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City Manager Candidate Resumes A-E

ADESINA ADENIYI

Killeen, TX 76544

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PROFESSIONAL SUMMARY

A Logistics Specialist also A Military with proven combined experience in the United States Army and warehouse environments. Accomplished measurable results while leading teams in dynamic, fast-paced environments. Possess a comprehensive background in inventory control and warehouse operations derived from conducting domestic and global operations in the United States and Germany. Managed risk upon multiple lines to protect assets, property, and equipment valued over \$10M while meeting the expectations of senior leadership. Extensive knowledge of Process Improvement, Invoice Preparation, and Shipping/Receiving. Recipient of multiple awards for outstanding performance and professionalism. Career supported by a Bachelor of Public Administration and Master of Science in Public Policy (MPP).

- Shipping | Receiving
- Balance of score carding
- Market | Trend Analysis
- Inventory Control
- Complex Problem Solving
- Change Management
- Workplace Safety
- Oral | Written Communication
- Microsoft Office Suite

PROFESSIONAL EXPERIENCE

United States Army – Various Locations

2016 – Present

Automated Supply and Logistics Manager

- Served as the liaison between suppliers, project management, foremen, field and finance teams.
- Responded timely to purchase requests, understands all requirements; ensures requirements such as description, quantities, arrival dates, and shipment methods meet project requirements.
- Provided superior customer service, maintains positive business relations with all vendors and suppliers, and leverages current customer, vendor and supplier relationships.
- Led department in logistical operations management and controlled the issuing of supplies and equipment valued at over \$20M while supporting daily supply concerns of 140 employees.
- Issued material to projects in accordance with proper inventory procedures and entry into accounting software.
- Maintained positive business relations with all vendors and suppliers, and leverages current customer, vendor and supplier relationships
- Managed 300+ basic and routine customer transactions; maintained and developed customer relationships and ensured high-quality service
- Performed management duties involving the procurement, distribution, and accountability of individual, organization and installation property and material utilizing the Property Book Unit Supply Enhanced system.
- Coordinated with multiple agencies to efficiently identify equipment shortages; streamlined processing procedures and reduced lead time by 15%.
- Obtains delivery certifications, reviews materials received against orders placed and enters delivery receipt certification information into the system.
- Responsible for the timely and accurate entry of purchase orders into the system.
- Planned shipments to customers using good transportation management software
- Managed relationship with transportation vendors to ensure a high level of service to our customers.

Glorious Paint – Ibadan, Oyo State, Nigeria

Distributor / Sales Representative

2011 – 2013

- Monitored market trends, product innovations and sales trends.; negotiated pricing with vendor suppliers to fit customer's budget; increased gross profit percentage in given sales territory by 27% year over year
- Negotiated all contracts with prospective clients; prepared weekly and monthly sales reports and briefed

senior leadership on profits/losses

- Collaborated sales efforts with marketing team; spearheaded efforts to conduct bi-weekly roundtables to discuss department contributions, trends, and customer feedback
- Designated as team lead at conventions to promote products and company branding due to expertise
- Provided prompt, professional communication with both internal and external customers regarding business requirement related issues

National Youth Service Corps – Oluyole L/G, Ibadan

2010 – 2011

Administrative Specialist

- Managed various basic functions such as: photocopying, collating materials, coordinating mailings, filing activities, ordering office supplies
- Oversaw the daily functions of human resources application within company; focused operations on efficiency and time management
- Provided administrative services to clients such as payroll, dependent, deployments entitlements, and individual bond or allotment changes as requested.
- Monitored inventory levels relative to office production; ordered, received, and stocked supplies; created spreadsheet to track shop-stock that prompted requisition when low

Power Holding Company of Nigeria

2006-2007

Customer Service

- Balanced bills and receipt. Managed relationship with clients. Managed incoming and outgoing calls
- Managed company data entry. Listened to customers complaints or concerns and worked to resolved their issues. Processed orders for a product or service. Advised on purchased product and services. Acted on behalf of the organization. Reviewed or made changes changes to customers account. Recorded of details of customers' contacts and actions. Provided answers to solutions as needed.

Volunteer Experience

2010-2011

Federal Road Safety Club (FRSC) Cadet Flag Bearer, Ibadan, Oyo State

EDUCATION

Master of Science | Public Policy Analysis | American Military University | 2019

Bachelor of Science | Public Administration | Olabisi Onabanjo University | Ago, Nigeria | 2008

CERTIFICATIONS

Certified Associate in Project Management | Project Management Institute | 2019

Strategy Management Certification | Institute of Strategic Management of Nigeria | 2011

MILITARY TRAINING

Automated Logistical Specialist Course

Entrepreneurship certificate course

First Medical Responders Course

Hazardous Material Transportation Course

Personal Financial Management Course

MEMBERSHIP

Academy of Management

TECHNICAL SKILLS

Spoken | Written Languages: English | Krio | Yoruba

Software: Microsoft Office (Word, Excel, PowerPoint, Outlook | SharePoint

Operating Systems: Mac / Microsoft Windows

Home:954 481 - 9733 Cel:954 -261-1985

Mr. C_anderson @ Hotmail.com

Professional Summary

Visionary and Creative Professional Manager who will guide the City on the path to sustainable growth while preserving its unique heritage and small City charm. A City leader who can develop a long-range strategic plan that focuses on economic development and citizen engagement. Transform the community by improving its livable economy through strategic visioning and collaborative partnerships that promote business development and job creation. A professional forward-thinking City Manager who have a thorough understanding of community economy impact on the City.

CITY MANAGER

As the top administrator of a local government, the manager organizes and directs a team of department heads, supervisors, technicians, and support staff to implement programs and deliver public services. The local government manager's primary responsibility is to implement the policies of the elected officials for whom they work. In a council-manager government, the manager prepares the annual budget, hires and fires personnel, and directs day-to-day operations

More than fifteen years of local government experience with expertise skills and knowledge in the following areas:

Education and Experience:

- Master's Degree in Public Administration: Majored in Management Policies in Local Government Finance/Risk management; From Long Island University Graduate School of Management; Brooklyn New York City, NY.
- Bachelor of Science; Business Administration: Majored in Advance Accounting / Auditing; From Long Island University, Brooklyn, New City, New York.
- 12-15 years of experience in city government, and equivalent combination of education, training, and experiences which provides the required knowledge, skills and abilities to perform the essential functions of this job
- Ability to perform each essential function satisfactorily.
- ICMA (International City and County Management Association) membership
- Possession of a valid driver's

Skills:

Strategic Planning and Development Strong Leadership Economic Development Computer Proficiency

Human Resource Management. Labor & Contracts Mediation Skills EEO / Diversity management Communication and Interpersonal Skills,

Emergency Management FEMA. Grant Administration. Budget Development. Sound Financial Management. Problem Solving Skills

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Chief Compliance Manager, Internal Audit Business Consulting, Coconut Creek FL, Jan 2014 –Present

Under the council-manager form of government. The City Council is composed of a Mayor and members who are elected at-large and serve four years staggered terms. The Elected officials appoint a full-time, professional City Manager who is the chief executive and oversees all staff and operations of the City. All City Department Directors report directly to the City Manager.

- Assures that assigned areas of responsibility are performed with established budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal policy control; prepares annual budget requests, assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Prepare and submits to the City Council a balance budget of municipal services in adherence with policy, goals and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City's resources.
- Advising the City Council regarding economic development opportunities and working in partnership with public and private entities to ensure that future development is sustainable and in the best long-term interests of the City.
- Review the current and long-term financial status of the City and recommend financial strategies that maximize fiscal resources and protect the City from fluctuations in the local, state and national economy. Diverse and reliable funding streams are a key priority for the City.
- Establishes transparency throughout the City by overseeing the accounting and auditing procedures. Demonstrating that legal provisions have been complied with and reflecting the financial conditions and operations of the City, by instituting software improvements to increase efficiency, accuracy and transparency across departments
- keep the Council fully informed as to the needs, problems and issues the City may be facing.
- Coordinate and supervise the activities of all department and division heads to ensure the efficient operation of the City government as directed by the Council.

Achievements:

- Ensured all decisions taken by Mayor and council related to the City structure, policies, procedures authorities in which the key directions are overseen. For example, independence and oversight, ethics, community social responsibility, delegation of authority, shareholder relations, stakeholder's activism and corporate policy.
- Implement effective Legislative Policies, Management Practices and systems of internal control that include standing financial instructions managing Cash flow, debt control. Indirect cost, overhead cost, challenging and supporting decision making especially value for money
- Built a high-Performance management team by restructuring and developing existing staff. Eliminated a layer of bureaucracy to become more responsive to residents' needs.
- Development Economic advisory committee for advising the City Council and development office and make recommendation on marketing strategies in relation to business development and improvement to create jobs, retain jobs and increase the tax base and enhance the quality of life, including efforts to revitalize, retain and recruit high quality business and to revive, develop, and support existing business.
- Ensured all decisions taken by Mayor and council related to the City structure, policies, procedures authorities in which the key directions are overseen. For example, independence and oversight, ethics, community social responsibility, delegation of authority, shareholder relations, stakeholder's activism and corporate policy.

Director/Chief Internal Auditor: Ghanzi District Council, Botswana. January 2010 To Jan 10, 2013

Responsibilities for associations funding approved by management as needed, with the absence of infrastructure and part of large organizational reviewing of documents and transactions for accuracy and compliance; outputs, dependent upon the skills of specific individuals holding the position on professional practices established capabilities other than those provided by professional unit with no establish Capabilities therefore, no specific key process areas.

- The examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, governance, and the status of ethical behavior.
- Ascertaining conformity with the goals and objectives of City organization.
- Assessment of the economic and efficient use of resources.
- The examination of compliance with policies, procedures, plans and legislations.
- Assessment of the reliability and integrity of information.

Achievement:

- Improve the City risk management by providing reassurance on the effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations.
- Provide management with in-depth and unbiased understanding of the risks that the City may be facing allowing for pre-emptive planning and problem solving.
- Gave the City governing board and management team forewarning of ethical and legal issues that the City may be facing.

Chief Financial Officer: Genesis Business Corp, Lauderhill FL 33313, Feb 2002 to Dec 2009.

Chief Financial and Administrative Officer for Company of 60 employees. My direct responsibility included management oversight of employee and the following functions: Labor-Management Relations, Finance (accounting, budget and procurement), Administration planning, operations analysis, general services and personnel.

- Accounting for \$ 60 million in revenues and ensuring compliance with Company regulations as well as generally accepted accounting Principles. (GAAP)
- Develop and implementation 325 million operating budget and Capital budget;

Achievements:

- Dramatically improved labor-management relations eliminating a two-year grievance backlog.
- Developed and implemented a long-range plan to manage user fees leading to a projected six million dollars in new revenues in the first year.
- Applying strong internal controls in all areas of financial management, risk management and asset control.

Deputy City Manager: City of Pompano Beach, Broward County FL 33736 June 1993 to Jan 2002

Assisted the City manager in highly developed problem solving, technical, project management, performance management, presentation, and media skills. Identify and co-opt best practices, embrace emerging technology, increase professionalism, and promote innovation in extremely important. situations. Promote teamwork and fully articulate

expectations; Delegate responsibility with clarity. Foster a culture of accountability; With knowledge, skills, and ability to help take a talented and well-led City workforce to the next performance level. Directly responsible for leading the annual budget, financial management monitoring and control of cost, Public Administration and Human Resource management. Other assignment that may be delegated from time to time.

- Guides and directs the development of systems, projects, policies and procedures to streamline operations, reduce expenditures, and improve service
- Represents City interests to a variety of groups and organizations; performs additional duties as directed by the City manager
- Achievements
- Ensured adequate municipal government finance, water and sewer systems, and complex capital projects is highly funded, and planning controls are in place.
- Project Management: Responsible for planning and defining scope; Activity planning and Sequencing; Resource planning; Developing Schedules; Time Estimating; Cost estimating; Developing Project Budget.
- Restored financial integrity to the water and sewer utility fund by retiring a \$4 million accumulated deficit. Additionally, eliminated the odor problem at the Village's wastewater treatment plant.
- EEO: Promote diversity, fairness and consistency in all recruitment, selection and hiring, directs and evaluates key department/division heads, ensures that recruitment, promotion and training are fair.

Leadership and Management Competencies :

- A strongly committed individual who has a positive record of achievement and a history of developing constructive working relationships with both internal and external stakeholders.
- Ability to actively solicit ideas from all levels of the organization and will foster innovative solutions through sound administrative practices and strategic planning skills.
- A strong leader who will bring significant fiscal management, economic development, interpersonal, and communication skills, as well as an ability to work closely and effectively with the Mayor and Council, city staff, and the community.
- Ability to be visionary, engaged leader with an outgoing, dynamic personality and highly advanced interpersonal skills to be its new Town Manager.
- Ability to be a transparent, disciplined, steadfastly strategic, collaborative, and self-confident municipal manager of high integrity who inspires and motivates others by example.
- Skills and ability to be a highly developed problem solving, decision making, project management, presentation, and media skills.
- Ability to identify and co-opt best practices, embrace emerging technology, increase professionalism, and promote innovation.
- Ability to unite the organization with a shared sense of purpose, promote teamwork, fully articulate expectations, delegate responsibility with clarity, and create a culture of accountability as necessary.
- Ability to be straightforward, ethical, honest, and personable team-builder with an approachable personality who will foster interdepartmental communication and collaboration and serve as a mentor to staff.
- Ability to be a "no surprises" management approach, clearly conveying expectations and developing a high level of trust with both the Council and staff.
- Ability to be decisive and capable of analyzing complex issues, developing sound options, and advancing preferred recommendations.
- Ability to build close, positive, productive, responsive, and lasting relationships with the City leadership team and community stakeholders.
- Ability to communicate with Councilors directly and frankly, but always positively and respectfully.
- Ability to be an exceptional listener and consensus-builder with a detailed understanding of the legislative process.
- Ability to be politically savvy but never political and will be proactive, rather than reactive.
- Ability to focusing on environmental and fiscal sustainability in light of fast-growing community environment.
- Knowledge and experience to provide strong economic development background to assist area partners attract high skill and high wage businesses and employment opportunities to the community.
- Ability to provide strong and expert financial skills, with an in-depth understanding of how current high-growth decisions will impact future revenue and expenses once the community is built out.

C. SCOTT ANDREWS, Ed.D.

1455 SPRING RD #158 SMYRNA, GA 30080
(813) 943-3405 CSCOTTANDREWS@GMAIL.COM

A decisive leader with excellent communication and interpersonal skills seeking an opportunity to use my professional experience, education and unquestionable integrity to lead a progressive local government. Sixteen years of responsible municipal management experience with substantial expertise in city management, economic development, partnerships, strategic planning, recreation, community engagement, conflict resolution, event execution, public relations, and capital budgeting.

EDUCATION

Ed.D in Organizational Leadership	Argosy University	December 2015
M.P.A. Public Administration	Strayer University	September 2008
B.S. Business Management	University of South Florida/University of Phoenix	September 2007

PROFESSIONAL EXPERIENCE

CITY OF SMYRNA, GA (60,000 residents) SEPTEMBER 2017 - PRESENT

Assistant City Administrator

- Acts and serves as City Administrator in her absence.
- Supervises productive teams ranging from Engineering, Parks & Recreation, Information Technology, Museum, Library, and Environmental Services. Assists Administrator with supervising the Vision Plan and Economic Development which also fall under administration.
- Assisted M&C in the Adoption of "Hands Free" ordinance which was adopted by other cities, followed by the State of Georgia.
- Advises Mayor & Council in establishing overall policies, researches Council requests regarding policy, and prepares and submits recommendations.
- Serves as staff chair for C.I.P. and SPLOST 2022 for proposed projects to be included in 2020 referendum.
- Assists with preparation of the City's \$92 million annual budget.
- Served as a catalyst for the creation of City's open container/restaurant district resulting in exponential sales and economic development opportunities for the defined business areas.
- Leads team responsible for engagement and marketing efforts for the 2020 census process.
- Aids staff in facilitation of City's long-range growth. Current studies underway include; annexation study, downtown master plan, and transit study.
- Exercises responsible judgment in resolving problems involving citizens.
- Participates with staff on contract negotiations such as MOUs with Cobb County and School system.
- Attends conferences and professional meetings to keep abreast of new developments in public administration and economic development.
- Provides leadership and direction in the development of short and long range plans; gathered, interpreted, and prepared data for studies, reports and staff recommendations.
- Establishes and maintains effective working relationships with local, state, regional authorities, civic organizations, and intergovernmental relationships with other cities.
- Provides guidance to department directors regarding personnel matters to include promotions, demotions, hiring, and disciplinary actions.
- Represents the City on different boards, commissions and agencies as needed.
- Keeps Mayor, Council and City Administrator apprised of community meetings and activities.
- Assists the City Administrator with planning and implementation of Council/Staff tours and retreats.

CITY OF SUGAR HILL, GA (28,000 residents)

APRIL 2014 – SEPTEMBER 2017

Economic Development Director

- Orchestrated a highly motivated team responsible for marketing, communications, events, outreach, and business attraction for the City.
- Led downtown revitalization efforts, serving as both the Secretary/Treasurer and lead staff person for the downtown development authority.
- Collaborated with consultants on traffic studies, void/retail leakage analysis, City master plans, hotel feasibility studies, greenway studies, and executed development agreements for private sector projects ranging from full service hotels to large scale mixed-use developments.
- Initiated the largest municipal event series in Georgia with an event attendance and exposure increase of 31% from 2014 to 2015, and 404% from 2013 to 2017.
- Facilitated 14 city-based interests groups ranging from Arts Commission, award-winning Youth Council and Players Guild to Historic Preservation, Women’s Club and Business Alliance.
- Led the project development and implementation of the transformation of the old city hall into an award-winning business incubator and coworking space called “The Suite Spot.” This project also serves as a host site for several free business resources for business owners.
- Co-founded the Sugar Hill Business Alliance in 2014, which became the largest group of its kind in Gwinnett County.
- Founded the Gwinnett Communications & Events Committee to create cohesion and coordination between the 16 cities in Gwinnett County.
- Interacts with City Council on a regular basis ranging from preparing speeches and PowerPoint presentations to presenting proclamations, policies and specific agenda items at City Council meetings.

CITY OF TEMPLE TERRACE, FL (28,000 residents) **JULY 2003 - FEBRUARY 2014**
 Recreation Supervisor (2009-2014), Facility Manager (2005-2009), Recreation Leader III (2003-2005)

- Responsible for direct management of 5 recreation facilities, 15 parks, and nearly 60 staff members; departments ranged from fitness, athletics and facility rentals to customer service to aquatics.
- Prepared annual operating and capital outlay budgets (\$3 million/ \$115K-\$460K) for the division and assisted with the development of the larger department-wide budget as well.
- Served as representative for the city’s pension and contract negotiation team.
- Planned and implemented policies, practices and procedures for the department which resulted in 15% savings in facility use staffing costs.
- Facilitated and implemented youth and adult athletic leagues and related programming. During tenure, the documented a 100% increase in adult sports league revenues.

PROFESSIONAL AFFILIATIONS, ACHIEVEMENTS

International City-County Management Association

- ICMA Credentialed Manager Candidate (effective July 2019)
- Presenter at 2019 ICMA Conference in Nashville
- Leadership ICMA class of 2021 (pending)
- Selected to Management Exchange Program (Rockville, MD) 2018
- ICMA Advisory Board on Graduate Education – 2016 - present
- ICMA Student Chapter Founder/Mentor (Georgia Gwinnett College & Clark Atlanta University)
- Knowledge Network Advisory Board member - 2012-2014, 2016 - present
- Small Community Scholarship Recipient - 2011
- ICMA Emerging Leaders Development Program - 2011-2013

Georgia City/County Management Association

Facilitates “Next Generation” sessions and lunches for Aspiring City/County Managers
Professional Development Committee 2015 - present

National Development Council – Economic Development Finance Professional Certification – 2017
University of Georgia: CVIOG Georgia Certified Economic Development Program - 2017
Gwinnett Chamber of Commerce – Community Wellness Award - 2016
Partnership Gwinnett – Influence Award - 2015
Gwinnett Young Professionals – Gwinnett Chamber of Commerce - Founding Board Member - 2015
Explore Gwinnett: “Friend of Gwinnett Tourism” winner - 2014
Georgia Academy for Economic Development - 2014
Georgia Downtown Association
 Georgia Downtown Association Board Member - 2015 - 2017
 Downtown Development Authority Advanced Training - 2015
Florida City/County Management Association
 “If You Care, You Do” Award Recipient - 2013
 Emerging Leader Scholarship Recipient - 2012
 Professional Development Committee - 2012-13
 Conference Planning Committee - 2011-13
 Intergovernmental/Organization Partnerships Committee - 2011
Florida Recreation and Park Association
 Training and Education Committee Chair - 2013
 Central Region Director - 2013
 Annual Conference Committee - 2008, 2012
 Central Region Planning Committee - 2011-Present
 Joe Abraham’s Academy for Leadership Excellence - 2008
National Recreation and Park Association
 Certified Parks and Recreation Professional (CPRP) Certification – 2011-2017
 Aquatics Facility Operator Certification - 2007 - present
National Incident Management Systems (ICS) 400, 700, 800, (IS) 1
American Red Cross CPR, AED, First Aid, and Lifeguard certified – 2007- present

PUBLIC ADVISORY BOARDS

Gwinnett Transit Collaborative member - 2017
Gwinnett Clean & Beautiful Advisory Board member - 2015-17
Gwinnett Tech Marketing and Management Advisory Board member – 2014-17
Partnership Gwinnett Entrepreneurial Council – 2014- 2017
Lanier High School Advisory Board Member – 2015-17
Hillsborough County Child Care Facilities Advisory Board - 2012
Hillsborough County Water Conservation Technical Advisory Committee - 2009-2012
Hillsborough County Human Relations Board - 2008-2009
Secretary for Hidden Oaks (Temple Terrace, FL) Home Owners Association - 2007-2008
City of Temple Terrace Library Board - 2005

MEMBERSHIPS AND COMMUNITY INVOLVEMENT

Selected to Leadership Cobb – 2018-19
 “Dancing With the Stars” Cobb County Schools fundraiser participant - 2019
 Principal for the Day – Campbell High School - 2018
 Selected to Leadership Gwinnett – 2017-18
 Distinguished Gentlemen Mentor Program - Lanier High School - 2015-2017
 Principal for the Day & Half Hour Hero Mentor program - Sugar Hill Elementary 2016
 North Gwinnett Kiwanis – 2014-2017
 Sigma Beta Delta International Business Honor Society
 General Manager for Continental Basketball League’s Tampa Bay Saints – 2012-2015
 Assistant Coach for King and Strawberry Crest High School Basketball teams 2011-2014
 Chairman of Kappa Sigma Fraternity (University of South Florida) – 2001

REFERENCES

Tammi Saddler-Jones City Administrator Smyrna, GA 832-969-8266	Max Bacon Mayor Smyrna, GA 770-436-3824	Ron Fennel Councilmember Smyrna, GA 678-592-9011	Derek Norton Mayor Pro-Tem Smyrna, GA 404-274-4210
Paul Radford City Manager Sugar Hill, GA 770-605-4073	Steve Edwards Mayor Sugar Hill, GA 770-560-4025	Brandon Hembree Councilmember Sugar Hill, GA 404-372-3270	Taylor Anderson Councilmember Sugar Hill, GA 678-472-5743
Corkey Welch Councilmember Smyrna, GA 404-626-3893	Jerry Seeber City Manager Temple Terrace, FL 813-944-7101	Susie Gajewski Councilmember Sugar Hill, GA 678-761-2634	Marc Cohen Councilmember Sugar Hill, GA 770-789-6048
Dr. Bob Lee Executive Director CFLGE 239-777-1013	Randall Reid Fmr SE Director ICMA 941-445-3567	Carl Harness Human Svces. Hillsborough Cty, FL 813-766-9196	Janice Eidson Admin. Director of Mgmt Georgia Municipal Association 678-686-6256

SUSAN C. ATWELL

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Valdosta, GA 31605

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Residence: 229-242-6230

Executive Management

Executive Director · Membership Director · Strategic Planning · Business Operations

Consummate senior executive and change agent. Result-oriented decisive leader with proven success in multi-level strategic partnerships. Advocacy and organizational effectiveness. Dynamic writer and expert facilitator. Track record for spearheading operational improvements to drive productivity and reduce costs. Excel in demanding environments while remaining reasonable and focused. Personal center of influence boasts network of accomplished leaders and innovators spanning federal and state government, corporate cultures and non-profits.

