economic Development Council (IEDC) and JaxUSA partnership. Attends JaxUSA monthly partnership meetings, workshops and related events to work towards strengthening economic development within the region.
- Assists in leading Economic Opportunity Advisory Council meetings that advance opportunities for public participation and economic development and creates advanced marketing initiatives while managing the website on behalf of the Department of Economic Opportunity.

**AFFILIATIONS**

- **Member of International City/County Management Association (ICMA)**
- **Member of the American Planning Association (APA)**
- **Member of the Florida Redevelopment Association (FRA) 2016-present and Certified Redevelopment Administrator through the Florida Redevelopment Association and the Florida League of Cities (FRA-RA)**
- **Member of the American Political Science Association (APSA)**