Core Competencies

Visionary Leadership
Membership & Marketing
Partnership Development

Organizational Restructuring
Infrastructure Development
Public and Media Relations

Risk Assessment & Management
Finance Management
Technological Advancements

Education - Affiliations - Awards

Education

Bachelor of Arts, University of Maryland, College Park, Maryland - Business
Associate of Arts, Montgomery College, Rockville, Maryland - English
Associate of Arts, Montgomery College, Rockville, Maryland - Arts

Professional Affiliations

American Society of Association Executives; Professional Club Marketing Association; Club Managers Association of America - National Capital and Mid-America Chapters

Awards

1999 "Person of Character" Citizenship Award - City of Gaithersburg, Maryland (1st Female recipient)

Professional Experience

RESCARE WORKFORCE SERVICES, THOMASVILLE, GA

PROJECT DIRECTOR September 2017 - Present

Summary Overview - in a workforce services-related environment, provide leadership, budget/fiscal management oversight, supervision of assigned staff and monitoring of performance management/performance review process.

Management/Budget: Ensure compliance with contractual and program requirements including developing and maintaining effective relationships with customers, including the funding agency and area employers. Develop and maintain relationships with community resources to further program goals and enhance the success of job-seeking and employer customers. Evaluate the performance and impact of the organization and staff in meeting objectives and delivery of services.

Policy: Quality assurance and quality monitoring. Direct, motivate and develop program managers, operations managers and other staff to align with and promote the ResCare mission, vision, values and brand. Manage HR responsibilities, ensuring all requisite training practices, record keeping and reporting. Administer policies and procedures in accordance with ResCare standards. Create an organic growth plan for the contracted 14-county service area. Oversight and management of 5 satellite offices.

Reason for seeking change: seeking a full-time, non-contractual based position, as this employer's contract with the State of Georgia is ending.

THE CHILDREN'S ADVOCACY CENTER OF LOWNDES COUNTY, INC., VALDOSTA, GA

EXECUTIVE DIRECTOR

June 2015 - August 2017

Summary Overview - Organizational achievement of its mission and financial objectives. Represent the agency's services and mission to community groups and organizations, and conduct educational seminars. Analysis and projection of community service needs. Working knowledge of significant developments and trends in the field of child sexual and physical abuse. Implementation of a sustainability plan through grants, fundraising, community and other resources. Creation and maintenance of marketing including, but not limited to, agency website, social media and advertisements.

Management/Budget: Develop and maintain sound financial practices with Board Treasurer to prepare budget and operate the organization within budgetary guidelines.

Policy: Recruitment, employment, supervision and termination of all personnel, both paid staff and volunteer. Ensure job descriptions are developed, regular performance evaluations held and sound human resource practices are in place. Ensure compliance with federal, state and local regulations.

Completely revamped organization's website, increased Facebook presence by 246%, increased email database contacts by 333%, increased community outreach efforts by 395%, and wrote \$210,000 worth of grants in January 2017.

TENNESSEE STATE EMPLOYEES ASSOCIATION, NASHVILLE, TENNESSEE

MEMBERSHIP DIRECTOR

December 2008 - December 2014

Summary Overview - Daily second-in-charge and Acting Executive Director in director's absence.

Develop, implement and direct all membership recruiting efforts. Oversee membership of more than 13,000 state employees. Supervise 5 remote staff membership recruiters, 1 office support staff and 47 member chapters. Membership program development, analysis and execution. Conceptualized, strategized and implemented first-of-its-kind pilot program (Commissioned Recruiter Enhancement Program) for the training and hiring of 10 temporary, part-time member recruiters to augment efforts to increase membership. Manage benefit offerings, services, contract development, maintenance and quality control. Liaise with higher education institution administrators. Provide support to Board, PAC and standing committees. Increased membership 30% annually. Record setting 1080 members recruited in 2013.

Policy: Create membership and field operation policies and handbooks. Maintain knowledge of all policies and procedures, association goals and legislative agenda.

INTERIM EXECUTIVE DIRECTOR

May 2009 - August 2010

Summary Overview - Supervise 20 staff. Knowledge of state government, legislative process, media relations, salary and personnel administration policies. Draft association legislation. Promotion of public relations. Management, supervision and operation of physical facilities and resources. Oversight of legal services. Liaise with Association Board and PAC. Simultaneously continue responsibilities as Membership Director.

Management/Budget: Preparation and management of association's \$2.5M budget. Reversed budget from \$90,000 operating shortfall in 2009 to \$80,000 operating surplus in 2010.

Policy: Formulate, draft, review and revise association policy and legislation. Liaise with state legislators and administrators to strategize development and advancement of state employee interests.

OTHER WORK EXPERIENCE

SAINT JOSEPH COUNTRY CLUB, ST. JOSEPH, MISSOURI - MEMBERSHIP/MARKETING DIRECTOR

ASBURY SERVICES, INC. GAITHERSBURG, MD - EXECUTIVE MARKETING MANAGER

THE TREATMENT AND LEARNING CENTERS, ROCKVILLE, MD - DIRECTOR OF DEVELOPMENT

OLNEY THEATRE FOR THE ARTS, OLNEY, MARYLAND - DEVELOPMENT DIRECTOR

NATIONAL CAPITOL HILL CLUB, WASHINGTON, DISTRICT OF COLUMBIA - MEMBERSHIP/MARKETING DIRECTOR

LAKWOOD COUNTRY CLUB, ROCKVILLE, MARYLAND - ASSISTANT MANAGER AND MEMBERSHIP/MARKETING DIRECTOR

Please maintain confidentiality.

Reverend David J. Basel

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www.facebook.com/renee.basel



SUMMARY

Innovative and experienced pastor and ministry leader. Successful Associate Pastor with emphasis on the Creative Arts and have 33 years of full-time ministry experience. Known for ability to develop and grow strong music ministry programs. Producer of large scale, “Broadway Style” productions, attracting audiences of 11,000. A strong, strategic thinker and team builder who has much experience with large-staff churches in pastoral leadership and church ministry development of all ministries within the church. Have also expanded in teaching ministry, discipleship and group ministries. Wife, Reneé, is a professional solo artist and worship leader with concert schedule and six recordings. Reneé has directed large children’s choirs and award-winning youth choirs, writing original scripts and music. She is an experienced theatrical actress having performed for the Pittsburgh Musical Theater as well as community theaters. Only child, Daren, born April 30, 2004.

AREAS OF EXPERTISE

- | | |
|-------------------------------------|--|
| Staff management and leadership | Large and small event planning and leading |
| Music leading and team development | Choir Direction |
| Vocal and Instrumental music leader | Orchestra Conducting |
| Music Writing and Arranging | Drama Teams |
| Full-Scale Church Productions | Script Writing |
| Church Management | Graded Music Programs |
| Knowledgeable in media software | Keyboardist |
| Preaching and Teaching | Marriage Ministry Leadership |
| Missions and Outreach | |

EXPERIENCE

2015-Present Church of All Nations Assembly of God Boca Raton, FL
Executive Pastor

Oversee total operations of the church on behalf of senior pastor. Lead the staff and staff managers. Regular preaching and teaching. Leader of the media team and experienced with mixing sound with ProTools and video editing with Adobe Premiere. Assistant to the minister of music with weekly worship, choir, instrumentalist, sound, lighting and media. Assistant producer of large Christmas productions with everything from ticketing, script-writing, directing, technical operations, orchestration management and acting/singing. Pastor in charge of the missions outreaches of the church. Traveled in ministry to Haiti and Romania. Responsible for year-out planning of all events. Wife, Reneé, served as part-time worship leader and also assisted with adult and youth choir (winning Florida State Fine Arts in 2016).

2005-2015 Brightmoor Christian Church Novi, MI
Minister of Music and Drama

Built a strong music program with a choir of over 100 members. Gained a reputation for outstanding seasonal productions. Began working with professional writers and developed several original works. Produced three recording projects in Nashville, TN. Have taken the role of “Senior Associate” with multiple responsibilities including ministry development, preaching and teaching. Wife, Reneé, served as full-time Minister of Worship, Executive Assistant to the Pastoral Staff and directed youth choir (winning National Fine Arts in 2013).

2004 – 2005 Mt. Olive Ministries (Church of God) Cleveland, TN

Associate Pastor of Music and Drama

Pastoring a Music and Worship Department with an emphasis on strong contemporary worship blended with traditional Pentecostal style.

- Administrating and leading music team consisting of paid and volunteer staff.
- Developed church productions and outreach events.
- Developed and executed summer Children's Music Camp.

2001-2004 Rainbow Temple Assembly of God McKeesport, PA

Associate Pastor/Minister of Music and Drama

As Associate Pastor, responsible for support and development of *all* church ministries. As Minister of Music and Drama, established and built a solid music and drama program.

- Established first church productions and outreach events.
- Preaching and teaching responsibilities.
- Co-produced and co-hosted a daily radio talk show.
- Developed church website.
- Gained much experience with multi-racial community and congregation.

While on staff at Rainbow Temple, directed at McKeesport Little Theatre. Also directed and produced a Christmas production at First Assembly of God in Boca Raton, Florida.

1992-2001 Christian Life Assembly of God Camp Hill, PA

Minister of Music and Drama

Built a strong music program, directing choir of 80 members and an orchestra of 20 members. Gained a reputation for outstanding seasonal productions, with multiple performances, attracting large crowds including bus tours and special performances for handicapped and elderly. Productions involved an average of 250 church members.

- Worked extensively in arranging, orchestrating and recording. Accomplished user of Finale and Cakewalk software.
- Production expertise includes: script and music writing, ticketing systems, lighting design, special effects, set designs, musician contracting, etc.
- Developed vocal ensembles, special music and worship teams.
- Created large "graded" choir program with large children's choirs and musicals.
- Managed sound and other media ministries; Experience with video editing and producing.
- Created and managed large church social events, such as "New Year's Eve Celebration" featuring full dinner and comedian.

1988-1992 Oak Creek Assembly of God Oak Creek, WI

Minister of Music and Drama

1986-1988 New Life Center Turlock, CA

Minister of Music and Drama

EDUCATION AND CREDENTIALS

2017 Ordained with the Assemblies of God PenFlorida District

1989 Licensed with the Assemblies of God Oak Creek, WI

1982-1986 Central Bible College Springfield, MO
BA, Sacred Music with Minor in Pastoral Ministries

REFERENCES

REVEREND MATT PILOT

Campus Pastor, Christ Fellowship, Stuart, FL
(561) 350-8788 - CELL

REVEREND JAMIE KJOS

Senior Pastor, Brightmoor Christian Church, Novi, MI
(248) 978-2407 - CELL

MRS. DAWN CRABTREE

Former pastor's wife, Minister of Music and lifelong friend and mentor
(561) 487-3475 - HOME

BETH BOYKIN

Pastor's wife, Minister of Music and lifelong friend
(561) 504-6485 - CELL

REVEREND MARK D. BOYKIN

Current Senior Pastor
(561) 322-9711 – CELL

George Beckhart

July 17, 2019

Mr. Collin Baenziger
Colin Baenziger & Associates
2055 South Atlantic Avenue, Suite 504
Daytona Beach Shores, FL 32118

RE: City Manager
Gainsville, FL.

Dear Mr. Baenziger,

I am confident that my background and work experience will prove valuable to City of Gainsville's goals and objectives. The past several years at Century Village Pembroke Pines has taught me to navigate through a public administration environment.

As part of the City of Gainsville, I will bring added value to their ventures through successfully working to build relationships, providing strategy, leadership, implementing operational plans and creating mission and vision awareness.

I look forward to meeting with you personally to discuss career opportunities with the City of Gainsville.

Sincerely,

George Beckhart

George Beckhart

Executive Profile

- Energetic, passionate and driven to excellence. Improve operational efficiency through thought out plans and program implementation.
- Hands-on executive, strategic and critical thinker who can learn quickly. Develop programs for operational analysis and team management. Creative leader with analytical abilities that produce bottom-line results.
- University of Miami International Business MBA.

Proven Areas of Knowledge

- | | | |
|-----------------------------|--------------------------------|-----------------------|
| • Planning & development | • Trend & competitive analysis | • Distribution Growth |
| • Managed P&L gained profit | • Operations management | • Project management |
| • Revenues and margins | • Training and development | |
-

PROFESSIONAL HISTORY

Cenvill Recreation Vice President

Apr 2013 - Present

Manage entertainment facilities for Centrutry Village Pembroke Pines; a 7780 unit community with a population of over 12,000 residents, a 175,000 S.F. clubhouse with a 1,040 seat capacity theater, an 18 hole championship golf course with restaurant, health club, 27 pools, landscaping, irrigation, public roads, etc.. Interact with Cenvill – the owner of the infrastructure as well as the resident operating committee for the community. Prepare budgets, full P&L responsibility, disperse funds for normal facilities operations as well as improvements approved by community. Implement cost savings systems to make the operation of this facility more efficiently both financial and labor. Supervision of 120 direct and indirect employees as well as interaction with an array of contractors, property managers and city officials among others.

BCG Professional Management – General Manager

Apr 2003 – Mar 2013

Private Consulting, Project Management and Property Management Company.
Managed mixed portfolio (Associations, third party rental, commercial and private investments) of up to 640 units producing over \$7mm in yearly rental revenue. Prepared, presented and maintained budgets. Implemented aggressive collection system (under 3% delinquent), disbursed operating and capital expenses, managed personnel delivered on time reports to owners ready for audit. Decreased operating costs at all levels; reduced personnel, changed suppliers, implemented resource saving devices (water, electric, etc), inventory management, negotiated contracts saving the owners over 10% (\$242,000) on a \$2mm building. Implemented money saving plans throughout all properties represented. Saved building owners over \$42,000.00 of neglected fines thanks to effective negotiation and fostering relationships with city officials. Prepared two buildings for the 40 year re-certification before schedule to deliver a lower cost project. Supervised capital expenditures such as parking lots (160,000SF), roofs (60,000SF), Air conditioners (260 units), landscaping (14 acres), installing new water-main lines. All projects delivered on time and on budget ready for any audit. Full P&L reporting to bank and/or owners.

DIRECTED ELECTRONICS, INC. International Sales Manager

Jan 2002 – Mar 2003

Lead new international department, organized company's subsidiaries in the U.K. (Europe and Middle East), Japan (Pacific Rim), Canada and Mexico. Developed and implemented new plans to gain 21% revenue thus respecting company's margin policies. Merged efforts for all international divisions to make a stronger purchasing power without ignoring each specific country's needs. Created budget for this division and assumed responsibility for P&L. Revenues for FY 2002 increased by 22%.

George Beckhart

CLARION CORPORATION V.P. Sales & General Manager - Latin America Jan 1995 – Dec 2001

Opened Latin America operations (aftermarket) as sales manager to grow up to VP for division. Opening a market required market analysis, product adaptation and detailed marketing and strategic plan to enter a field crowded with competition. Gained over 1% market share, grew revenue 7 million within first year with a steady growth up to \$27mm. Gained profitability through implemented strategic marketing plan. Drove productivity through outsourcing, contract negotiation, and pursuing new markets.

Developed a detailed business plan for upper management analysis and approval. Lead product test marketing to product launch. Identified strategic partners and distributors in the region while implementing sales training tools needed for the distribution channel. Full P&L responsibilities for Latin America. Quickly established key distribution partners and doubled revenues in the first year of operation. Took over Latin America sales for McIntosh Laboratories created revenues from negligible levels to \$1.7mm within the first year achieving revenues of \$5mm.

INTER AMERICAS ASSOCIATES

Start-up, privately owned factory representative within Latin America and Caribbean territory. Car audio (Eclipse, Precision Power, MB Quart), home audio (Nakamichi, JBL), professional audio systems and video products (JBL Professional, Electro Voice, Altec Lansing, Barco and Sun Lighting).

Director – Miami, FL.

Oct 1988 - Jan 1995

Achieved sales and market penetration through positioning the products as high image and lucrative to business conscious distributors. Generated over 20 million in annual revenues and consumer awareness within a two year period. Built over 80 financially sound and quality oriented distributors in the territory by offering direct accountability and timely follow up with the manufacturers. Managed customer's inventory and accounts payable to maximize sales and cash flow through consultative sales visits, training and face-to-face communication.

MEXICO HORIZON HOLIDAYS

Private tour wholesaler / operator with own offices in 15 locations throughout Mexico. Catering to incentive, convention and association groups in the U.S., Canada and Europe traveling into Mexico.

Director – San Diego, CA.

May 1983 – Oct 1988

Opened operations in the United States in order to gain additional market share and better service the accounts in the US, Canada and Europe. Increased market share, diversified product mix, and developed new products (service offerings). Recruited and trained sales and operations staff. Improved operational efficiency through automation and procedure development. Promoted alliance with key suppliers through joint efforts in promotion of destination and related services. Developed business relationship with incentive and corporate customers through an aggressive market plan. Developed marketing plan including direct mailings and Tele-marketing and increased sales to 12 million with profit.

EDUCATION AND DEVELOPMENT

University of Miami, MBA International Business Specialization, Graduation Dec. 2000.

National University, BBA Business and Administration with emphasis in marketing. San Diego, CA. 1990

American High School Foundation – Mexico City, Mexico. 1980

MULTI CULTURAL

Having lived and worked in the US since 1980, with extensive experience working in Latin America, Europe and Asia. Multi-language-multi-cultural work experience has provided valuable background and perspective to work in culturally diverse environments.

LANGUAGES: Fluent in English and Spanish.

George Beckhart

References

Monica Wells

Executive Vice President
Cenvill Recreation, Inc. (Century Village)
1601 Forum Pl # 500
West Palm Beach, FL 33401
Office: 561-640-3125
Email: Mwells@cenrec.com

Currently work under the direction of Mrs. Wells.

Jose Duarte

Vice President
Mercantil Commercebank
220 Alhambra Circle
Coral Gables, FL 33134
Office: 305-460-8771
Email: jduarte@mercantilcb.com

I met Mr. Duarte on September 2007 while managing a property that was taken over by Mercantil Commercebank. I developed an excellent working relationship with Mr. Duarte and the rest of his team on the special assets division. Thanks to our excellent relationship, I was able to manage multiple properties for Mercantil Commercebank.

Jim Minarik

Chairman & C.E.O.
D.E.I. Holdings
1 Viper Way
Vista, CA. 92081
Office: 760-598-6200
Email: jminarik@directed.com

Mr. Minarik and I have known each other since early 1992. In January of 1995 Mr. Minarik asked me to join his team at Clarion Corporation where I ultimately became their Vice President for Latin America. Mr. Minarik later purchased Directed Electronics – part of D.E.I. Holdings where I followed him as his International Sales Director. Mr. Minarik has been a mentor to me during my electronics career.

Matt Matsuda

President
Clarion Corporation of America
6200 Gateway Drive
Cypress, CA 90630
Office: 310-327-9100
mmatsuda@clarion.com

I met Mr. Matsuda on January 1995 when I started my employment with Clarion. I reported to Mr. Matsuda after reporting to Mr. Minarik. Mr. Matsuda was my liaison between my division and global headquarters in Tokyo. Matt took me under his wing and patiently taught me how to effectively communicate my needs to the ultimate decision makers in Tokyo.



TED A. BERRY

TedBerry2014@yahoo.com
3311 Summer Glen Drive
Grove City, Ohio 43123
(614)309-0332

A leader in strategic partnership development, municipal elected leadership, state and federal lobbying, soldier/officer, senior level state legislative and budget aide to creating and leading the agricultural business and development efforts of one of the nation's largest land grant universities.

PROFESSIONAL EXPERIENCE

Business Development and Strategic Alliances Manager – George Byers and Son's, INC. (2018 – Present)

Responsible for creating a business development unit that spans nine dealerships and sixteen brands. Manages the creation of multi-state business to business network with a focus on construction, green, and agriculture sectors. Works with marketing and corporate team to develop strategic business relationships and business plans and platforms.

Vice President of Global Strategic Partnerships and Commercialization– Aimpoint Research (2015-2018)

Directed and managed global partnership and commercialization efforts of a new division. This division services small firms and entrepreneurs up to large corporate clients and member organizations. Primary role was to assist clients in the development of global strategic partnerships, new products, claim validation, business development, new markets, collaborations, profitability, and growth. Developed business plans and sale strategy and set targets at an annual and quarterly level. Constructed action plans to achieve targets. Lead the building of new client relationships and identified and targeted new corporate clients. Created research and partnership opportunities. Managed growing accounts and proactively identified opportunities to grow existing accounts. Worked with executive team to identify and implement new business ideas.

Director of Commercialization and Development - Aimpoint Research Inc. (2014-2015)

Managed business development and commercialization, client portfolio, and small team of professionals. Assisted clients with product validation/verification, new product development, project management, business development, commercialization, collaborations/strategic partnerships, location services, and assistance with expansion goals and entering new markets (globally and domestically). Connected clients to world-class research and managed those projects. Developed cross-disciplinary research and business teams to address current and future corporate goals.

Director of Business Development – ATECH- College of Agriculture, The Ohio State University (2004-2014)

Identified, negotiated, and managed strategic relationships with existing and future business partners and member organizations. Worked in conjunction with marketing and product development teams to implement business development initiatives. Sought out commercial opportunities and relationships to further the goals of the College. Worked with teams to create and finalize new business presentations. In conjunction with marketing efforts, recruited and promoted future business and financial relationships at external events. Suggested and formulated partnering ideas and platform for presentations to potential partners. Worked with commercialization efforts by finding and solidifying business relationships for BioHio facilities.

Director of Governmental Relations – College of Food Agriculture and Environmental Sciences, The Ohio State University (2001 to 2004)

Credited with obtaining more than \$30 million dollars (State and Federal) for research and educational programs. Provided advice and counsel regarding strategic and tactical planning on legislative and administrative initiatives/defensive actions. Represented the College of Food Agriculture and Environmental Sciences, Ohio Agricultural Research and Development Center (OARDC), and Ohio State University Extension (OSUE) before state and federal legislative and regulatory bodies. Served as liaison and point of access for trade associations, advocacy organizations, and interest groups for the College.

President – BP Financial Solutions Inc. (1998-Present)

Owner of real estate and investment company. Primary focus is acquiring and rehabilitating residential and commercial property for investment purposes.

Senior Legislative/Budget Aide – Ohio Senate (1993-2001)

Primary focus: Budget/Finance Education, Agriculture, Parks, Development, and the State Controlling Board. Prepared, developed, and researched legislation dealing with all the above issues. Supervised and allocated workload to six professional legislative staff members. Monitored state and federal grants, highway projects, development projects, and general constituent and business inquiries. Served as the point of contact for State Controlling Board issues which allocated state and federal pass-through dollars to all state agencies.

Constituent Aide – Ohio Senate (1992-1993)

Aided constituents with problems and issues relating to state government. Organized and coordinated district outreach meetings and mailings.

Office Assistant – Ohio House of Representatives (1990-1992)

Served as one of the Minority Leader's personal assistants working with constituents, issue research, and day-to-day responsibilities.

Office Assistant to Representative Ron Amstutz – Ohio House of Representatives (1990-1991)

Worked in the Representative's Columbus office while attending college—main responsibility was constituent services.

Assistant Supervisor of Polimetrics Lab – The Ohio State University (1989-1990)

Supervised fifteen phone lab workers in polimetric research.

Office Page to Representative Ron Amstutz – Ohio House of Representatives (1987-1989)

Performed general office and session duties.

MILITARY SERVICE

Public Information Officer - 4th Civil Support and Sustainment Brigade - Ohio Military Reserve

1st Lieutenant – (O2) (2016 – Present)

Serves as the Public Affairs Officer and member of the Colonels personal staff. Charged with directing the marketing, social media, print releases, and government and public affairs staff of the Brigade.

The Ohio Military is a component of the Ohio Adjutant General's Department and serves under the governor as commander in chief. Its primary mission is to provide a fully-manned and mission-ready civil support and sustainment brigade to support the state's Emergency Support Function 6 (mass care) and Emergency Support Function 7 (logistics and resource support).

PUBLIC SERVICE

Elected Official – Grove City, Ohio City Council

(2006-Present)

Longest Serving Council President in City History

(2008-2015)

Franklin County Treasurer Candidate

(2017)

Secured 47% of vote against 2 to 1 odds

Third largest Republican vote getter in Franklin County

Elected Official – Franklin County Republican Central Committee

(2004-2008

2018-Present)

Elected Vice Chairman – Wayne County Republican Central Committee

(1996-2000)

Elected in 1996, 1998, and 2000

Political Director – Wayne County Republican Party

(1992-1998)

Appointed by the county party as the chief political consultant

EDUCATION

The Ohio State University

Continued educational pursuits in business and public policy

Fisher College of Business Executive Courses at The Ohio State University

Capital University

Political Science and History studies

Emphasis in Communications

AWARDS and RECOGNITIONS

Ohio Commendation Medal

(2019)

Presented by the Governor of Ohio and the Adjutant General.

The Ohio Commendation Medal is presented to active soldiers of the state military forces who have distinguished himself/herself while serving in a military capacity by meritorious achievement. The performance must be such as to merit recognition for service which was clearly outstanding. The medal is the second highest honor given to a soldier in active service.

Ohio Military Proficiency Award

(2018)

Presented by order of the Commander Colonel Richard J. Vasquez and the Governor of Ohio.

Military Readiness Award

(2018)

Presented by OHMR and ONG for meeting all training guidelines

Major Jonathan Heart – Service to Country Award

(2017)

Presented by the Ohio Masonic Lodges as a tribute to veterans and those currently serving.

Ohio Economic Development Association Excellence in Innovation

(2010)

State-wide award for innovation in economic development. Created the \$1,000,000 Grove City Loan Fund and Town Center Economic Development Initiative. The Town Center initiative is the first privately run economic development effort in the State. The Loan Fund is the first of its kind for a city smaller than 100,000.

Mid-Ohio Regional Planning Commission Sustainability Award Finalist

(2010)

For work with organic and bioproduct companies in Grove City and Ohio State University.

Southwestern Public Library “Friend of the Library” Award

(2010)

Co-chaired library levy campaign in Ohio’s third largest district.

Recognized by the Vice President of the CFAES (The Ohio State University)

(1999)

Received for outstanding service to research and extension in Ohio.

PHILANTHROPY

Ted A. Berry Annual 5K Dog/Walk Run

2016-Present

Over 1,600 participants have attended this event raising over \$28,000 in pet supplies to assist rescue centers across Ohio.

Ted A. Berry Annual Cornhole Tournament

2011-Present

Sponsored tournament for raising money for trees and benches in local parks.

Ted A. Berry Ohio State University Agricultural Scholarship Fund

(2004-Present)

Two scholarships are given out annually.

(Over \$13,600 personally donated).

Growing For You Cancer Water Feature – Secrest Arboretum OARDC/OSU (2012-Present)
Lead donor \$25,000

Grove City Tomorrow Inc. (2005-Present)
Founder and President of non-profit created for the benefit of local initiatives.

Berry Family Walkway – Secrest Arboretum OARDC (2006)
\$25,000 foundation created for a family walkway in memoriam to Mr. And Mrs. Berry.

Grove City Youth Baseball Sponsor

MEMBERSHIPS

State Guard Association of the United States (2016-Present)
Nobel, Columbus Aladdin Shrine Temple. (2015-Present)
32nd Degree Scottish Rite Mason, Columbus, Ohio (2012-Present)
Master Mason, Grove City Lodge 689, Grove City, Ohio (2011-Present)
Honorary Member, Alpha Gamma Rho Agricultural Fraternity (2013-Present)
Member, Southwest Franklin Co. Historical Society (2007-Present)
Member, Ohio Economic Development Association (2006-Present)
Member, International Licensing Executives Society (2006- Present)
Board Chairman, Grove City Tomorrow Inc. (2005-Present)
Member, Grove City Noon Lions Club (2005-2013)
Member, Ohio Leagues of Conservation Voters (2004-2016)
Great Lakes Market Research Association (2014 – Present)
Member, Grove City Republican Club (2004-Present)
Member, Secrest Arboretum Foundation (2004-Present)
Member, International Food Technology (2008-2014)
Member, Ohio Extension Professionals Association (2002-Present)
Member, Ohio Agricultural Research and Development Center Support Council (2001-Present)
Member, Ohio Soybean Council (2001-Present)
Member, Ohio State University Advocates (2001-2013)
Member, Franklin County Farm Bureau (2000-Present)
Member, Ohio Agricultural Business Association (2000-Present)
Board Member, Heritage Ohio / Downtown Ohio, Inc (2000-2008)
Board Member, Grove City Park Board (2004-2006, 2014-Present)
Board Member, Even Start/Teachers Advisory Committee (1995-2001)
Member, Governors Ohio Dairy Industry Task Force, Appointed by Senate President (1995-1996)

HARRY E. BLACK

2200 Victory Parkway, #1807, Cincinnati, Ohio 45206 ♦ Cell: 202-744-7026 ♦ hblack2274@gmail.com

STRENGTHENING ORGANIZATIONS THROUGH INNOVATION AND AN OUTCOMES FOCUSED LEADERSHIP APPROACH

Senior executive with an exemplary record of leading public and private organizations. Recognized as an innovator in championing change and organization turnarounds with an emphasis on productivity improvement and cost savings. Strong background in achieving best practices through outcome-based strategies development and execution. Ability to motivate, coach, and inspire, coupled with an excellent history as an outcomes' driver.

OPTIMIZING ORGANIZATIONAL PERFORMANCE WHILE MAXIMIZING RETURN ON INVESTMENT

- Led design, development and implementation of performance management programs for the Cities of Richmond, Virginia ("Richmond Works") as well as the City of Cincinnati, Ohio ("CincyStat"). The goal is to ensure that City government is transparent, accessible and accountable, thereby improving overall service delivery. The programs emphasize the integration of department head performance management agreements, establishment of an innovation lab, Citystat program and an open data portal.
- Led the issuance of more than \$5 billion of municipal bond transactions from general obligation bonds, revenue anticipation notes, revenue bonds, short-term bank notes, and operating leases. Successfully represented multiple municipalities to rating agencies. In three cases efforts led to bond rating upgrades (Richmond, Virginia-Baltimore, Maryland-Cincinnati, Ohio).
- Authored "Achieving Economic Development Success: Tools That Work", a nuts and bolts economic development primer for local governments, published by the International City/County Management Association, Washington, D.C.
- Successfully directed implementation of electronic procurement technology, and led consolidation of four procurement/financial related forms to one multipurpose form. Overall effort reduced processing cycle times and generated several million dollars in annual productivity savings for a \$1.5 billion municipal purchasing organization.
- Program Manager of \$500 million U.S. department of Labor design and construction program, building academic, food service, dormitory, medical, athletic/recreational, and vocational training facilities. Program supported 20 million gross square feet of facilities through new construction and renovation projects across the United States, including Alaska, Hawaii and Puerto Rico.
- Led successful effort to attract MeadWestvaco, a Fortune 500 global packaging company to relocate their corporate headquarters to Richmond, Virginia. In support of this \$100M, and 300,000 sq ft office tower, the City contributed a tax abatement, expedited development support in terms of permits and approvals, as well as leveraged state funding. Overall effort produced 400 new jobs, and new real estate tax revenue.

SPECIALIZED LEADERSHIP SKILLS

Intergovernmental/Legislative Affairs ♦ Policy Formulation and Execution ♦ Economic/Community Development ♦ Capital Improvement Budget Development and Implementation ♦ Transportation & Infrastructure ♦ Performance Management ♦ Risk Management ♦ Public Financial Management ♦ Police and Fire policy and operations ♦ Information Systems Planning and Implementation ♦ Facilities/Asset Management ♦ Procurement/Strategic Sourcing ♦ Program/ Construction Management ♦ Human Resources Management

POSSESSING A COLLABORATIVE, COACHING, AND OUTCOMES BASED LEADERSHIP APPROACH

MAXIMUS MANAGEMENT GROUP, LLC, CINCINNATI, OHIO

Founder & General Manager, April 2018 - Present

MMG is a public sector focused management consulting firm providing facilitation and advisory support services in the areas of:

- Strategic planning, utilizing the proprietary One Page Strategic Plan® Model (also known as the OGSP®)
- Performance Management and Data Analytics

CITY OF CINCINNATI, OHIO, A full-Service \$1.6 billion municipal government supporting a community of more than 310,000 residents and a municipal workforce of 6,400.

City Manager, September 2014 – April 2018

As the Chief Executive and Chief Administrative Officer of the City, provided day-to-day leadership and oversight of the City's 25 departments, including Police and Fire. The City of Cincinnati operates under a council-manager form of government. The Mayor and Council are responsible for making policy decisions for the community. The City Manager is responsible for carrying out those decisions, as well as providing vision and leadership to the organization and for overseeing the daily operations of City government.

Selected Accomplishments:

- Established the City's first Performance Management Program and hired its first Chief Performance Officer. The program has four components; performance management agreements tied to each department head, an innovation lab utilizing lean government techniques and tools, CincyStat, an accountability tool that drives results and outcomes, and the relentless pursuit of efficiency and effectiveness in government operations emphasizing results. Impacts to date include a 100% backlog reduction in Department of Transportation service requests/100% reduction in open Department of Public Services service requests/90% reduction in trash collection misses/reduction in the time to approve a building permit to less than ten days.
- Provided community and economic development executive leadership that led to the retention of 1,800 jobs; 1,500 new jobs; 2,100 housing units approved for development; leveraged \$122 million of City funds and generated \$522 million of private investment. Was able to apply various combinations of New Market Tax Credits, historic tax credits, job creation tax credits, real property tax abatements and tax increment financing.
- Co-led successful negotiations involving the City's retirees and labor unions to reform the City's pension system, thereby ensuring a clear path to a 100% funded status.
- Led the design, development and implementation of the City of Cincinnati Capital Acceleration Plan, an annual supplemental \$101 million accelerated capital improvement plan to raise the City's pavement condition index rating to 73 by 2024, fleet modernization and rightsizing, information technology infrastructure refreshment, and reinvestment in public buildings. This supplements the City's existing 6-year CIP from \$373 million to \$463.8 million. This has been

accomplished within the framework of existing debt policies, and existing revenues, while also preserving the City's bond rating.

- Overhauled the City's all-purpose customer service app, FixitCincy that makes it easier for residents to file and track service requests.
- Restructured the City's community and economic development functions leading to the retention of 1,236 jobs/3,167 jobs created and private investment v. City investment of 8:1.
- Launched the new Parking app, CincyEZPark, which allows citizens to use their mobile phone to pay meters and pre-pay in advance, in addition to an overhaul of City parking meters with over 3,000 new "smart meters" and dozens of multi-space meters.
- To keep pace with and properly support increased housing and commercial development, restructured how the City supports development as it relates to its permits and inspections processes. Established a new Department of Buildings and Inspections. Re-engineering permits and inspections processes, further fortifying the City's one stop shop, and investing in the workforce and technology supporting these functions to include online technologies. These efforts have reduced the average time it takes to get a permit for development projects to less than 10 days.
- Provided day-to-day oversight of one of the nation's premiere police departments utilizing data driven strategies and tactics that have led to a reduction in overall crime. Coupled with this is a robust integrated police/community relations model that focuses on citizen feedback and participation, self-monitoring, problem solving techniques, and behavioral accountability.
- Developed, and City Council approved, a fund balance stabilization policy to improve the City's financial footing and prepare for economic downturns by responsibly growing reserves. At the time the Fund Balance was 11.7% of general fund revenue. The established goal is 16.7% of revenue.
- Achieved an upgraded bond rating and outlook (negative outlook to stable) from Moody's for the City's General Obligations Bonds and a S&P bond rating upgrade from AA- (negative outlook) to AA (stable outlook).

CITY OF BALTIMORE, MARYLAND, A full-Service \$3.5 billion municipal government supporting a community of more than 620,000 residents and a municipal workforce of 14,000.

Director of Finance (CFO), January 2012 – August 2014

Was responsible for safeguarding the fiscal integrity of the City and its all funds budget of \$3.5 billion. The Department consists of the Bureaus of Purchases, Budget and Management Research, Accounting and Payroll, Billing and Collections, Treasury Operations, and the Office of Risk Management. Led 5 direct reports and 295 indirect reports.

Selected Accomplishments:

- Led effort working with City's outside auditor to successfully restate the City's 2010 and 2011 financial statements which averted the City receiving qualified/modified audit opinions for those years.

Harry E. Black

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- Reduced the City's general obligation and water and waste water bond debt portfolio exposure to LIBOR related swaps/derivatives by more than 75%.
- Executed nearly \$1 billion in General Obligation and Revenue bond deals.
- Led the closing of more than \$500 million in post-recession budget shortfalls. Today, the city's fund balance is higher and property taxes lower than before the Great Recession, unfunded liabilities are shrinking and reserves are stronger.
- Led Department's effort to implement the City's ten year financial plan that put it on a path to achieve structural budget balance, tax competitiveness, infrastructure investment and addresses long-term liabilities. These efforts led to S&P upgrading the City's Bond rating. Plan related initiatives implemented expected to save the City nearly 400 million over an eight year period. Initiatives already implemented are:
 - Negotiated a new Fire Department shift scheduling model that saved the City \$72.3 million.
 - Negotiated Civilian Pension changes that saved the City \$80.5 million.
 - Initiated the City's first ever dependent audit dropping 2,005 non-qualified dependents from City health insurance coverage saving the City \$29.
 - Assisted with the establishment of a storm water enterprise fund which relieved the City's General Fund from having to fund more than \$104 million in storm water related investments.
 - Migrated the City from a pay/go fleet financing model (general fund dependent) to a master lease financing model, which allows the City to right size and modernize its fleet of 4,500 vehicles, while saving a projected \$128 million over a ten year period.
 - Partnered with the City's Department of Human resources to implement a wellness and disease management program to promote employee health and control costs. Program is expected to save about \$7 million.
 - Negotiated Health Benefit reforms that will save the City \$20 million, annually.

GLOBAL COMMERCE SOLUTIONS, INC., Washington, D.C.: *A government services firm providing program and project management support services to both the public and private sectors, as well as staff augmentation support services.*

Executive Vice President & COO, November 2008 – January 2012

Managed and coordinated all internal finance and administration functions. Served as company lead on business development, capture management, proposal and pricing prep, and project delivery oversight. Direct staff on contract administration and management for \$8M in ongoing government contracts. Led five direct and 89 indirect reports.

Selected Accomplishments:

- Led company's growth from \$1.3M in annual revenues and 14 employees to annual revenues of nearly \$8M and an employee base of 94 billable staff.
- Opened two additional corporate locations, one in Chicago, Illinois and the other in Atlanta, Georgia.

Harry E. Black

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CITY OF RICHMOND, VIRGINIA: A full-service \$1.2B municipal government supporting a community of more than 200,000 residents.

Deputy Chief Administrative Officer (CFO), 2005 – 2008

Provided day-to-day direction to and coordination of the financial operations portfolio (Departments of Finance, Procurement Services, Minority Business Development, General Services, Budget & Strategic Planning and Risk management). Led formulation and execution of an all funds budget of \$1.2B and a capital budget of \$161M. Guided City through balanced budgets and end of year surpluses and clean/unqualified audit opinions. Managed five direct and 185 indirect reports.

Selected Accomplishments:

- Led design, development, and implementation of the City's performance management program (RichmondWorks). The goal was to ensure that City government was transparent, accessible, accountable, thereby improving overall service delivery. The program utilized balanced score card methodologies, overlaid with geographic information systems, business objects, web, and share point technologies.
- At the request of the Mayor, served as the City's Interim Chief Administrative Officer from March to November of 2007, overseeing 17 agency heads and a City workforce of 4,600.
- Spearheaded the City's development team effort to ensure that the Williams Mullen Law firm (third largest in the State) did not relocate to another City. Coordinated execution of a development/cooperative agreement supporting the Armada Hoffer Tower (I) development (200,000 square feet of class (A) office space with a retail component) to retain the firm. As a result, the law firm remained in our city and the development effort retained 350 jobs and real estate tax revenue.
- Led successful \$85M effort to fully renovate an old theatre, which is now the City's state-of-the art performing arts center. This was done as a public private partnership. Financing for the project entailed a \$25M City contribution, donation of property, and assistance with securing both new market and historic tax credits.
- Served as the lead with respect to coordinating and facilitating the new/redeveloped City Jail initiative involving the Departments of Finance, Justice Services, Sheriff's Office, Public Works, outside consultants, the City's outside Financial Advisor, and various State Government agencies. My primary role was to incubate the working group, establish a comprehensive project plan and schedule, and coordinate preparation of the Community Corrections Plan/Planning Study for submission to the State Department of Corrections.
- led the issuance of numerous municipal bond transactions from general obligation bonds, revenue anticipation notes, short-term bank notes, and operating leases. Successfully represented City to rating agencies (Fitch, Moody's, and Standard & Poor's). Efforts led to a bond rating increase.
- Led team responsible for executing the City of Richmond, Virginia's first ever Commercial Paper Bond Anticipation Notes Program in support of the City's \$300M City of the Future Community Revitalization initiative. The program provides just-in-time financing of capital projects, while allowing general obligation debt to be retired in an orderly fashion.

MCKISSACK & MCKISSACK, Washington, D.C.: Professional services firm specializing in architecture & interiors, program & construction management, planning & facilities management, environmental engineering and transportation.

Harry E. Black

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Vice President and Program Manager, 2000 – 2005

Launched company's marquis project for the U.S. Department of Labor Job Corps Program, a \$500M five year national capital construction program. Led eight direct and 22 indirect reports. Provided design and construction program management leadership supporting more than 118 campuses across the United States, spending about \$100M annually on design and construction services. Provided full service construction claims litigation support, and day-to-day real property acquisition and lease administration support associated with more than 20 million gross sq. feet of facilities. Developed, implemented and administered a comprehensive performance based design and construction procurement forecasting/planning/implementation tool, which drove \$100 million of annual acquisition activity.

THE DISTRICT OF COLUMBIA GOVERNMENT, Washington, DC, 1995 – 1999; *A full service \$7 plus Billion municipal government with more than 500,000 residents.*

**Office of Contracting and Procurement, Deputy Chief Procurement Officer,
Child and Family Services Agency, Chief Financial Officer and Director of Administration
Council of the District of Columbia, Director of Budget and Finance**

Led various procurement reforms, organizational turn around, and change management initiatives. Developed, implemented, and administered facilities maintenance and fleet management infrastructure for the District of Columbia's Child Welfare Agency.

Selected Accomplishments:

- Successfully directed implementation of electronic procurement technology, and led consolidation of four procurement/financial related forms to one multi-purpose form. Overall effort reduced processing cycle times and generated productivity savings for a \$1.5B purchasing organization.
- Spearheaded strategic sourcing initiative for a \$120M urban child welfare agency that led to \$10M in annual savings on human care services contracts, and a financial management turnaround resulting in annual multi-million dollar surpluses.
- From scratch, developed, implemented, and administered facilities maintenance and fleet management infrastructure for District's Child Welfare Agency.
- Led successful strategic sourcing initiative, consolidating more than \$200M of annual repetitive commodity purchases, which generated \$9M in annual savings.
- Co-led budget formulation and development process that resulted in the District of Columbia Government's first balanced consensus budget and multi-year financial plan during the Financial Control Board era. Led six direct and 220 indirect reports.

ADDITIONAL PRIOR EMPLOYMENT

- *Assistant Director of Fiscal Management and Investments, New York State Insurance Fund, New York, NY;* stabilized financial operations of this \$6.7B Workers' Compensation insurance fund at the time (Treasury operations, finance, credit and collections and internal audit). Had direct oversight of a fixed income investment portfolio of \$6.7 billion.
- *Assistant Director for Special Projects, Mayor's Office of Contracts, City of New York, NY.*
- *Manager of Research and Legislation, New York City Transit Authority, Brooklyn, NY.* (tracked and advised senior management on Federal, State and local legislative matters)

Harry E. Black

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- **Port Authority of New York and New Jersey, Management Trainee** (rotational assignments in the Ports, Tunnels/Bridges/Terminals, and Aviation Departments, and served as a government affairs assistant in the office of the Executive Director).

EDUCATION

University of Virginia, **M.A. Public Administration**
Virginia State University, **B.S. Public Administration**

PUBLICATIONS

Optimizing Local Government Management through Performance and Data Analytics
Government Finance Review/Government Finance Officers Association

City of Baltimore at an Inflection Point - Bending the Mix of Total Remuneration
Journal of Compensation and Benefits

Achieving Economic Development Success: Tools That Work
International City/County Management Association

Master Data Management: A Framework for the Public Sector
Government Finance Review/Government Finance Officers Association

BOARD OF DIRECTORS

Rector
Virginia State University Board of Visitors
July 2013 – June 2018

Member
Virginia State University Board of Visitors
July 2010 – June 2018

Member
City of Cincinnati Planning Commission
September 2014 – April 2018

Member
Cincinnati Convention and Visitors Bureau Board of Directors
September 2014 – April 2018

Chair
Baltimore City Hotel Corporation Board of Directors
July 2012 – August 2014

Member
Baltimore Development Corporation Board of Directors
January 2012 – August 2014

Member
Baltimore City Fire and Police Pension Fund Board of Directors
January 2012 – August 2014

Jesse Bremers

1-[531-210-7597](tel:531-210-7597) jessebremers@gmail.com

Objective

Seeking the position of **City Manager** that will use my skills to proactively increase economic viability and community joyfulness through the promotion of integrity, professionalism, teamwork, training, and communication.

Work History

Family Council Bluffs, Iowa

Co-Director of Operations 2013-Present

Plan and direct all activities for 6 youth.

Execute the making and delivery of food to 8.

Handle all emergency and perceived emergency situations.

Budget all expenditures and income to reach financial stability.

Nebraska Correctional Youth Facility, Omaha, Nebraska

Unit Caseworker 2016-2017

Created plans for incarcerated youth to transform them into positive and productive members of society.

Cooperated with all staff to maintain a safe and secure facility.

Responded to emergency situations with quick response, dedication, and professionalism.

Documented incident, misconduct, and auxiliary reports in a clear, correct, and chronological manner.

Lincoln Regional Center (State Prison for Mentally III), Lincoln, Nebraska

Security Specialist 2 2010-2011

Ensured the safety of mental health patients within a mental health correctional hospital setting.

Interacted with patients to assist them through emotional stresses.

Medical records maintenance (HIPAA), documentation of incidents, maintenance orders, and time charts.

Suppressed violent actions and performed CPR / First Aid in medical emergencies.

Office Depot, Lincoln, Nebraska

Department Manager 2010

Supervised store when Director not present, up to 15 employees.

Controlled high dollar product access.

Ordered and maintained product levels.

Scheduled and trained employees.

Wrote profit & loss reports.

Davidson County Sheriff's Office, Nashville, Tennessee

Corrections Deputy 2006-2008

Supervised dining halls, housing unit cells, and special management cells.

Communicated with the public.

Processed both new and departing inmates; paperwork, property, and body searches.

Documented incident, disciplinary, work order, and maintenance reports.

Suppressed violent actions and performed CPR / First Aid in medical emergencies.

Nebraska State Penitentiary, Lincoln, Nebraska

Officer 2001-2006

Supervised dining and work lines, chapel services, housing units, and tower observation.

Conducted pat, strip, cell, area, and vehicle searches.

Documented incident, disciplinary, and maintenance reports.

Escorted inmates on travel orders to court, doctors, specialists, and funerals.

Assisted administration with rewriting standards of operations for specific posts.

Suppressed violent actions and performed CPR / First Aid in medical emergencies.

OfficeMax, Lincoln, Nebraska

Operations Supervisor 1998-2000

Supervised, trained, and scheduled all cultures of employees in sales, furniture, and computer departments.

Ordered new products and administered inventory control transfers from other locations.

Documented security, profit/loss, and sales reports, Directed Security /Asset Protection Operations.

Delegated the positioning of all product placement (plan-o-grams) for a new OfficeMax location.

Russ's Market (Grocery) Lincoln, Nebraska

Evening Store Manager 1993-1998

Trained and supervised diversified employees in store operations, evening shift 3:00pm-11:00pm.

Interacted with clientele on their needs and point of sale purchases.

Documented sales, activities, accounting, and security reports, computed sales bookkeeping.

Director of Security and Loss Prevention Operations, Closed Circuit Television (CCTV)

Coordinated delivery and transfer orders of product, Counted register and customer service drawers.

Education

State of Nebraska, Omaha, Nebraska

Lean Six Sigma – Yellow Belt Certificate, 2017

California Security Training Academy, Sacramento, California

Advanced Security Training Certificate, 2014

Advanced Security Operations, Firearms (38/357), Baton, Adult & Child CPR/First Aid/AED, Restraints, OC/CS/CN, LTL.

Federal Emergency Management Agency (FEMA), Independent Study Program

Certification: IS-00001, IS-00003, IS-00005.a, IS-00007, IS-00008.a, IS-00010.a, IS-00011.a, IS-00015.b, IS-00018.11, IS-00019.11, IS-00020.11, IS-00021.11, IS-00100.b

Nashville State Community College, Nashville, Tennessee

Specialist Degree 2009

Major: Audio Engineering

GPA: 4.00

Volunteer Work

Jesse's Foundation Against Human Rights Violations, Sacramento/Lincoln, California/Nebraska

Lead Investigator / General Manager / Advocate / Founder 2001-Present

Investigate and document allegations of human rights violations, especially against racism.

Fight for equal treatment and respect against violators of human rights.

Administer all staff, office procedures, clerical, and documents.

Communicate with governments and businesses to change human rights violators' actions.

Cornerstone Church Media Department, Madison, Tennessee

Assistant (Technical) Director 2007-2009

Directed technical operations for live, recorded, and televised services in 4000+ member mega church.

Sound technician for main sanctuary and children's ministries, troubleshoot live errors.

Front-of-house mixing, setting the sound board and microphones for services, controlling FOH mixer.

Skills

English / Spanish, Negotiation, Microsoft Office Programs- Expert, AS400 - Expert, Handheld computer devices, Telxon, Adult and Pediatric CPR / First Aid / AED Certified, Diversity, Training, Leadership, Management,

FERRIS W. BROWN

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ferrisbrown@mac.com

CAREER SUMMARY

Financial Management Expert with strong expertise in Revenue Enhancement, Budget Construction and Financial Analysis. Proven leader and manager with excellent teambuilding orientation. Known for correcting problem financial situations and enhancing revenue collection in both healthy and struggling organizations while maintaining honest and ethical alignment with management.

AREAS OF EFFECTIVENESS

- Financial Management
- Revenue Forecasting
- Strategic Planning
- Project Management
- Change Management
- Staff Management

EDUCATION

MPA – Public Administration/Finance - The American University, Washington, DC

BA – Political Science - The American University, Washington, DC

CPA – Certified Public Accountant

PROFESSIONAL EXPERIENCE

CHIEF FISCAL OFFICER

2015 to present

Atlantic Pallet Exchange, Albany, GA

Developed accounting system and financial procedures. Maintained accounts receivables and payables. Created spreadsheets to follow current projects and programs to better handle project developments.

EXECUTIVE DIRECTOR

2012 to 2014

Cascade Locks Park Association, Akron, OH

Developed sustainable revenue sources to stabilize budget of local non-profit organization. Created and developed fundraising plan including entrepreneurial alternatives to traditional fundraising methods. Managed transition from primarily donor based revenue to diverse revenue. Increased revenue by 40% in 14 months.

PUBLIC/MUNICIPAL FINANCE ADVISOR

2008 to 2011

International City Management Association, Washington, DC (on location in AFGHANISTAN)

Research Triangle Institute, Raleigh, NC (on location in IRAQ)

Developed capacity building program to create performance based budgets for Afghan and Iraq municipalities. Led team to train public officials in finance, budgeting, revenue generation and service delivery. Collaborated with a large diverse multinational team to administer USAID program.

- Developed trust and synergy among local municipal finance officials and advisors creating foundation for national governmental financial officers association.
- Created six training modules addressing critical financial competencies preparing participants for comprehensive licensing examination.
- Implemented comprehensive accounting software enhancing the management of revenues, expenditures and total fund balance.

CITY FINANCE DIRECTOR**2002 to 2008**

Chief Fiscal Officer for three small to mid-sized municipalities. Prepared annual and capital budgets and other fiscal reports supporting governing bodies. Forecasted revenue for the city's finances including revenue flow for new Tax Increment Financing (TIF) projects.

City of Branson, MO

- Improved overall viability of the city by increasing revenue collection to record high levels utilizing innovative monitoring methods to illustrate actual year to date progress. Managed the financial viability of the Branson utility system through the collection, budgeting, and expending of utility fees and tax revenues.

City of Clayton, OH

- Created the city's first Comprehensive Annual Financial Report (CAFR) leading to the receipt of highest available bond rating saving significant interest costs on future credit.
- Developed Five Year Plan planning tool to manage revenues and expenditures which nearly doubled carryover balance in just one year creating opportunities for the city to maintain and even expand services.

City of Streetsboro, OH

- Developed comprehensive budget and reporting tools stabilizing city's financial management to counteract an extended vacancy in prior financial leadership.

CHIEF FISCAL OFFICER**1997 to 2002*****Victory Foundation, Cleveland, OH***

Managed all fiscal and property development matters for non-profit inner-city foundation. Created development strategy for all fundraising activity. Handled all grant and donor reporting requirements

- Created and engineered proposal for \$20M building project as a tool for the ongoing financial stability of the foundation.

OTHER RELEVANT EXPERIENCE

Served in two key roles for Medina Ohio County Government. As Commissioner directed policy and prioritized day to day operations impacting 25 departments and 700 employees. Developed budget process which effectively balanced expenditures to revenue and created fund surpluses to protect long term financial viability. In the role of Auditor managed 75 funds totaling over \$100M and assessed property values for 35,000 parcels. Administered human resources initiatives including processing payroll, managing benefits and approving training for over 700 employees.

- Dramatically improved the financial viability of a \$8M budget creating a \$4M carryover balance from an operating deficit. Managed the financial growth and viability of a complex county-wide water and sewer operation.
- Constructed \$14.8M capital improvement project without raising taxes.
- Prepared Comprehensive Annual Financial Report (CAFR) which received five consecutive Governmental Financial Officer's Association Certificates of Achievement in Financial Reporting.

TECHNICAL/PROFESSIONAL SKILLS

- Public Speaking: Diverse groups include business, non profit, community and government agencies
- Media Relations: Television, radio and print
- Technology: Proficient in both PC and Mac/ word processing, spreadsheets, mapping and databases

AWARDS/ACHIEVEMENTS

- Governmental Finance Officer's Association – Ohio - Past Member/Board of Trustees
- Northeast Ohio Auditor's Association – Past President
- Boy Scouts of America – Eagle Scout
- Congressional Intern, Honorable Donald Pease, 13th District

JOHN A. BROWN

SENIOR MANAGEMENT EXECUTIVE COO / GENERAL MANAGER / DIRECTOR

Accomplished executive offering proven value driving multi-million improvements to the bottom line by uncovering root causes to complex people, product, process, profit challenges, formulating and executing strategic resolutions and delivering industry leading solutions.

Demonstrated thought-leader for innovative ideas and solutions that create business opportunities and competitive advantage. Strong talent for building trusting relationships with executive boards, employees, customers, and community leaders. Outstanding analytical, strategic and problem-solving skills coupled with the ability to translate solutions into practical and profitable applications.

Core Qualifications

- | | |
|--|---|
| <input checked="" type="checkbox"/> Multiple Industry Background | <input checked="" type="checkbox"/> Start Up revenue grew \$ 10.3 million |
| <input checked="" type="checkbox"/> Managed Budgets to \$ 400 million | <input checked="" type="checkbox"/> Turnaround \$ 7 million nursing home loss to profit |
| <input checked="" type="checkbox"/> Led workforce up to 2200, 13 direct reports, 11 unions | <input checked="" type="checkbox"/> Project Management solution saved 18 % \$ 4 million |
| <input checked="" type="checkbox"/> Pension increased 6.5% to 87.5% funded | <input checked="" type="checkbox"/> Public Sector, Non-Profits, Fortune 500's, |
| <input checked="" type="checkbox"/> P&L increased cash reserves \$ 54 million in 4 years | <input checked="" type="checkbox"/> U.S. Domestic and International Markets |
| <input checked="" type="checkbox"/> Finance innovation saved \$ 40 million and 15 years | <input checked="" type="checkbox"/> Global Sales, Marketing, Business Development |
| <input checked="" type="checkbox"/> Cost Management cut costs \$ 39.5 million in 4 years | <input checked="" type="checkbox"/> Contract Negotiation |
| <input checked="" type="checkbox"/> Risk Management cut liabilities 33%, \$ 4 million | <input checked="" type="checkbox"/> Strategic Planning |
| <input checked="" type="checkbox"/> Revenue Growth \$ 8 million in 1.5 years | <input checked="" type="checkbox"/> Operations, Business Process Alignment |

Selected Achievement Highlights

- 83% of bridges (99 of 119) rated as obsolete were left in disrepair. Poor risk management masked burgeoning liabilities and public safety challenges. Analyzing traditional pay-as-you-go model exposed significant time and cost hurdles inadequate to resolve the problem. In depth statutory research yielded opportunity for a different approach. Innovated and executed a project model updating 33-bridges in 4 years, shifting financing, cost and risk burden to the contractor. New model saved over \$ 40 million (48%) and 15 years versus pay as you go model. Innovative project awarded Excellence in Transportation Planning and inclusion in the Federal Highway Administration's Center for Innovation.
- 688 bed nursing facility with serial operating losses exceeding \$ 30 million (\$ 7 million annually) faced loss of operating license and potential closure. A comprehensive market analysis and operating systems review were undertaken to identify root causes for declining revenues and expanding expenses. Within two years of initiating changes, the facility was generating \$ 4-5 million in new revenue and expenses were reduced by \$ 3.0 million resulting in an operating profit for the first time in eight years. Earn perfect Department of Health inspection ratings for two consecutive years and the quality of care rating jumped from 2 to 4 of 5 stars, both a first for the facility.
- Managed IT upgrades across all county divisions including row offices. Installed VOIP phone system, electronic health records for nursing home and Neo-Gov-online application system for human resources, and upgraded IFAS ERP as examples.
- Restructured Central Booking for 1100 bed county prison reducing process time from 3 hours to 15 minutes, creating a true drop and go program for the 32 local police departments saving thousands of dollars in manpower costs and improving overall police coverage. Concurrently, working with the President Judge, re-aligned intake process to eliminate need for Magisterial District Justices to provide overnight coverage, a significant complaint for the MDJs.

PROFESSIONAL EXPERIENCE

Business Turnaround * Strategy & Finance * Business Effectiveness

John Brown Leadership Solutions LLC, Bangor, PA 2018-Current

Proven thought-leader for innovative ideas and solutions that drive multi-million improvements to the bottom line, create business opportunities and competitive advantage. Outstanding ability to uncover root causes to complex problems and translate solutions into practical and profitable applications.

- Revenue losses due to service disruption, cost escalations and extended project delivery timelines threatened financing and feasibility of \$ 22 million facility renovations for small business incubator. Systematic review uncovered alternative scenarios not previously considered. Re-engineered solution resulted in 18 % (\$ 4 million) reduction in cost, accelerated project delivery, revenue preservation, improved financing options and major improvement in overall project.

Northampton County, Easton, PA 2014-2018 Elected

\$ 400 million, 2200 employees, 33 divisions, 13 direct reports, 11 unions

County Executive

Serial operating losses in excess of \$ 58 million compromised cash flow, threatened collapse of core services and exposed the organization to huge liabilities. Led a systematic review of all business processes utilizing proven business practices and performance metrics to drive accountability, reduce expenses and improve operating results. Revamped internal controls and procedures, trained and reallocated staff, implemented best practices and performance monitoring systems in support of continuous improvements. Key results include:

- Reduced operating budget \$ 39.5 million (10.4 %) and increased cash reserves by \$ 54 million over 4 years
- Analyzed healthcare expenses to identify root cause for \$ 1.5 million year over year increase in claims. Exposed plan flaw enabling claim abuse. Plan redesign reduced expenses 27% (\$ 7 million) saving \$ 20 million over 3 years.
- Spiraling workers' compensation liabilities revealed poor risk management. Reduced liabilities 33% saving \$ 4 million annually by overhauling policies, safety training and prioritized back to work initiatives.
- Re-aligned capital project management system for \$ 20 million of projects annually achieving an 89% on-time on budget rating, a first for the county's Department of Public Works.

Bangor Borough Bangor, PA 2009-2014 Elected/Part-Time

Mayor

- Eliminated all deficit spending and cut taxes for two consecutive years
- Restructured borough police department, started drug K-9 Unit and initiated creation of Slate Belt Regional Police Department
- Voted Mayor of the Year in 2011 by the Greater Lehigh Valley Chamber of Commerce

John Arthur Brown & Associates Bangor, PA 2009-2014

Proven executive driving business opportunities, competitive advantage, profitable bottom-line improvements through strategic problem-solving, keen insights and innovative solutions.

- Manufacturer experiencing declining revenues, increasing demand for manufacturing space and limited space and capital for expansion. A comprehensive evaluation was executed which uncovered alternative scenarios not previously recognized. The product portfolio was rationalized to align with the strategic plan. Moving low margin products to a contract manufacturer freed critical manufacturing space and sales were refocused towards high margin products. Changes generated \$ 500,000 in higher margin business, cut operating cost \$ 140,000 and eliminated \$ 200,000 expansion project.

Ashland Chemical (formerly International Specialty Products, Inc.), Wayne, NJ \$ 2.2 billion global manufacturer of specialty chemicals, pharmaceutical ingredients. 2004 – 2008.

Global Marketing Director

Strategic assessment was required to determine if the industry leader's patent expiration provided an opportunity to competitively enter the global pharmaceutical film coating. Executed in depth market analysis, infrastructure and technical requirements for creating competitive advantage. Identified unique polymer chemistry that provided performance advantages and development of patented product platform. Earned board approval. Orchestrated all aspects of business start-up and product launch including build out of R&D, manufacturing, marketing and sales training worldwide. Key results include:

- Recruited top two scientist globally recognized as leaders in film coating R&D and product development
- Revenue grew to \$ 10.3 million within 5 years with \$ 40 million commercial pipeline

Chr Hansen, Inc., Milwaukee, WI \$ 600 million global manufacturer of specialty pharmaceutical and biotechnology ingredients. 1999-2004. Probiotics, film coating, drug delivery. Mahwah, NJ 1999 – 2003, Copenhagen, Denmark 2003 - 2004

Global Marketing Manager Vice President Sales

Flat sales, limited product offering and growing competition threatened closure of \$ 8 million pharmaceutical division. Detailed market analysis, customer review, product assessment and organizational capabilities exposed a critical lack of alignment to customer needs and market awareness. Devised a turnaround plan and secured board of directors' approval including \$ 7.5 million capital investment for a new plant. Revenue grew 300% to \$ 24.5 million over three years. Key results include:

- Grew revenue from \$ 1 million to \$ 8 million within 18 months after technical product analysis identified unique product advantages that demonstrated significant value to customers.
- Increased revenue \$ 3.3 million by expanding product portfolio and negotiating new strategic alliance with the # 1 supplier of pharmaceutical grade lactose

JOHN A. BROWN

EDUCATION

BS, Microbiology, University of Notre Dame
Statistics and Accounting Lehigh University
Principles of Economics, Moravian College

LEADERSHIP

Executive Integral Leadership, University of Notre Dame

AWARDS

Excellence in Transportation Planning-Lehigh Valley
Planning Commission 2017
Boy Scouts of America Good Scout Award Minsi Trails
Council 2018

BOARD MEMBER

Hospital Central Services Inc.
YMCA Advisory Council

Former

Greater Lehigh Valley Chamber of Commerce
Lehigh Valley Economic Development Corp
Lehigh Valley Partnership
Lehigh Valley Planning Commission
Workforce Investment Board
Association of County Commissioners
Pennsylvania State Mayors' Association,
Association of Mayors of Boroughs of Pennsylvania

PUBLIC SPEAKING

U.S. Department of Transportation Federal Highway
Administration
National Association of County Commissioners
Pennsylvania State Mayors Association
Pennsylvania Association of Township Supervisors
Allentown Economic Development Council
Lehigh Valley Economic Development Corp

PATRICK H. BURTCH, Ph.D.

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SUMMARY

I am a long tenured administrator with over 31 years of city manager experience. My current community is only the second city manager position I have held which signifies my ability to stay focused and avoid political conflicts while properly administering and motivating staff and the community to achieve a greater good for all. I am an innovative and aggressive economic developer who seeks to strengthen the vitality of the communities in which I serve.

- Developing the talent of young management professionals (2 former staff went on to city manager positions)
- Fostering the knowledge base of appointed and elected officials while affording friendship and managerial accountability.
- Assisting my co-workers to build technical and interpersonal skills through appropriate leadership theory and practice (i.e., knowing one's motivation is key to soliciting a unified vision based in diversity and understanding.)
- Grant writing and administration
- Empowering staff with the knowledge and skills to make expeditious decisions based upon established internal policies/plans/ordinances/stakeholder input
- Economic development and land assembly as well as infrastructure construction and financing
- Interacting with individuals and groups in a manner which engages and informs

PROFESSIONAL BACKGROUND

CITY OF JACKSON, Jackson, MI
City Manager

August 2012-Present

Jackson is an older urban core community in the Midwest of just under 34,000 residents. It is located in south central Michigan, has a staff of 218 and an annual total budget of \$131,000,000 and operates under a Council/Manager form of government.

- Reorganized City's administrative structure and all City departments in an effort to invigorate and lead the economic resurgence in Jackson.

- Successfully negotiated a myriad of large urban core downtown development projects that include but are not limited to: New world headquarters for Commonwealth Associates, (\$23,000,000) starting construction in Spring of 2020; New downtown mixed-use market rate residential loft project totaling (\$6,000,000), (Lofts on Louis) opened Spring of 2018; New downtown mixed use market rate residential loft project totaling (\$13,200,000), (Jackson Downtown Partners 86 units) commencing construction spring of 2019, New (\$13,000,000) Miller Valentine senior housing loft project (Francis Lofts); New (\$18,000,000) Downtown mixed-use LIHTC project, (Albert Kahn Flats), (General Capital 73 unit); and negotiated (\$15,000,000) (Commonwealth Properties 53 unit residential property).
- Negotiated and currently implementing the renovation and rehabilitation of the historic Hayes Hotel into 95 boutique hotel rooms, 20,000 square feet of executive office space, and restaurant space. This project funded through MEDC's Community Redevelopment Program (CRP) program, Federal Historical Tax Credits, Brownfield Redevelopment Funds, and private financing will total \$38,000,000 and is set to begin in spring of 2020.
- Negotiated the purchase and public redevelopment of the Historic Jackson Masonic Temple Circa 1904. Subsequently, planned the reconstruction of this 70,000 square foot historic building for use by not only Jackson School for the Arts, but also two large, publically owned commercial kitchens and related accelerator space. The first commercial kitchen will be utilized as an incubator for upcoming entrepreneurs and the other is a small bistro kitchen and restaurant to house an annual food contest award recipient for one dollar per year.
- Negotiated and authored grant, development, and construction agreements with downtown building owners to constructed 15 upscale residential apartments above historic downtown buildings (City bid and constructed).
- 2017: Completed a significant rebuilding of downtown streets and underground infrastructure. Completing a \$16,500,000 street project around downtown to convert a long-standing one-way pair for the I-94 business loop to two-way traffic in December 2017.
- Developed new fund balance policy in 2012 with the principle imperative of decreasing the City's reliance on cash reserves. Fund reserves increased over the last five years from 5% to just over 30%.
- Negotiated all Union Contracts including but not limited to International Association of Fire Fighters (IAFF), Michigan Association of Public Employee (MAPE), and Police Officers Labor Council (POLC). Further consolidated all active and retiree healthcare benefit plans to a single provider, self-funded plan saving the City of Jackson approximately 10 million dollars over the past five years.
- Authored and facilitated a new health care incentive program that reduced the number

of people in City who identified as smokers from approximately 11% to 1% over three years.

- 2016 successfully negotiated: increased years of service requirement for City defined benefit pensions, instituted annuities withdraw restrictions, reduced OPEB future liabilities, and substantially decreased future unfunded pension liabilities through a number of administrative policy changes.
- Authored and sustained the Jackson Overall Economic Development Strategy (JOES), which includes a multifaceted approach to managing Jackson's correlative perspective and subsequent decisions in regard to service delivery, housing supply balancing, infrastructure planning, economic structuring, and infrastructure right-sizing.
- Started an aggressive blight reduction program charged with the demolition of all vacant and abandoned residential structures within seven years. To date, almost 80% of all such dilapidated housing has been eliminated; 10% of the City's total housing stock was originally vacant.
- Recently awarded an additional \$250,000 grant to continue vacant and abandoned residential properties demolitions.
- Retained and participated with the Firm of Dynamo Metrics to complete a quantitative publishable study utilizing the main research question of: "Does Jackson's vacant and abandoned residential property demolition program reduce perceived negative economic impacts of abandon residential properties on residual housing located within 500 feet of each demolition" Study is complete and results suggest that the demolition program offset potential devaluation of neighboring properties by over \$35,000,000. This is not to be confused with the overall increase in property market values achieved in Jackson since the demolition program commenced which are based on actual increased market sales from each initial property value baseline. The City's demolition program resulted in an average 93.2% increase in City property values over all and more than 120% increase in residential property values in wards most devalued during the 2008 downturn. (Figures based on actual average sales per home statistical analysis March 2016). Value offsets confirmed through an economic and statistical study performed by Dynamo Metrics for a similar study performed for Congressman Kildee to submit as support for soliciting federal funding for Help for Hardest Hit (H4HH) with U.S. Treasury.
- Currently working with Dynamo Metrics to finish an inclusive, interactive, large data base program capable of statistical predicative modeling to test specific municipal policy and program interventions' effects against theorized outcomes prior to implementing a specific initiative. Launch is expected by July of 2019.
- Currently working to advocate for an additional grant application from the Federal Help for Hardest Hit (H4HH) Program through the Michigan State Housing Development

Authority in the amount of \$3,500,000.

- Collaborated and coordinated the submission and award of a \$2,900,000 HUD Healthy Homes Program to remediate and abate lead hazards in residential properties. Program is currently underway.
- Finalized the City's 2019/20 Fiscal Year Budget commencing July 2019. The general Appropriations Measure is balanced for the eighth consecutive year demonstrating another projected fund balance increase totaling 30%, far ahead of the required policy achievable limit.
- Authored new Personnel Policy for the City of Jackson, including updated language to accommodate the Affordable Care Act and other statutory revisions, required. Also, provided for specific staff incentive, inclusivity, and other diversity programs. Training in both "Bridges out of Poverty" and "GARE Civil Rights" training through the Michigan Department of Civil Rights is now a requirement for all City employees. Policies approved by the City Council December 2014, 2015, and October 2017 respectively.
- Appointed to and participated in a pilot program curriculum committee by the Michigan Department of Civil Rights and Department of Education along with five others to author a race and equity curriculum called "*Socially Conscious Strategies Through An Equity Lens: Intentional Strategies To Dismantle Barriers To Inclusion*". The six-week program, aimed at educating city managers and other appointed leaders in City and County government about race, inclusion, and equity finished successfully. The six-week pilot program finished in March of 2019 and included over 45 participants.
- Currently serve on the State Council for Government and Education on Equity and Inclusion, a council charged with a statewide integration of equity promotion through all levels of government in the State of Michigan.
- Authored new Purchasing Policy Manual, which includes flexible options for negotiating low bid, contracts to achieve savings and alleviate irregularities in the bidding process. City Council approved March 2015.
- Created and currently administering the State of Michigan's first open data portal ordinance. The portal is utilized in an effort to promote greater transparency and effectuate enhanced data transference with the public we serve.
- Authored a new, innovative downtown loft rental rehabilitation program utilizing Community Development Block Grant (CDBG) allocation. This program provides financing and construction services to develop and restore the residential component of historic downtown buildings in an effort to promote residential opportunities for baby boomers and **millenials** alike. Once the affordability period of five years expires the units will be available as market rate units.

- Maintain a collaborative, healthy relationship with the Jackson Chamber of Commerce and Anchor Initiative, a concept inspired by Harvard Economist, Michael Porter who posited the concept that community anchor establishments, universities and businesses and employers take more collective responsibility for the urban core of their communities in an effort to rebuild core of communities and work outward.
- Negotiated five MSHDA tax credit development projects utilizing National Historic Building designation and lucrative PILOT agreement, which afford significant additional housing for underserved populations within the community.
- Recently developed a public relations campaign to inform Jackson residents of the dangers of lead contamination in light of Flint, Michigan's trials in terms of galvanic corrosion and water based lead contamination.
- Prescribed to and implemented a program for, the utilization of Academic Search Premier, (EBSCO), a large research data base to require staff support recommendations with defensible research to provide the City Council evidenced based decision modeling.
- Personally delivered over 100 presentations to the public and civic organizations during my tenure in Jackson. These presentations are principally dedicated to the Jackson Overall Economic Development Plan, which focuses on an inside out approach to Jackson's economic resurgence and through which every policy proposal brought before the City Council is assessed and evaluated.

CITY OF JACKSON, Jackson, MI
Deputy City Manager

May 2011-August, 2012

- Redirected the city's economic development paradigm starting with the restoration of inner city and blighted neighborhoods. The second initiative is to facilitate the location of innovative and unique businesses into the city's industrial parks.
- Reinvented the city's program for restoring underutilized housing through a better strategic use of Federal CDBG funds and Michigan State Housing Development Authority.
- Authored and implemented a proposal to increase the city's efforts to retain highly trained and educated staff.
- Authored and finalized the Jackson Overall Economic Stabilization Program. This program is the most comprehensive data collection and economic effort ever undertaken by the City of Jackson and is an integrated effort to stabilize housing values

through leveling supply and demand in the housing market.

- Restructured the Department of Community Development, now the Department of Neighborhood & Economic Operations, (NEO) leading the economic resurgence in Jackson. The department is now wholly responsible for all housing programs including federally funded programs, building services, engineering, and infrastructure investment services, and Non-Owner Occupied Housing inspections.
- Coordinated and presented a statistical analytic program for utilizing excel, SPSS and GIS in an effort to assist elected officials make more informed policy decisions.

VILLAGE OF DUNDEE, Dundee, MI
Village Manager/Chief Administrative Officer

December 1988-May 2011

Dundee is a rapidly growing community of just under 5,000 residents. It is located in southeast Michigan and in 2011 employed a staff of 28 and an annual budget of 18 million dollars.

- Established a cooperative effort with Monroe Bank and Trust to market the village owned industrial parks. The end goal was to locate innovative and unique businesses into the park within which all requisite infrastructures are presently available along with access to an active rail line.
- Expend nearly 10% of the annual budget on economic development initiatives to advance the village into the new market economy while utilizing all available local, state, and federal tools.
- Coordinated Emergency Response to a High Grade EF-2 135 mph winds tornado in 2010. Coordinated State of Emergency declaration from Governor's office. Private damage estimates exceeded 100 million dollars. Public cleanup cost exceeded the entire annual fiscal year budget. Coordinated the replacement of thousands of street trees after tornado eliminated almost 50% of the village's total tree canopy.
- Granted an E-Cities Award for two years by the University of Michigan for the entrepreneurial, economic development, and job growth initiatives of the village. The Entrepreneurial Cities Index supported by the Southeast Michigan Council of Governments, Michigan Municipal League, Michigan Townships Association, Ann Arbor Spark, and Michigan Suburbs Alliance, awards communities for best practice approaches towards expansion and diversification of the regional economy.
- Applied for and received Tree City USA designation in 2007, 2008, and in 2008 received a growth award for completing activities to strengthen the local tree care programs.

The National Arbor Day Foundation recognized the recently instituted aggressive reforestation program, which utilizes various zoning ordinance tools to realize the benefits of the Foundation (i.e. quality of life, increased property values, etc.)

- Successfully negotiated with the Michigan Economic Development Corporation, Daimler Chrysler Corporation, Mitsubishi Corporation, and Hyundai Corporation for the location of a new \$1.2 billion engine manufacturing plant in the village's industrial district.
- Formulated and administered an aggressive economic development program that resulted in the establishment of eight (8) tax increment districts with total annual income of over \$4 million.
- Successfully aided in the management of an aggressive downtown revitalization plan totaling almost \$3.5 million. The project included the installation of a paved and landscaped river walk, boat launch, and development of two (2) passive parks with gazebos. The project leveraged the development of a multi-story mixed-use building immediately adjacent to the recently completed multi-story village hall, both of which are replications of the historic building styles prevalent within the downtown. The upper story of the village hall is intended to be the future home of a business incubator, university branch campus, or other similar uses.
- Negotiated the purchase and administered the establishment of four (4) of the village's industrial parks which has resulted in over \$1.4 billion in investments between 1989 and 2011.
- Negotiated the attraction and land purchase of one of the worlds largest \$78 million Cabela's outdoor stores, which resulted in the location of a myriad of additional businesses, and thus, additional investment to the community. Also, managed an additional \$12 million in public infrastructure to facilitate the location of this store.
- Successfully assisted in reducing the tax rate millage by thirteen (13) mils between the years of 1989 and 2011, 22 years (effectively a local municipal tax rate cut of over 65%).
- Utilized budgetary controls and strategic economic development initiatives to decrease the village's dependence on its fund balance appropriations to zero. As of March 2011 the village's fund balance totaled almost double its annual expenditures.
- Managed numerous public construction projects totaling \$32 million, the majority of which were completed ahead of schedule. All achieved under budget.
- Developed and managed six private construction projects totaling \$10.5 million as well as constructed and financed over 100 single-family homes and residential condominiums.

- Managed the combined sewer overflow and street rehabilitation project totaling \$6.8 million.
- Subcontracted and managed the construction of a new historically identical village hall on the River Raisin that was funded partially by the Downtown Development Authority tax capture and the general fund. The project increased the taxable value within the downtown, demonstrated the ability of a governmental agency to construct a below market cost building, demonstrated the ability to replicate the historic architecture of the downtown with modern amenities and materials, and leveraged the construction of a comparable building across the river.
- Prepared applications and administered \$1.65 million in low interest sewer revolving fund loans through Michigan Department of Natural Resources to eliminate combined sewer overflows.
- Prepared and administered over thirty grants totaling more than \$27 million from organizations such as the U.S. Community Development Block Grant program, U.S. Department of Commerce, U.S. Environmental Protection Agency, Michigan Department of Commerce, Michigan Department of Transportation, Michigan Department of Arts and Culture Affairs, and the Energy and Efficiency Conservation Block Grant awarded in 2010.
- Successfully negotiated sixteen Public Act 425 Conditional Land Transfers totaling approximately two square miles, and negotiated and implemented three Progressive Urban Cooperation Act Agreements with the adjacent township. These 425 Conditional Land Transfers represent the highest number of land transfers completed by any community within the State of Michigan (Michigan Secretary of State, 2010).
- Negotiated and coordinated twelve petitions for boundary adjustments (annexations) totaling just less than two square miles.
- Utilized a team approach to all development initiatives by which all internal and external parties worked together to ensure an expedited review process in exchange for an enhanced aesthetic and infrastructure criteria.
- Successfully negotiated numerous union contracts with the International Union of Operating Engineers between 1989 and 2011.
- Authored and administered municipal personnel policies as well compensation regulations related to all employees.
- Implemented an expansive educational reimbursement policy to ensure that the staff has the opportunity to seek higher education during their tenure, which in turn ensured that the village remained on the cutting edge of the various fields of study, and facilitated stronger technical expertise among staff.

- Mentored several key staff members to be able to assist in discussions/decisions regarding the myriad of economic development initiatives and marketing efforts completed over my career with Dundee.

LENAWEE COUNTY, Adrian, MI

April 1988 – December 1988

**Budget/Finance Analyst, Acting Assistant to the County Administrator,
Public Information Officer, and Labor Standards Administrator**

- Monitored the \$12 million general fund budget by utilizing various fiscal and policy analysis techniques.
- Developed general fund budget in preparation for the 1989 Budget Workshop.
- Prepared a \$300,000 housing grant through the Community Development Block Grant program.
- Monitored the State and Federal grants to verify accurate financial reporting.

CITY OF MONROE, Monroe, MI

May 1987 – April 1988

Administrative Assistant to the City Manager

Founded in 1785 and the site of a War of 1812 battlefield, Monroe is a community that has a shared vision that seeks to balance the opportunities of economic development with the stewardship that is required for historic preservation. Monroe is also Michigan's third oldest community. With a population of nearly 20,000, Monroe is located about 17-miles north of Toledo, Ohio and about 35-miles south of Detroit.

- Prepared grants, reports, and proposals pertaining to City Administration and Economic Development.
- Developed the city's 10-point economic development strategy. Large portions of this strategic plan remain in use today.
- Prepared and administered a \$10,000 Community Energy Management Program Grant designed to aid senior citizens home weatherization efforts.
- Prepared and administered a \$75,000 Michigan Equity Grant to renovate the old Monroe Theatre.

TEACHING EXPERIENCE

- **Graduate Assistantship, University of Toledo**

1986-1988

Emphasis: general administration and policy analysis, local government management, and state and local politics

- **Adjunct Professor, University of Phoenix** Nov. 2010 to 2012
Emphasis: Management and public administration and policy analysis, state and local politics. Certified to teach upper level management, public administration, state and local government, political science, critical thinking and logic, philosophy and governmental budgeting.
- **Guest Lecturer, University of Toledo** Fall Semester 2011
Emphasis: Statistical methods for local government MPA Program, economic development, housing.
- **Guest Lecturer, University of Toledo** Fall Semester 2011
Emphasis: Public Administration, Pro-Seminar MPA Program.
- **Guest Lecturer, University of Michigan** Fall Semester 2011
Emphasis: Economic Development/Economic Balancing.

EDUCATION

- **Doctorate of Philosophy, (PhD) in Public Policy and Administration, Walden University, Minneapolis, MN** June 2011
Emphasis: General Administration and Policy Analysis. Dissertation explored situational leadership and city manager tenure; specifically how the demographic variables of gender, age, and racial homogeneity of the community a manager served mitigated or informed his or her success as a leader and the style of leadership they employed. Other research interests include sustainable economic development programs, brownfield redevelopment, and tax increment financing tools. 4.0 Grade Point Average with honors.
- **Masters of Public Administration (MPA), University of Toledo, Toledo, OH** 1988
Emphasis: General Administration, Personnel and Policy Analysis.
- **BA in Political Science, University of Toledo, Toledo, OH** 1986
Emphasis: Public Administration, Economic Policy Analysis

PROFESSIONAL DEVELOPMENT

- Michigan Municipal League annual conferences (1988 to present)
- Michigan Municipal League Capital conferences (1988 to present)
- Michigan Association of Planning annual conference (periodically over the past 24 years)
- Ongoing training for builder's licensure, various workshops regarding leadership strategies, public policy initiatives, and economic forecasting. (Licensed Michigan Builder)

- Twenty years of presenting the State of the County address for Monroe County Chamber of Commerce
- ICMA training and conferences
- Center for Community Progress conference attendance and training 2016, 17, and 18.
- National Brownfield conferences and training
- “Socially Conscious Strategies Through An Equity Lens: Intentional Strategies To Dismantle Barriers To Inclusion”. Training and facilitator.
- Facing Race National Conference
- White Privilege Conference

PROFESSIONAL ORGANIZATIONS

- International City/County Managers Association (ICMA)
- Michigan Municipal Executives Association (MME)
- Society for Human Resource Management (SHRM)
- National Association of County Administrators (past member)
- Michigan Development Financing Association – former Chair of Executive Board, and former Vice-Chair of association
- American Society of Public Administration (ASPA)
- Michigan Economic Developers Association (MEDA) – Former member of the economic development organization funding task force
- Southeast Michigan Council of Governments (SEMGOG) - member of the Infrastructure Funding Task Force
- Region II Planning Consortium Executive Board Member
- American Planning Association (APA)
- Michigan Association of Planners (MAP) Current presenter
- Michigan Downtown Association (MDA)
- Jackson Chamber of Commerce Executive Board Member
- Jackson Anchor Initiative Executive Board Member
- Council for Government and Education on Equity and Inclusion (Michigan Department of Civil Rights.
- International Economic Development Council

PROFESSIONAL ACCOMMODATIONS

- Michigan Jaycees, Tom Pope Award for outstanding Young Governmental Leader (1997)
- State of Michigan Governors Outstanding Young Governmental Official Commendation (1997)
- Congressman Dingell’s award of meritorious service to the Village of Dundee, Michigan (April 2011)
- Honorable service award from Michigan State House and Senate for outstanding service to the Village of Dundee, Michigan. (April 2011)

COMMUNITY/VOLUNTEER ACTIVITIES

- Dundee Local Development Finance Authority (LDFA) Board
- Dundee Downtown Development Authority (DDA) Board
- Dundee Brownfield Redevelopment Authority (BRA) Board
- Economic Development Corporation (EDC) Board
- Dundee Historical Commission
- Dundee Old Mill Restoration Committee
- Dundee Rotary Club
- Dundee Area Jaycees
- Western Monroe County Ambulance Board
- Dundee Area Senior Citizens Center Board
- American Cancer Society, Dundee Relay for Life Co-Chair 2007 – 2010
- Dundee Youth Services Organization (DYSO) Charter Board Member
- Dundee Relay for Life Chairperson
- Dundee Emergency Management Task Force (Tornado Response)
- Sons of the American Legion
- Sigma Phi Epsilon Fraternity
- Jackson Citizens for Economic Growth. (JCEG)
- City of Jackson Building Authority Board Member
- City of Jackson Planning Commissioner
- John George Home Board of Directors (Jackson)
- Jackson Friendly Home Board of Directors (Jackson)
- Jackson Downtown Development Authority Board of Directors (DDA)
- Jackson Brownfield Redevelopment Authority Board (BRA)
- Jackson Building Board of Appeals
- Jackson Planning Commission member
- Jackson Housing Commission Board Member
- Jackson Snow Response Task Force
- City of Jackson Pension Board Member PA 345 Police and Fire and ERS
- Jackson Financial Stability Network (FSN)
- Jackson Chamber of Commerce Board of Directors
- Executive Board Member of the Jackson Anchor Initiative
- Board Member of the Jackson City Arts Commission

Michigan Builders Licensure (1997-Present)

RESUME

Craig Michael Coffey

10 Trail Run, Flagler Beach, FL 32136

(386) 264-3696 (cell)/cgc Coffey@cfl.rr.com/(386) 868-9226(alt)

OBJECTIVE

To be a City Manager for a progressive community with a high quality of life that continually strives for excellence.

EDUCATION

Master of Public Administration, University of Central Florida, Orlando, FL

B.S., Land Use Analysis (Planning), Eastern Michigan University, Ypsilanti, MI

RELEVANT PROFESSIONAL EXPERIENCE

County Administrator, Flagler County, Florida - 2007 to 2019

Responsibilities Included: Oversight and management of all day-to-day aspects of the County. This included nearly 400 full-time employees, in a variety of typical and atypical county departments, plus enterprise funds (Water, Sewer, Solid Waste, and Airport). Financial responsibilities involve developing/managing a \$66 million general fund budget, within a \$220 million overall budget, over 1.1 million sf of public building space and over 10,000 acres of public land, a fleet of more than 800 vehicles, \$30-\$50 million in capital projects annually, and hundreds of contracts and services annually.

Major Accomplishments:

- Led and/or managed three major natural disasters (Fire-5,000 acres+ and Hurricanes) before, during and after to include over \$50 million in long term recovery projects – County, FEMA, and HMPG projects. Essentially served as incident commander for Hurricanes Matthew and Irma.
- Acquired two small private water and sewer utility systems.
- Created voluntary and mandatory special assessment districts for capital projects such as seawalls, protective dunes, and a stormwater retrofit project.
- Negotiated multiple, multi-year, union contracts for firefighters (IAFF) and one contract with the PEA union. Was able to include fitness-for-duty provisions and incentives for special teams for firefighters.
- Led the County through the great recession when the County lost half of its taxable property valuation and led the state in unemployment and mortgage foreclosure – strategies were comprehensive and included such things as: service realignments and mission essential evaluations, cost cutting, cost saving investments, new revenue sourcing, layoffs and restructuring, and line-item budgeting.
- Successfully passed an Environmentally Sensitive Lands (ESL) Funding Voted Referendum, 20-year Local Option Sales Tax; and increased Tourism Tax Rate by 2%.
- Obtained millions in State legislative appropriations, successfully passed and blocked State legislation in accord with the legislative priorities of the County Commission.
- Privatized Custodial Services, Landscaping Maintenance, & Interfacility Ambulance Transport Services.
- Successfully merged the City of Bunnell Fire Department into the County's Fire/Rescue Department.
- Brought Economic Development and Tourism in-house as County Departments. Since then, Economic Development helped create more than 400 jobs, \$200 million in economic output, and \$22 million in capital investment since coming in-house. Likewise, Tourism increased revenues by over 30%.
- Led transfer of tourism tax collection from the State Dept. of Revenue to the County Tax Collector.
- Worked jointly w/Supervisor of Elections to Upgrade Election Equipment and Cyber Security.
- Refinanced all County debt saving County taxpayers millions of dollars.

- Secured new financing for over \$100 million in funding for over 20 different financing instruments.
- Improved the County's Bond Rating from A+ to AA- saving millions in debt issued/refinanced.
- Created an employee clinic and fitness facility, plus implemented a comprehensive incentivized wellness program, and affiliated Canada drug prescription program.
- Managed County's self-insured health insurance program to nearly flatline health insurance costs to include reinsurance, with minimal changes in benefits to County employees.
- Completed hundreds of millions of dollars in capital projects including road construction and resurfacing, bridges, parks, stormwater, utilities, beautification, and government buildings, including a new County Jail and new I-95 County Interchange. On average \$30-\$50 Million per year.
- Merged Sheriff fleet and Sheriff IT operations w/County BOCC saving money and gaining efficiencies.
- Acquired two new constitutional outreach service facilities and leased and remodeled another.
- Recruited and retained an all-star staff recognized at State and National levels.
- Created a popular citizen's academy for citizen outreach and to develop volunteer pool.
- Developed in-depth new employee orientation program w/organizational cultural emersion.
- Created a 11+ mile, 25million+ Dune Protection/Restoration Project, with funding from the tourism tax, FDEP, Private HOA, a CDD, and FEMA funding to prevent the reflooding of hundreds of homes, prevent homes from collapse into the ocean, and to protect millions more in infrastructure and homes. Constructed project in-house, 209 private property easements (97% success), FDEP and ACOE permits, turtle relocation, 3 interlocal agreements w/other local governments.
- Acquired over 6,000 public acres during tenure and managed over 10,000 passive park acres.
- Successful as local sponsor with Army Corps of Engineers in obtaining National Civil Works Review Board approval for a 2.6-mile Shoreline Protection Project in Flagler Beach.
- Successful in obtaining \$17 million in federal funds for initial construction of 2.6 mile, ACOE project plus an additional \$16 million from FDOT for the remaining 3.65 miles of City of Flagler Beach shoreline (6.25 miles in total).
- Constructed over 20 miles of new multipurpose trails and over 8 miles of new mountain bike trails.
- Airport – Worked to bring County Executive Airport into black - County owned spaces fully occupied, built new hangars and new air traffic control tower, acquired over 70,000 sf of market space in foreclosure purchase for \$2.75 million; constructed new runway; rebranded airport; opened south side of airport for economic development with infrastructure (130 developable acres), added 172 additional acres to airport, constructed over \$35 million in new airport capital improvement projects, repaid inherited, State economic building grant in default; Attracted new Florida National Guard facilities in excess of \$30 million.
- Revamped budget for transparency and ease of citizen use, 9 budget awards (10th in progress)
- Begin High School Fire Leadership Academy with EMT (Certificate Eligible -1st in State) to develop pipeline of local firefighter-paramedics.
- Built a free public potable water supply point for disadvantaged rural residents with private donations.
- Created community paramedicine program to conduct home visits and stop frequent flyers.
- Created Ocean Rescue Program to overcome Coast Guard coverage gap -- based on citizen initiative.
- Expanded ALS Paramedic Ambulance Service into west side to improve rural response times.
- Worked to keep the State of Florida Agricultural Museum open as a County tourism destination by obtaining direct state support and grants, restructuring organization, integrating some county support and constructing improvements/infrastructure.
- Developed partnerships with City of Bunnell, School Board, and County and others to restructure funding, operations, and mission to keep the Carver Gym (Community Hub) open in a disadvantaged neighborhood. Assisted forming foundation, annual auction, outside funding support agreements
- Developed a contiguous, \$1.6 million, ocean seawall project from start-to-finish and coordinated 19 property owners with voluntary assessment to save homes and property following Hurricane Matthew.

County Administrator, DeSoto County, Florida - 2005 to 2007

Responsibilities Included: Oversight and management of all aspects of the County. This included 225 full-time employees, in a variety of typical county departments (Fire/EMS, Landfill, Public Works, Finance/Purchasing, Parks, Development) plus enterprise funds (Water, Sewer, Solid Waste, and Civic Center). Financial responsibilities involve developing/managing a \$24 million general fund budget, within a \$90 million overall budget. Also, served as Clerk on the Board (1944 special act) for everything outside of courts and recording – i.e. handled audits, attestation, payroll, check issuance.

Major Accomplishments:

- Negotiated a 30 Year, 4 County, Interlocal Agreement and Master Water Supply Agreement as a member of a Regional Water Supply Authority. (Led negotiations for the County)
- Secured the free donation of a 160acre, \$2.4 Million Wastewater Treatment Plant Site.
- Developed a Water-Sewer Utility Business Plan to include Capital Projects to bring the utilities from start-up mode to profitability to include securing over \$8,000,000 of private upfront capital.
- Developed, negotiated, and oversaw the merger of the City-County Fire/EMS Departments.
- Initiated a Countywide Demolition Program leading to over 107 Demolitions (previously none)
- Oversaw the rebuilding and reopening of a \$10 million Agri-Civic Center following Hurricane Charley with booked daily events ranging from \$5,000 to \$100,000 in scope.
- Attracted and located several large manufacturers with new jobs and millions of dollars of new capital investment in the County.
- Resolved Landfill cell construction stoppage in order to construct new cell opened March 2007.
- Implemented first ever County curbside garbage collection program in 2006.
- Completed massive rewrite of County's Comprehensive Plan Amendment written by previous administration and consultant after poor ORC report from DCA.
- Created Housing Department by reassigning excess staff and administered \$10 million grant for post hurricane housing recovery to include unique plan to closeout FEMA housing parks.
- Developed extensive Adult Entertainment and Mining Ordinances.
- Began Small Quantity Generator (HAZMAT) program as required by law and new ongoing Fire/Life Safety Inspection Program.
- Managed major CIP projects including two major park projects, \$15,000,000 of utility improvements and millions in transportation improvements.

City Administrator, City of Hawarden, Iowa - 1999 to 2005

Responsibilities Included: Oversight and management of all aspects of the City. This included 32 full-time employees and 20+ seasonal employees, in a variety of typical city departments (Police, Public Works, Finance, Parks, Ambulance, Recreation, etc.), plus 9 Utilities (Water, Sewer, Gas, Electric, Telephone, Cell Phone, Cable, High Speed Internet, and Solid Waste). Financial responsibilities involved developing/managing a \$12 million operating budget (\$20 million total resources). In addition, I also served as the Economic Development Director for the Hawarden Area Partnership for Progress (HAPP).

Major Accomplishments:

- Initiated/Facilitated the merger of the Development Corporation and Chamber of Commerce.
- Facilitated the partnering of multiple groups to undertake a \$2.4 million combined City Hall, Community Center, and Child-Care Campus Project to include the passage of a \$950,000 bond referendum, grants, project development, and construction (Historic. 1925 High School)
- Re-wrote Employee Personnel manual, re-negotiated union contracts, implemented training certifications w/incentives, and re-established a uniform program, working with City employees.
- Re-formed and chaired a six-county regional economic development and marketing group.

- Brought the City's new telecommunications utility from start-up in 1999 to profitability. In addition, I was instrumental in expanding additional telecommunication services to include: High-speed Internet, Cell Phone Service, HDTV, 8 new analog channels, and a 150 new Digital TV channels, yet still saving citizen-ratepayers over \$100,000 per year in fees.
- Directly responsible for the receipt of over ten grants worth more than \$500,000 dollars.
- Started the televising of Council meetings, re-started City newsletter, increased press coverage, and significantly expanded City information of the City's Website and community channel.
- Re-negotiated existing, outside City fire service contracts (Cross State), contracted with a smaller, nearby community to provide them 24-hour police protection, and utilized police dept. as code enforcement.
- Reconstructed a destroyed historic downtown building and restored another.
- Issued eight bond/debt issues, implemented ten TIF projects, worked to facilitate multiple business expansions, and re-developed several downtown historic projects.
- Awarded GFOA CAFR audit award 5 consecutive years,
- Completely re-vamped budget format for citizen understanding.
- Develop a detailed capital improvement plan for equipment and facilities.
- Initiated and oversaw the creation of two new residential subdivisions built by the City.

Director of Planning & Public Works, City of Mayfield, Kentucky - 1993 to 1999

Responsibilities Included: Oversight and Management of all aspects of the City outside the offices of Police, Fire, and City Clerk. This oversight/management included 22 full-time employees, 4 seasonal employees, and 3 seasonal subcontractors.

Major Accomplishments:

- Recognized with three state level awards.
- Received 9 out of 9 grants applied for bringing in over \$750,000 in monies.
- Established the City's first ever fire prevention/code enforcement department.
- Re-wrote the City's Comprehensive Plan and most land development regulations.
- Completely re-developed three City parks and created a new park.
- Initiated a Main Street program to re-develop the downtown including the re-development of several downtown buildings and beginning of the downtown streetscape project.
- Created a comprehensive city sidewalk replacement program resulting in the replacement of miles of sidewalk at a reduced cost to the City.
- Designed and developed major drainage improvements citywide protecting homes and property.
- Negotiated a large annexation for the development of a new shopping center south of the City
- Represented the City with the State DOT on eminent domain process for a new bypass.

City Planner (Equal to Planner III), City of Melbourne, Florida - 1988 to 1993

Responsibilities Included: Infrastructure capacity management, re-writing land development regulations, site plan reviews, writing recommendations to the BZA, Planning and Zoning Board, and City Council, comprehensive plan amendments, census forecasts, regional project reviews, re-development area planning, advising on various CDBG and CIP Projects, budget development and submittal, downtown re-development, facility location studies, and business license review.

Captain, Military Police Officer, U.S. Army Reserves, - 1984 to 2000

Responsible Positions Served: Company Commander, Platoon Leader, Battalion S-1 (Admin), S-3 (Training/Operations), etc. Served over 8 months of active duty service with the 810th MP Company (Tampa) as a Platoon Leader attached to 82nd Airborne in Saudi Arabia and Iraq in support of Operation Desert Shield/Storm. First reserve unit to ever earn 82nd Airborne combat patch. Formally ended service in January 2003 to devote more time to family and civilian positions.

REFERENCES AND ADDITIONAL INFORMATION AVAILABLE UPON REQUEST

Cynthia W. Curry

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305-613-5318
cynwcurry@aol.com**

PROFESSIONAL EXPERIENCE

Florida Memorial University

April 2013 – May 24, 2019

Vice President/Executive Vice President - Finance & Administration

Provided direct assistance and support to the President of the University, as the *Chief Business and Financial Officer* for the University responsible for organizing and managing divisions of human resources; facilities planning, design and operations; purchasing and central support services; accounting; campus security; auxiliary services; budget development and planning; special events coordination; information management technology and student affairs.

Orlando Housing Authority

January 2011 – March 2013

Consultant / Special Assistant to Executive Director

Charged by the director with revamping the Section 3 Program for the Department in preparation for program review; developed community outreach programming in the form of conferences, workshops and focus group sessions on community and economic development opportunities with community partners, and; researched and developed major grant applications with community partners.

City of Miami Beach

October 2010 – November 2010

Assistant to the City Manager

Charged by the City Manager with the responsibility of reviewing and re-engineering the processes used in the City Building Department.

Charged with revamping the *Section 3* Program for the Department in preparation for program review; developed community outreach programming in the form of conferences, workshops and focus group sessions on community and economic development opportunities with community partners and, researched and developed major grant applications with community partners.

Miami-Dade County, County Executive Office

February 2006 – February 2010

Senior Advisor / Assistant County Manager

Charged with the responsibility of developing and guiding the implementation of critically important housing and economic development strategies. Provided oversight of the Finance Department, the Property Appraiser's Office, the Department of Housing and Community Development, Office of

Cynthia W. Curry ~ cynwcurry@aol.com
305-613-5318 /C

Economic Development Coordination, Miami-Dade Public Housing Agency, the Homeless Trust, Urban Revitalization Task Force, Housing Finance Authority, and International Trade Consortium.

CWC & Associates, Inc.,
President / CEO

December 1998 – December 2005

Directed corporate and public business consulting in the areas of local government management; business process re-engineering; human resources development; community development and capacity building; construction/ program management; marketing/promotions, and event planning.

Florida International University
Division of Business & Finance - Senior Vice President

August 1995 - December 1998

Provided direct assistance and support to the President of the University, as the *Chief Business and Finance Officer* for the University responsible for organizing and managing divisions of human resources; facilities planning, design and operations; purchasing and central support services; accounting; campus security; environmental health and safety; traffic; parking; auxiliary services; budget development and planning. Those reporting directly to the *Senior Vice President for Business and Finance* included an *Associate Vice President*, an *Assistant Vice President* and ten Directors. Served as the liaison with the *Florida Board of Regents* for all administrative matters, served on the *University Foundation*, *President's Executive Council*, *University Administrative Council*, and the *Board of Regent's Council on Administrative and Financial Affairs*.

Miami-Dade County
Office of the County Manager - Assistant County Manager

June 1988 – August 1995

Provided direct assistance and support to the *County Manager* in upholding fiduciary responsibilities to the *Board of County Commissioners* and to the public; administered the policies and programs of *Metropolitan Dade County* government, a multi-cultural, general-purpose government, serving 2,000,000 residents. Provided management direction and oversight to the following departments / agencies:

- Department of General Services Administration - Provided central support services, including fleet, procurement, materials and insurance management necessary for the proper operation of *County* government
- Department of Business and Economic Development - Provided direction and coordination of technical assistance to minority and small businesses, and insured compliance with race/gender conscious measures, and the *Responsible Wages and Benefits Ordinance*
- Department of Development and Facilities Management - Provided necessary central support services in the areas of facilities management, design, construction and maintenance, real estate acquisition, and lease negotiation and management
- Office of Contract Coordination - Provided direction in the collection, automation and dissemination of information regarding capital/construction projects, including the selection of architecture and engineering consultants for professional services

- Office of Community Development - Administered the federal *Community Development Block Grant* (CDBG) and *Home Partnership Investment* programs to improve neighborhoods and affordable housing stock
- Special Housing programs - Provided programs that improve the availability and condition of privately- owned low and moderate-income housing in *Miami-Dade County* (*Moderate Rehabilitation, Housing Rental Assistance, Surtax Home ownership*)
- Independent Review Panel - Provided a process to accept and resolve complaints against *Metro-Dade County* agencies and/or employees

Other Major Assignments:

- Provided assistance to *Miami-Dade Board of County Commissioners* as needed
- Served as the *County Manager's liaison* for *Government Operations Committee*. Served as staff liaison for the *Internal Management & Charter Review Committee*, and the *Community & Economic Development and Agriculture Committee of the Board of County Commissioners*
- Served as the *South Dade Hurricane Recovery Administrator* - Project: *C.H.A.R.T. (Coordinated Hurricane Andrew Recovery Team)* working with administrators from *HUD, FEMA*, and the *State of Florida* to coordinate and accelerate the long-term recovery process of cleaning up and rebuilding *South Dade*
- Developed and directed an emergency construction program to expedite the critical repair and clean-up of *County facilities* after *Hurricane Andrew*
- Developed a permitting assistance program to assist the *Beacon Council* with potential businesses to expedite critical permitting requirements for projects that could have a significant impact on the local economy
- Directed the planning and development of the *Economic Recovery Strategies* and the *South Dade Neighborhood Development Plan*. These planning documents provided a basis for the expenditure of disaster relief funding from the state and federal government
- Served as a working member of the *Homestead Air Force Base Re-Use and Economic Redevelopment Plan Steering Committee*, and served as the liaison on behalf of *Metro-Dade* with representatives of the Department of Defense
- Participated in the preparation of application for national competition to the *Department of Labor* which ultimately resulted in the designation of *Homestead Air Force Base* as a site for one of nine *Job Corps Centers*
- Provided direction and oversight in the development and implementation of minority and small business programs
- Co-Chair (1992-1994), provided guidance and oversight for the *Annual Business Assistance Expo*, with over 5,000 attendees visiting exhibits and attending workshops on topics such as international trade and export opportunities, small and minority business development, financing, government procurements, and recruitment/training

Miami-Dade County, Office of the County Manager

February 1987 – June 1988

Executive Assistant to the Deputy County Manager, and Interim County Manager

- Provided direct assistance to the *Deputy County Manager* and the *County Manager* in administering the policies and programs of *Metropolitan Dade County* government
- Provided administrative coordination for the *Metro-Dade* legislative package (state and federal) and monitored the progress of the package during the legislative session
- By appointment of the *County Manager*, served on several special project management teams
(1) *Personnel Placement (Pipeline) Committee* - responsible for overseeing the placement process for employees impacted by adverse budget decisions
(2) *Housing and Urban Development Special Project Team* - responsible for implementing a comprehensive inspection and repair program for 12,100 HUD units, with specific responsibility for administrative and fiscal aspects of the project (procurement, information systems, and budget)

Miami-Dade County, Office of Management and Budget

August 1978 - January 1987

Assistant Director (April 1985 - January 1987)

- Responsible for assisting the Director with supervision and administration of both *Budget and Management Services* staff
- Responsible for the coordination of the *County Manager's Management Trainee Program*

Budget Coordinator (July 1983 - March 1985)

- Responsible for the preparation, format and publication of the *Dade County Proposed Operating Budget*. Estimated all revenues and expenditures for the *General Fund*
- Responsible for the monitoring and review process of the operating budget with direct supervision of seven budget analysts
- Responsible for assuring budget process met requirements of Florida Statutes (*TRIM Bill*) and local government half-cent sales tax legislation
- Responsible for assuring compliance with budgetary requirements for *Federal Revenue Sharing*
- Responsible for the analysis and on-going review of the budgets for various *County* agencies, including *Judicial Administration and Clerk of the Courts*
- Responsible for oversight of general government expenditures budgeted at over \$200 million

Budget Analyst (August 1978 - June 1983)

Responsible for analysis, and on-going review of budgets for *Human Resources, Environmental Resources Management, Fire and Rescue, Traffic and Transportation Administration, Parks and Recreation, Industrial Development Authority, Community and Economic Development, the Miami-Dade Criminal Justice Council, and the Metro-Dade Police Department*

Metropolitan Dade County, Office of the County Manager
Manager's Management Trainee Program - Management Trainee

October 1977 - July 1978

- Responsible for conducting a park study on the Miami Lakes Special Taxing District for use in unit cost analysis and use in the preparation of the Parks and Recreation Department budget
- Developed a format by which to monitor the recovery of indirect costs by the Office of Management and Budget
- Assisted in the preparation of departmental budgets; formulated resolutions, coordinated Community Development neighborhood forums; monitored performance of departments with Community Development Block Grants

EDUCATION

August 1978 - University of Miami Graduate School, Coral Gables, Florida
Master of Arts Degree - Politics and Public Affairs

May 1977 - University of Miami, Coral Gables, Florida
Bachelor of Arts Degree - Politics & Public Affairs
Mortar Board Honor Society; Pi Sigma Alpha Political Science Honor Society

November 1983 - National Academy of Public Administration, Leesburg, Virginia
Course work - The Intergovernmental Challenge

November 1981- National Judicial College, University of Nevada at Reno
Certificate Program in Court Management - Managing Delay

December 1979 - Certificate Program, Price Waterhouse and Company
Productivity Improvement Techniques

SPECIAL APPOINTMENTS

December 1996 - June 1998 - Gubernatorial Appointment
Member and Vice Chairperson of the Governor's Emergency Financial Oversight Board to oversee the fiscal affairs of the City of Miami; and Chair of the Estimating Conference Committee.

May 1998 - October 1998 – Miami-Dade County Mayoral Appointment
Project Director for Empowerment Zone - Round II - Application Development
Provided lead coordination for the development of the successful application for Federal Empowerment Zone designation.

AWARDS & RECOGNITION

- President's Award for Distinguished Service, Florida International University, 1999
- Woman of Impact Award, Miami-Dade County – 1999
- Rev. Dr. Martin Luther King Service Award, Florida International University – 1999
- Award for Outstanding Achievement and Service to the Community, Latin Builders Association, 1999
- Miami-Dade's Superstars Award - honoring Miami-Dade's most successful and influential corporate, business, and community leaders for their personal and professional contributions to the South Florida Community, Cystic Fibrosis Foundation – 1998
- Recognition for Accomplishments and Commitment for the Betterment of all People
- Broward County, 100 Black Men of Broward County, Inc. – 1998
- Award for Outstanding Contribution and Service, The Black Business Association – 1998
- Certificate of Appreciation for work in Small Business Development, Greater Miami Chamber of Commerce – 1998
- Recognition for Outstanding Achievement in Business and Finance, Delta Sigma Theta Sorority, Miami Alumni Chapter – 1998
- Clean Sweep Award, Faculty Senate, Florida International University – 1997
- Mary McLeod Bethune Award, Recognition for Civic Involvement – 1997
- BEA Service to Community Award, FIU Black Employees Association – 1997
- Certificate of Appreciation for Dedication to Women in Leadership, Florida Institute of Government at FIU – 1997
- Award for Service and Dedication to the FIU Student Body and to the Student Government, FIU Student Government Council – 1997
- Service Award for Support of Access Issues for Students and Employees with Disabilities, FIU Disabled Students Association and the University Access and Equity Committee – 1997
- Pioneer Award, In the Company of Women – 1997
- Certificate of Award for Outstanding Service in the Area of Affirmative Action and Equal Opportunity Florida International University – 1996
- National Public Service Leadership Award Recipient - National Forum for Black Public Administrators, 1995
- Award of Excellence, Federation of Black Employees – 1994
- Up and Comers Award - Outstanding Achievement in Government - 1990 (Presented by the South Florida Business Journal and Price Waterhouse)
- Award of Achievement, The Family Christian Association of America, Inc. – 1989
- Certificate of Award for Outstanding Accomplishments in Public Administration – 1988
- Outstanding Chapter Service Award (National Forum for Black Public Administrators South Florida Chapter (NFBPA-SFC) – 1987
- Young Professional Administrator of the Year, American Society of Public Administration - 1984

CIVIC AND COMMUNITY ASSOCIATIONS

- Florida Memorial University Foundation (Secretary/Treasurer)
- Former Member, Orange Bowl Committee
- Member, Alpha Kappa Alpha Sorority, Gamma Zeta Omega

Cynthia W. Curry ~ cynwcurry@aol.com
305-613-5318 /C

- Member, Board of Directors, National Association for the Advancement of Colored People (NAACP), Miami-Dade Branch
- Past Board Service includes: United Way of Miami-Dade County, Miami Foundation

REFERENCES

Available upon request

WILLIAM B. DANIEL IV

5261 Highland Road #347 | Baton Rouge, LA 70808 | Cell: (225) 281-3792 | william.daniel@gctla.com

VIA Email: Recruit45@cb-asso.com

July 26, 2019

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

Re: City Manager Position

To Whom It May Concern:

It is with great interest that I submit my application for your City Manager position. My management experience and communication skills ideally position me to be very successful in leading the day to day operations of the Gainesville.

My entrepreneurial skills have enabled me to be a very effective government director. As the CAO and Public Works Director of East Baton Rouge Parish, I presided over a city/parish very similar to Gainesville. As CAO, I directed the IT department to implement an open data policy allowing Baton Rouge to be recognized as a top ten digital city. Additionally, I implemented a 311 Citizen Service Call Center to allow residents to report public work issues either by telephone, email, or even an application available for cell phones. I then added a work order system to track the parish's handling of the complaints through a diary entry system, photographs, and GPS coordinates. This has proven to be a valuable tool for managers to track projects and for citizens to check on the status of repairs.

Ascension Parish has struggled for over thirty years to build a regional sewer system. In the past ten months I have put together a public private partnership to build such a system. The initial counsel vote was unanimous, and the final vote will occur in August. I am confident the counsel will pass the proposal and a regional sewer system will be constructed over the next three to five years.

My success in government has been fueled by entrepreneurial and management skills, but my ability to communicate with the elected officials for whom I worked, the elected members of the counsel, parish employees, and most importantly the citizens of the parish is the most important aspect of my success. I have outstanding relationships with the counsel in Ascension Parish and enjoyed a similar relationship in East Baton Rouge. I am very comfortable speaking to citizen groups in any forum, and I can communicate equally as effectively with our congressional delegation. I consider communication and transparency the most important duties of the government.

I have spent a great deal of time in Gainesville, and I would look forward to becoming a resident. I hope to further discuss my qualifications with you at your convenience.

Sincerely yours,



William B. Daniel IV, PE

Attachment

WILLIAM B. DANIEL IV

5261 Highland Road #347 | Baton Rouge, LA 70808 | Cell: (225) 281-3792 | william.daniel@gctla.com

Accomplished leader with more than 40 years of experience in engineering, management, and government. A professional with the ability to analyze and manage operations, pinpoint areas for improvement, and redesign and implement plans that generate results. Excellent communication skills with the capability to successfully reach out to the elected officials in local and state government as well as constituents. Ability to develop and implement defensible budgets along with an ability to effectively lead personnel toward efficient service delivery. Seeking a senior level role to apply strong management and innovation skills for a local municipal government.

AREAS OF STRENGTH AND EXPERTISE

- Government finance/budgeting
- Business development
- Local government administration
- Environmental permitting
- Economic development
- Strategic planning & analysis
- Intergovernmental relations
- ISO procedures & audits
- Governmental organization
- Environmental compliance
- Project management
- Emergency management

PROFESSIONAL EXPERIENCE

Ascension Parish Government Infrastructure Division Director

October 2017 to Present

The Infrastructure Division Director reports to the Parish President. Primary responsibilities include overseeing the Department of Public Works (Drainage, Vegetation, Management, Fleet), Transportation Department (Move Ascension Program, Road Maintenance & Repair), and Utilities (Sewer, Water, & Stormwater). Manage approximately 200 employees.

Key Accomplishments:

- Managed the Parish Utilities of Ascension Water Company to remove several administrative orders from the Louisiana Department of Health
- Obtained a USDA funding package which included a \$9.5MM loan and an \$8MM grant to upgrade the water plant and distribution system
- Negotiated regional sewer agreement with BCP for Phase 1 (\$225MM) of eventual one billion dollar system
- Reorganized the Drainage Department to resolve backlog of work orders
- Reorganized the Road Repair and Maintenance Department to improve overlay and repair
- Negotiated road transfer program with Louisiana DOTD resulting in \$5 MM of road projects
- Introduced work order system to parish for all departments; currently using in Stormwater Department; in development for other departments

City-Parish of East Baton Rouge Director of Environmental Services

April 2017 to October 2017

The Director of Environmental Services reports to the Chief Administrative Officer. Primary responsibilities include overseeing the \$171M budget and the 300 employees who work in wastewater, storm water, solid waste, and the East Baton Rouge Parish North Landfill. Additionally, the Director manages the 1.6 billion dollar capital construction program for the EPA SSO (Sanitary Sewer Overflow) consent decree.

City-Parish of East Baton Rouge
Chief Administrative Officer

August 2012 to April 2017

The CAO reports directly to the Mayor-President who oversees the Parish (450,000) and the City (230,000). Primary responsibilities include supervising the Departments of Public Works, Finance, Human Resources, Purchasing, Police, Fire, Information Services, and Emergency Medical Services and providing strong leadership and support to the City-Parish organization of over 4500 employees.

Key Accomplishments:

- Crafted and passed four budgets in excess of \$750 Million by unanimous vote
- Rewrote City-Parish Plan of Government to decentralize Department of Public Works which passed with 59% approval
- Applied and Received a DOT Tiger Grant for the development of Modern Streetcar
- Created a compensation team to improve City-Parish salaries, reduce benefit costs, and improve health care benefit options; proposals adopted by the police union, fire union and SEIU
- Negotiated road transfer program with Louisiana DOTD resulting in \$98 MM of road projects for Baton Rouge
- Negotiated \$10.1 Million purchase of former Women's Hospital building to create Public Safety Complex to house both City Police and Sherriff's department
- Renegotiated contracts with police, fire, and SEIU unions
- Implemented open data policy to turn Baton Rouge into a digital city; won award for top ten digital city
- Acted as single point of contact for all essential services for Hurricane Isaac and other emergencies

City-Parish of East Baton Rouge
Director of the Department of Public Works

October 2010 to August 2012

The Director of the Department of Public Works reports directly to the Chief Administrative Officer. Directly managed eight divisions of 900 employees, including the divisions of solid waste, wastewater treatment plants, sewer repair, road repair and maintenance, buildings and grounds, landscaping, and the business office.

Key Accomplishments:

- Instituted online permitting system
- Reworked 311 complaint reporting system with new software to make the reporting more efficient
- Integrated a work order system for Department of Public Works into the 311 complaint reporting system
- Managed \$1.5 Billion SSO program with less than 1% cost overruns
- Managed Green Light Program, a \$750 Million bond program to upgrade roads in the Parish

City-Parish of East Baton Rouge
Interim Director of the Department of Public Works

January 2005 to November 2005

Volunteer Interim Director of Public Works reporting directly to the Mayor. Directly managed eight divisions with a total of 900 employees, including the divisions of solid waste, wastewater treatment plants, sewer repair, road repair and maintenance, buildings and grounds, landscaping, and the business office.

Key Accomplishments:

- Renegotiated our SSO consent decree with EPA resulting in a savings of billions of dollars
- Assembled the roads in the Mayor's Green Light Plan, a \$750 Million bond to improve traffic, and presented the plan at 32 public meetings throughout the Parish prior to the plan passing with a 69% approval
- Served as the DPW point of contact for the emergency operations during Hurricane Katrina

C-K Associates, Inc.

1999 to 2009

Owner/Business Development

Owner, Chairman, and CEO of 120 person environmental and engineering consulting company with offices in three states providing engineering and environmental compliance services to industry and public sector. Directly supervised eight divisions and ten managers. Sold the company to the employees in 2003 and managed the business development of the public sector division for six years.

Louisiana State Legislature

1996 to 2007

State Representative

Served three terms as State Representative for District 68

- Served on Ways and Means, Transportation (Vice-Chair), Natural Resources, Environment and Retirement
- Authored and passed legislation creating a state groundwater policy
- Authored numerous legislation for tax credits including tax credits for historical building and downtown projects
- Authored Constitutional amendments creating Rainy Day Fund and budget flexibility

DPEX Operating Company

1985 to 1999

Owner

Co-founder and President of oil and gas exploration company with thirty employees. Grew the company through drilling and property acquisition to one of the leading independent oil and gas companies in Oklahoma. Sold the majority of the company's assets in 1990. Sold the remainder of the company's assets in 1999.

Samson Resources

1981 to 1985

District Engineer/Acquisitions Engineer/Special Projects Engineer

Managed all engineering operations in Samson's most profitable and largest district. Prior to becoming District Engineer, managed Samson's acquisition program and public properties program.

Amoco Production Company

1979 to 1981

Petroleum Engineer

Supervised the operations of oil and gas fields located offshore in Louisiana and Texas. Worked in Lafayette District Office and New Orleans Regional Office; specialized in high rate gas and oil well completions. Filed patent for innovative well completion technology and wrote computer program adopted by Amoco for optimizing well completions.

EDUCATION

Master of Science, Environmental Management & Planning

Louisiana State University | Baton Rouge, LA

Graduated 1996

Master of Science, Petroleum Engineering

Louisiana State University | Baton Rouge, LA

Graduated 1994

Master of Business Administration

University of Tulsa | Tulsa, OK

Graduated 1985

Bachelor of Science, Petroleum Engineering
Louisiana State University | Baton Rouge, LA
Graduated 1978

ADDITIONAL INFORMATION

- 1997 Leadership Louisiana (Council for a Better Louisiana) Baton Rouge, LA
- 1998 Fleming Fellow (Center for Policy Alternatives) Washington, D.C.
- 1999 Leadership Baton Rouge (Chamber of Commerce) Baton Rouge, LA

Selected to LSU Engineering Hall of Distinction (2003)
2016 Recipient of A B Paterson Award for Louisiana Engineer in Management
Registered Professional Engineer - Louisiana, Texas, and Florida

PUBLICATIONS

Onshore Distribution of Offshore Oil and Gas Platforms: Western Politics and International Standards; Ocean and Coastal Management, 2000, *AG Pulsipher and WB Daniel*

Economic and Political Aspects of the Disposition of Retired Offshore Oil and Gas Platforms, Presentation at the Asia Pacific Economic Commission, Jakarta, Indonesia, 1998, *AG Pulsipher and WB Daniel*

Comparing the Safety and Environmental Records of Firms Operating Offshore Platforms in the Gulf of Mexico, *Energy Week*, 1996, *AG Pulsipher, OO Iledare, DE Dismukes, DV Mesyanzhinov, WB Daniel*

Explosions Remain Preferred Alternative, *Oil and Gas Journal*, 1996, *AG Pulsipher, WB Daniel, JK Kiesler, V Mackey*

Measuring and Comparing Safety and Environmental Records of Offshore Oil and Gas Operators, Center for Energy Studies Report for Minerals Management Surevey, 1995, *Ag Pulsipher, OO Iledare, DE Dismukes, RH Baumann, WB Daniel*

Evaluated operations under the control of the Board of County Commissioners in order to design methods, procedures, improvements to financial and management information systems, and controls necessary to enhance performance by streamlining processes: conducted management studies; operational, financial, programmatic, and compliance audits; generated revenues; and recommended cost control and recovery measures. Translated conceptual ideas into feasible, concrete recommendations for efficient, effective, productive service delivery with the lowest organizational opportunity cost: *Code Enforcement Cost Recovery*; *Vehicle Replacement Policy*; *Capital Projects Management* (established the procedures used in FAMO's project manager training sessions); *FEMA and Commercial Insurance Reimbursement* (established the framework for the successful processing of 65 projects amounting to \$5 million in claims reimbursement for losses attributable to Hurricanes Floyd and Irene); *Land Development Collection Methods & Process/Staffing*; *Environmentally Sensitive Lands Program*; *Parks & Recreation - Revenue Collection & Projections*; *Community Services and Library System Organizational Studies*; and, *Indirect Cost Allocation Plan* resulting in a \$14 million net reimbursement to the General Fund. Initiated new areas for examination by synthesizing real operational and financial concerns requiring attention -- e.g., *County Property Insurance Coverage*. Interpreted Federal, State and County laws and regulations proposing amendments as necessary, e.g., facilitating code compliance initiatives while balancing the rights of property owners with the need for effective code enforcement and collection efforts. Recommended and coordinated programs to assimilate employees, supervisors, and managers in the techniques of work improvement and simplification.

CITY OF GREENACRES, FL - Administrative Services Department
Financial Operations Supervisor

November 1988 - August 1990

Supervised financial, budgetary, data processing, procurement, and administrative processes in a progressive manner (developed and established the protocol for investment/cash management strategies which resulted in unprecedented interest earnings). Commenced and successfully completed a \$1.5 million Potable Water Project Bond Issue. Served on the Audit & Finance Committee of the risk management consortium involving oversight of \$7 million in insurance coverage for the seven member municipal governments. Published data processing training and reference manual for citywide applications. Presided over the installation and modification of equipment/programs to protect and/or improve the computer system -- UPS, GIS, surge and fire suppression, ACCs, LCCs, and contiguous memory storage for enhanced speed and capability. Accepted a one-year contract with Cardinal Newman High School in order to earn the State of Florida Professional Educator Teaching Credential.

CITY OF WEST PALM BEACH, FL - Finance Department
Research & Budget Analyst

September 1987 - August 1988

Prepared the annual capital and operating budget including multi-year financial forecasts for the City's enterprise and internal service funds. Performed operational and organizational studies to measure efficiency and take corrective action; reviewed sources of revenue generation; reconciled the City's Community Development Block Grant funding, expenditures, and cash position from inception-to-date; compiled the Statistical Section of the Comprehensive Annual Financial Report (CAFR); and formulated long-range capital improvement planning in the amount of \$446.5 million to chart the City's future economic development and revitalization efforts (publishing "*Present Issues: Future Vision*") followed by a focused study on the central business district which manifested into City Place and Clematis-By-Night. Prepared resource utilization assessments, developed and monitored citywide goals and objectives, and conducted workshops and delivered presentations. Accepted the position with the City Manager's assurance that the position would be upgraded to Research & Budget Director; unfortunately, the City Manager's contract was abruptly terminated during the fiscal year by the Board of City Commissioners ending his plans to create a Research & Budget Office. Upon successful completion of the entire portfolio of research and budget assignments, accepted a confidential consulting engagement with the General Manager of a local Auto Mall Dealership.

CITY OF NEW YORK, N.Y. - Office of Management & Budget May 1981 - September 1987
 Senior Budget Analyst, Administration of Justice Task Force
 Budget Analyst, Parks, Recreation & Landmarks Preservation Task Force
 Assistant Budget Analyst, Expenditure & Personnel Monitoring Unit
 (Promoted twice from Assistant Budget Analyst to Budget Analyst then to Senior Budget Analyst.)

Developed one-year, four-year and ten-year financial plans in billions of dollars for a full service entity. Served on the Administration of Justice Task Force presiding over an annual operating and capital budget in excess of \$1.5 billion; the Parks, Recreation & Landmarks Preservation Task Force with a combined budget of \$350 million; and, the Expenditure & Personnel Monitoring Unit accounting for the City's 240,000 employees and related resources with an annual operating budget of \$21.5 billion. Produced service delivery programs such as the School Program to Educate and Control Drug Abuse (SPECDA), Community Patrol Officer Program (CPOP), and the Police Cadet Corps as well as construction (Playground for All Children), reconstruction (Zoo and Wildlife Exhibits), and system improvements (E-911) funded with city and non-city sources -- i.e., CD, JTPA, UPARR, and Environmental Quality Bond Act (EQBA). Implemented policies, revised existing operations to better serve the public, and measurably solved problems. Composed the *F.A.C.T. Book*, *City Council Briefing Papers*, and the *Mayor's Budget Message and Management Report* (connecting budgets to programmatic initiatives and service delivery by providing detailed explanations along with comparative performance measurements). Prepared cash flow data used to define short-term borrowing needs. Created, updated, and maintained the Citywide Quarterly Allocation (QAS) and Integrated Financial Management Systems (IFMS). Accepted a position with the City of West Palm Beach near the area where my family was planning to relocate (Town of Jupiter/Village of Tequesta in northern Palm Beach County).

Academia

CARDINAL NEWMAN HIGH SCHOOL, West Palm Beach, FL August 1990 - June 1991
 Teacher/Coach

Economics (Advanced Placement Credit - sponsored by Barry University, and three Junior Achievement classes), U.S. History and Government. Broadcasted commercials produced, directed, filmed, and written by the student companies in order to market their products. Each company posted profitable results from the sale of its merchandise. Coached freshmen and varsity football and varsity soccer. Successfully completed and fulfilled obligations/requirements under the one-year contract with the School, the Alternate Teacher Preparation 12-Credit Program administered by Florida Atlantic University, and earned the State of Florida's Professional Educator's Certification. Accepted the challenge offered by a business opportunity with A & S Services, Inc.

PALM BEACH STATE COLLEGE, Lake Worth, FL	Academic Year 1988/89 - Ongoing
SOUTH UNIVERSITY, West Palm Beach, FL	(Winter 1988/89) Academic Year 1994/95 - 2005/6
NEW HORIZON ACADEMY, Boca Raton, FL	Fall 1994
WASHINGTON COUNTY SCHOOL PROGRAM AT ECKERD, Okeechobee, FL	Summer 1992
BARUCH COLLEGE (City University of New York), N.Y.C., N.Y.	Spring/Summer 1987
PEARL RIVER SCHOOL DISTRICT, Pearl River, N.Y.	Winter/Spring 1986-7

Adjunct Professor

Macro- and Microeconomics (PBSC's Weekend Business Institute and Honor's Program); Decision Sciences; Statistics; Financial, Managerial, and Cost Accounting; Operations Management; Finance; Business Law and Taxation; Conventional and Speed Reading; World History; Mathematics; Communications; Personal Awareness; Fine Arts; and, Yearbook. Develop and implement curricula. Advise and select textbooks. For the most part, my teaching experience has been at the rank of Adjunct Professor spanning many years while working concurrently in F/T positions the lion's share of which have been in public service.

For Profit/Private Sector

A & S SERVICES, INC., Ft. Lauderdale, FL
 President (Equity Ownership)

June 1991 - February 1995

Directed the daily operations, financial management, and inventory management and control of the S-corporation. Organized and managed an automotive repair and vehicular rental business commencing with site and facility acquisition; procuring capital equipment, supplies, materials, and contractual services; hiring and developing staff; and controlling the supply chain and inventory. Designed a marketing program which resulted in sales growth at an increasing rate to achieve a profitable position. Revenues increased by a cumulative growth rate in excess of 80% on \$400k in total sales. Prepared and implemented orientation and in-service training programs covering corporate policies and procedures, product differentiation, technical competency, productivity, efficiency, vendor qualification, procurement methodology, and customer relations. In 1995, sold business as a going concern to accept a position with the Palm Beach County Government.

PRIVATE ENGAGEMENT, Jupiter, FL
 Independent & Confidential Consultant

August 1988 - November 1988

Commenced and completed an engagement commissioned by the General Manager of the North Palm Beach Auto Mall: Chrysler/Plymouth Dealership's Service & Parts Departments. Uncovered opportunities for automation and modernization, operational improvement, organizational effectiveness, procedural efficiency, and productivity which were implemented resulting in a profitable turnaround. Accepted a position with the City of Greenacres – Administrative Services Department. Though I enjoyed consulting and was planning to simultaneously undergo the requirements to become a Certified Professional Educator, the senior executives offered me the opportunity to modernize the financial and technical business operations. Consequently, I postponed undertaking the Certification process until successfully accomplishing the effort. [Note: In early 1995, performed consulting services for International Profit Associates headquartered in Buffalo Grove, Illinois. Engagements focused on essential business fundamentals: strategic pricing; budgeting to make a profit; cash management; and inventory management, control, and turnover.]

Non-Profit Sector

CENTER for the STUDY of the PRESIDENCY, N.Y.C., N.Y.
 Assistant Business Manager (P/T position during senior year in college)

August 1980 - May 1981

Processed accounting functions, created marketing programs to sell published materials, conducted membership drives, organized conferences/symposia, and provided member services including research on U.S. Presidents, the Presidency, and the Executive Branch of Government. Accepted a F/T position with the City of New York.

EDUCATION

Master of Business Administration, Corporate Economic Planning, 1985, Pace University, New York, New York
 Bachelor of Arts, Economics and Political Science (double major), 1981, Fordham University, Bronx, New York
 Alternate Teacher Preparation Program, 1991, Florida Atlantic University, Boca Raton, Florida

CERTIFICATIONS and HONORS & AWARDS

N.Y.C. Mayor's Graduate Scholar
Fortune Pope Foundation Scholarship
National Economic, Political Science, and Foreign Language Honor Societies
GFOA Award for Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting
Popularly elected to serve on the Executive Committee of the OMB Benevolent Association
OFMB Incentive Fund Committee (Chairman) and Countywide Recognition Program Member
OFMB Departmental Employee Recognition Program and Countywide Kudos Awardee
Palm Beach County Administrator's Golden Palm Awardee (4 times)
Florida Professional Teaching Certification in Social Sciences (including Economics)
Crisis Prevention/Intervention Certification
South University - Professor of the Year
Florida Notary Public
Participant in public safety preparation for the 1986 Statute of Liberty Celebration and civil defense training of a French national via the United Nations
Customer Relations Recognition
Certificates - CPR, Red Cross, Commitment to Safety, Say No Drugs, Forklift Operation, Providing Employment Opportunities

PUBLICATIONS & JOURNALISM

Author/Reporter

JUPITER COURIER, WEEKDAY, NEWS/ADVERTISER, OMB NEWSLETTER, THE RAVEN, THE EXCHANGE, POINT MAGAZINE. Articles include: *Economy, Elections Have Much in Common; Solution to a Global Problem?; ROI on the MBA; Public Policy: Who's & Why's*; fundraising and scholarships; and many on local government and events/issues in northern Palm Beach County, Florida.

ACTIVITIES & INTERESTS

Fordham Alumni Student Team recruiter and volunteerism - Lighthouse Habitat for Humanity and Gulfstream Goodwill Industries, Inc.
Serving as a Volunteer on the Board of Directors for a non-profit 501(c)(3) Animal Rescue Organization, F.I.N.O. Rescue, Inc.
ICMA, GFOA, FGFOA (presentation titled, "*Maximizing Your Investment Recovery Strategy*," delivered for the School of Government Finance @ the 2015 Annual Conference), IIA, Professional Educator's Network, Citizens for a Sound Economy, and James Madison Institute
Mock Jury Trials on behalf of the Palm Beach County Court System
Landscaping & Home Improvements/ Sporting Clays/ Saxophone/ Real Estate & Financial Markets

Michael M. Dutton
30 Cairn Ridge Road
East Falmouth, MA 02536
Michael.M.Dutton@gmail.com

July 27, 2019

Colin Baenziger
David Collier
Colin Baenziger & Associates
Via Email Only: Recruit45@cb-asso.com

Dear Mr. Baenziger and Mr. Collier:

Following please find my resume for consideration by the Gainesville, FL City Commission.

I have worked in municipal government for over 17 years in a variety of capacities, including as an attorney, an elected official, and a municipal manager. I have also worked in the private sector as a small business owner and leader of a non-profit organization.

Over the past seven years, I have had an opportunity to rebuild my community's previously fractured relationship with Bridgewater State University, a 12,000 student state university situated within steps of our downtown. Today, the University shares its expertise, supplies interns, and participates in joint capital projects for our mutual benefit. Within the last year we have also joined forces to develop an economic development strategy for our Central Square Opportunity Zone. These achievements only came after committing to a productive working environment dedicated to seeking common ground.

Similarly, after a rocky transition to a new form of government, I was hired to repair the poor relationship between elected officials and staff, and between citizens and their government. I brought a steady, long-term approach to the task which focused on professionalizing the way we operated. We created a personnel policy reflective of 21st century employment values, we plowed forward to implement a town code establishing the town's volunteer committee structure, and we streamlined and centralized the hiring process placing greater emphasis on quality hiring instead of expedient hiring. We also made sure to create and sustain communication lanes among departments and elected leaders which expedited the removal of old-style government siloes.

My strengths align well with the type of manager Gainesville is seeking. As a leader in the municipal field, I know the value of calm and transparent interactions, sharing of meaningful information, and community involvement.

I would be happy to share my background and leadership philosophy at any time.

Sincerely yours,
Michael M. Dutton

Michael M. Dutton, JD, ICMA-CM

Michael.M.Dutton@gmail.com

(508) 627-1658

PROFILE

Effective and accountable in high-profile executive roles – Able to synthesize complex organizational issues, citizen demands, and council policy to make decisions using experience-backed judgment, unrelenting work ethic, unflappable demeanor, and irreproachable integrity and accountability.

Strong orientation in operations and finance – Well versed in organization-wide operational initiatives, including infrastructure planning, design, engineering, and construction. Strong financial background with emphasis on long-term financial planning and growth management.

Fiscally responsible – Thoroughly versed in effective finance in both the municipal setting and in the private sector.

CORE COMPETENCIES

- Municipal/University relationships
 - Public/private partnerships
 - Economic development
 - Goal setting
 - Succession planning
 - Labor relations and negotiations
 - Open, transparent government
 - Planning and execution
-

PROFESSIONAL EXPERIENCE

Town of Bridgewater, MA

Town Manager (2012-Present)

Chief Executive Officer

Executive leadership for a university town in southeast Massachusetts with a population of 30,000. Responsible for all areas of government administration, including economic development, operations, capital improvements, union relations, and financial management.

- Drafted new municipal code.
- Eliminated structural deficits.
- Rebuilt relationship with University.
- Professionalized hiring and performance evaluation process.
- Improved employee morale.
- Turnaround of municipal-owned golf course.
- Managed voter approval of capital building plan.

- Built new city hall and initiated new school building process.
- Negotiated revised sewer discharge permit with MA DEP and EPA
- Significantly improved municipal bond rating.

Town of Oak Bluffs, MA

Town Administrator (2006-2010)

Chief Administrative Officer

Executive leadership for a diverse resort town with a seasonal population of over 30,000. Responsible for all aspects of municipal government and services, including management, budgeting, performance tracking, enterprise funds, procurement, and collective bargaining. Responsible for all capital improvement planning and construction projects.

- Improved S&P bond rating.
- Initiated downtown revitalization project with state funding.
- Led seven municipal budget processes, including three budget reduction exercises.
- Drafted changes to state enterprise-fund legislation to ensure long-term stability of municipal ambulance operation.
- Negotiated ten collective bargaining agreements, including first-in-the-nation provisions addressing GASB 45 OPEB liabilities.
- Directed comprehensive web site redesign resulting in 2009 and 2010 Common Cause e-Government Award with distinction.
- Built relationships with state and federal offices resulting in environmental, wastewater, infrastructure, and affordable housing grant funding of some \$8 million.
- Restructured and streamlined municipal departments to better serve public needs and improved performance evaluation process to actively engage employees in improvement and goal setting processes.
- Planned and completed wide variety of capital improvement projects, including new library, wastewater treatment plant and expansion, historic renovations and affordable housing re-use projects.

Law Office of Michael M. Dutton, PC

Attorney (2004 – 2006)

Attorney in private practice specializing in sophisticated estate planning, tax planning and municipal permitting.

- Represented large land owners and non-profits in state and municipal permitting
- Negotiated complex land transactions among clients, municipalities, the state of Massachusetts, and local land trusts.
- Negotiated coastal dredge permits and agreements on behalf of clients with waterfront homes.
- Drafted special legislation on behalf of large non-profit clients.
- Represented non-profit clients in front of Department of Public Health, Department of Environmental Protection, the State Legislature, Office of the Governor, and other state agencies.

Martha's Vineyard Hospital

Senior Management Team. Recruited to rebuild confidence and restore trust in a small, high-profile non-profit hospital after a scandal ridden bankruptcy.

Chief Development Officer (1999-2004)

- Responsible for all non-operating revenue; including endowment funds, annual charitable funds, grant funds, and charitable bequests.
- Responsible for developing master planning and strategic planning processes with participation from trustees, employees, patients, doctors, and the public.

General Services Director (2002-2004)

- Responsible for all non-clinical departments, including Dietary, Housekeeping, Custodial, and Building and Maintenance for MVH and Windemere Nursing Home.
- Achieved accreditation from (JCAHO) with no Type One recommendations in any General Services departments.

Human Resources Director (2001-2003):

- Rebuilt employee trust and morale after departure of controversial CEO.
- Negotiated collective bargaining agreements with two unions culminating in new performance indicators and objectives, and educational incentives.

Cape Cod Bank & Trust (1994-1999)

Vice President and Senior Trust Officer and Trust Counsel for Southeast Massachusetts' largest independent bank.

- Planned complex multi-party transactions for investment clients.
- Implemented a team-based approach to new business development.
- Managed Trust and Investment area legal issues, including elder abuse and trust litigation.

OTHER CURRENT AND PAST COMMITMENTS

ICMA;

- Member of the Governmental Affairs and Policy Committee (2008-2012)(2014-Present)
- Annual Conference Evaluation Committee (2014-2016)
- Graduate Education Committee (2017-Present)
- Model Employment Agreement Task Force (2017-Present)

Commonwealth of Massachusetts, Department of Conservation and Recreation Stewardship Council (2004-2011);

- Appointed by former Massachusetts Governor Romney to a seven year term on the Commonwealth's state forests and parks oversight board.
- Chair of Council strategic planning process.
- Finance Committee

Cape Cod Municipal Health Group (2008-2011)

- Largest municipal health purchasing group in Massachusetts.
- Board Member

YMCA of Martha's Vineyard, Inc. (2004-2013)

- Board Member; General Counsel; Executive Committee.
- Past Chair, Capital Campaign to raise \$15 million for a new 35,000 square foot facility.

**Massachusetts Municipal Association, Labor and Personnel Committee (2002-2004);
Form of Government Committee, Chair (2016-Present)**

New England College of Finance

- Law Instructor

EDUCATION AND CERTIFICATIONS

Tulane School of Law; Juris Doctor

New Orleans, LA

Admitted to Practice: Massachusetts, Texas

ICMA, Credentialed Manager

Institute of Certified Bankers; CTFA

Northwestern University

Chicago, IL

Tufts University; BA

Medford, MA

Federal Emergency Management Agency

Incident Command System-100, ICS-200, ICS-300, ICS-400, ICS-700

Dr. Reginald M. Edwards
509 North 5th Street
Mankato, Minnesota 56001
Cell: 507-514-4412
E-Mail: sovsystems.reggie@gmail.com



Professional Objective

My objective is to help lead the City of Gainesville, Florida as its City Manager in an ethical, innovation-based, operational-excellence based, community-based, strategic, trustworthy, inclusive and equitable way that will result in the growth and prosperity of the city and its residents.

Professional Experience

Deputy City Manager - Brooklyn Center, Minnesota

May 2016 – Present

Key Accomplishments – Developed and led employee engagement program; developed and led rebranding of the city; developed and led city-wide inclusion and diversity program; co-developed city's financial sustainability strategies; developed and led city beautification and public art projects; developed and led city-wide centralized employee evaluation system; developed and led city Sister Cities program, developed and led city-wide strategic plan; developed and led city-wide strategic goals performance measurement system; developed and led city-wide IT multi-departmental decision making model; developed and led in the creation of new Communication and Community Engagement Division, and developed and led leadership development strategies for department directors and City Council.

- Organizational Leadership and Management – Worked with the City Manager to plan and execute strategic plan. Developed and lead organization in first electronic and system-wide strategic plan performance measurement system. Developed and executed process for city communications, branding, and community engagement. Designed and executed development program for organizational leadership including delivery of innovation workshops, city studies, and organizational change models for leadership.
- Program Management – Lead and supervise the Department of Administration including the divisions of Human Resources, Office of the City Clerk, Information Technology, and Communication and Community Engagement. Coordinated and led in the creation of the Division of Communication and Community Engagement. Designed and led cross-departmental teams in performance measure, communication, community engagement, city rebranding campaign, social media strategy plan, innovation, staff appreciation, and employee appraisal teams.
- Finance and Budgeting – Responsible for developing and managing of Department of Administration's budget. Served on executive work team (i.e. city manager, deputy city manager, finance director, and deputy finance director) in

the development of the City's annual budget and project related matters.
Participated in all city council and finance commission budget deliberations.

- Elected Officials – Responsible for policy analysis, development and presentation to the City Council on a variety of city projects. Analyzed and developed policies in areas of public safety, employee appraisal, council electronic agenda process, tax increment financing, legislation, leadership development, equity hiring process, and business development. Participated in all City Council meetings and work sessions.

Professor of Government – Government (MPA Program) 2012 -2016
Minnesota State University, Mankato

Key Accomplishments – Developed and led new Organizational and Strategic Planning Program Service; Developed and led new Graduate Student Apprenticeship Program; Introduced Experiential Based Teaching to Public Administration Graduate Program.

Government – MPA Graduate Program – Responsible for developing and teaching graduate courses. Course subjects taught included:

- Human Resources and Personnel Management
 - Organizational Theory
 - Strategic Planning
 - Public Administration Theory and Practice
 - Local Government Budgeting and Finance
 - Community and Public Leadership
 - Public Administration Graduate School Orientation
- Initiated development of the first Public Administration Local Government Center. This included two new programs: 1) the Executive Public Administration Internship/Apprenticeship and, 2) Executive Public Administration Student Studio Project Program.

Executive Director - Region Nine Development Commission 2001 to 2011
Mankato, Minnesota

Key Accomplishments – Developed and led the creation of the Renewable Energy Valley Program and Coalition involving multiple states in renewable energy development; developed and led in the first Southcentral Minnesota Economic Development Plan (building agreement among jurisdictions across Southern Minnesota); developed and led regional merging of Department of Aging throughout Southwest Minnesota (30 plus counties); brokered and moved Small Business Development Center and Minority Entrepreneurial Program with Minnesota State University; developed and led in Disaster Planning; brokered and moved to a new regional headquarters with regional hub City of Mankato; crafted and developed legislation for statewide gas tax formula; wrote federal legislation for the Northern Great Plains Regional Commission.

- Organizational Leadership and Management - Responsible for setting the future direction of the organization and for creating an environment that fostered progress toward a desired future. Accountable for the successful, effective and efficient delivery of regional programs as well as the management and supervision.
- Finance and Budgeting - Responsible for developing, presenting, authorizing, monitoring and analyzing the Region's budget of approximately seven million dollars.
- Board Relations - Responsible for working directly with a board of 43 members comprised of 36 elected officials and 7 appointees.
- Program Management - Responsible for developing policies on complex issues such as transportation, small business development center, grant and resource development, health and human services, economic development, aging, personnel, growth and business development.
- Multi-jurisdictional Leadership - Developed opportunities and capacity for multi-jurisdictional collaborations.
- Legislative Initiatives - Developed, proposed, advocated and tracked various federal programs at both the state and federal levels.

City Administrator - City of Chisago City, Chisago City, Minnesota 1998 to 2000

Key Accomplishments - Brokered and led financial bonding recovery plan; developed and led first strategic plan; developed and led the first performance measurement system; brokered and led in the creation of multi-jurisdictional industrial park and a library system; developed and led city's first Government Finance Officers Association (GFOA) structured budget and crafted and developed legislation for the first multi-jurisdictional tax sharing district.

- Organizational Leadership and Management - Responsible for planning the future direction of the city. Responsible for facilitating discussions with citizens regarding the future direction of the city. Accountable for the successful, effective and efficient delivery of all city services and oversaw the management and supervision. Accountable for the daily operations of the city.
- Program Management - Responsible for developing policies on complex issues such as future growth, police and public safety, fire department, public works, parks and recreation, planning and zoning, motor vehicle registration, elections, libraries, economic development, capital improvement, finance recovery and planning. Accountable for the direction and actions of the city.
- Finance and Budgeting - Responsible for developing, presenting, authorizing, monitoring and analyzing the city's budget of approximately five million dollars.
- Elected Officials - Responsible for working directly with elected officials in various capacities such as policy development, public communication and legislative representation.

**Senior Policy Analyst (County Manager's Office),
Ramsey County Government, Saint Paul, Minnesota**

1993 to 1997

Key Accomplishments – Co-developed and led countywide strategic plan (engaging 10,000 residents); co-developed and led first countywide performance measurement system, developed and led the first 5-year budget performance measurement system; developed and led Community of Colors Engagement Initiative and co-developed and crafted legislation for Minnesota's first light rail transit system.

- Policy Development and Implementation – Developed and analyzed policies for the County Board on issues including department restructuring and projects, special projects, planning efforts, legislative initiatives, financial matters and governance.
- Finance and Budgeting – Responsible for developing and reviewing the county's budget totaling approximately \$403 million dollars. Solely responsible for the development and negotiations of the County Manager's Office budget. Responsible for analyzing the county's long-term budget outlook during times of federal cutbacks.
- Elected Officials – Responsible for working directly with the Board of Commissioners on policy issues including: critical incidents planning, taxes, health merger, transit and crime prevention.
- Strategic Planning and Program Development – Played a key role in developing, implementing and evaluating the county's first strategic plan and performance measurement system.
- Special Project Leadership – Responsible for leading project development, facilitation and review of countywide critical incident plan, member of leadership team on developing alternatives to incarceration project, multi-departmental approach to prevention, defining the role of county government (represented Ramsey on a seven county committee), addressing the concentration of poverty and increasing the participation of communities of color in county government.

**Management Analyst - State of Minnesota
Department of Transportation, Saint Paul, Minnesota**

1992 to 1993

- Conducted statewide strategic planning with the Right-of-Way Department
- Developed methods for state funding options
- Developed designs for electronic highway welcome kiosks

**Intern in the Office of the County Manager
Orange County, Florida**

1991 to 1992

- Worked on first light rail transit and public bus transit systems
- Worked on development of County strategic plan and budget
- Worked on strategies for recruiting professional sports and incentive packages

Education

- Ed.D. - Doctorate of Educational Administration and Leadership, (2017) – St. Cloud State University, Minnesota (Dissertation – *The Role of Innovation in Minnesota's Local Government*)
- M.P.A. - Master of Public Administration, (1992) – University of Central Florida, Orlando, Florida
- B.A. - Bachelor of Arts Degree, Journalism/Marketing, (1989) - University of Central Florida, Orlando, Florida, Full Athletic Scholarship

Certifications/Training

- IDEO U (Innovation) Certificate – Current Candidate, 2019
- ICMA Credential – Certified, 2018
- Labor Negotiations and Collective Bargaining – Michigan State University, 2018
- Collective Leadership for Profound Innovation and Change, – The Society for Organizational Learning Inc. (Outgrowth of former MIT Center for Organizational Learning), Cambridge, Massachusetts, 2007
- Mediation Certification, – Center for Dispute Resolution (CDR) – Boulder, Colorado, 1999
- Critical Incident Emergency Management, – Federal Emergency Management Agency, Washington D.C., 1997

Key Leadership Skills

- Critical Thinking
- System Thinking
- Visionary Leadership
- Motivational Leadership
- Public Communication
- Technical Competence
- Strategic Planning
- Innovation & Organizational Development
- Training & Development
- Public Policy Analysis and Development
- Budget and Finance Management
- Urban and Rural Development Experience
- Public, Private and Non-Profit Sector Leadership

Professional Honors

- Minnesota State University Pre-Doctoral Fellowship (2012), Mankato, Minnesota
- TedX Talk Presenter (Gustavus TedX - “An Audacious Journey” at <https://www.youtube.com/watch?v=9eoW1lyHKkI&feature=youtu.be>)
- German (American) Marshall Fellowship (2000), Washington, D.C.
- Hubert H. Humphrey Policy Fellowship (1998), Minneapolis, Minnesota
- Northern Great Plains Meadowlark Project (selected as 1 of 25 Midwest Regional Leaders)
- MN Governor appointment to the Minnesota Council of Black Minnesotans Board
- Minnesota’s Representative to the Federal Northern Great Plains Regional Authority – Five State Initiative (selected member)
- Minnesota City Manager Mentor of the Year (Nominated)
- Leadership St. Paul Program (Selected Member)
- Leadership Orlando Program (Selected Member)

- National Marketing Awards (i.e. Dances with Wolves, Jetson's the Movie) and Regional Marketing Award (Walt Disney World's Four Season Salute)

Civic and Professional Involvement

Civic and Board Participation: International City and County Management Association (ICMA) • National Innovation Alliance • Sister Cities International • Northeast Suburban Community Economic Assistance Program (Board Member) • Brooklyn Center Community School – Community Education Advisory Board (Board Member) • National Forum for Black Public Administrators (State Chapter Treasure) • 2016 League of Minnesota Cities Annual Conference Planning Committee • National Forum for Black Public Administrators and Minneapolis Metropolitan Area Local Chapter • Salvation Army • Mankato/North Mankato Youth Football • Minnesota Sustainable Development Board (University of Minnesota) • Minnesota Children Defense Fund • Crossview Covenant Church (finance committee) • Women's Care Organization, Somalia, Africa (volunteer consultant) • MN Government Training Services (former chair) • Minnesota Regional Development Organization Association (former vice chair) • Kappa Alpha Psi Fraternity (former regional strategic planning coordinator) • National Association for the Advancement of Colored People, Mankato (former vice chair) • Minnesota Governor's Task Force on Tax Reform • Catholic Charities (former steering committee) • League of Minnesota Cities (selected to board) • St. Paul Rondo Housing Land Trust (former vice chair)