

Town Manager Resumes

Scott L. Albert

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SUMMARY OF EXPERIENCE

- Proven record of moving communities forward; Fairview, Celina, and Angleton.
- Twenty years of local government experience, which includes fourteen years overseeing city operations.
- Successful background in residential and commercial development.
- Managed budgets ranging from \$10.0 million to \$54.0 million, staffing levels from 25 to 170.
- Negotiated numerous agreements including, development, franchise, services, etc.
- Responsible for infrastructure ranging from \$1,000,000 to \$100,000,000.
- Coordinated vision, design, development agreements and construction of parks, commercial areas, residential master plan communities, etc.
- Familiar with various economic incentives, public improvement districts, tax increment financing, tax abatements, EB-5 federal program, foreign trade zones, municipal managed districts, historic tax incentives, Freeport exemptions.
- Interactions with various agencies and community groups but not limited to; developers, real estate brokers, chamber of commerce, various community groups/organizations/boards, school districts, various local and county governments, state agencies, federal and international governments, utility districts, transportation authorities, Department of State, USAID, Department of Defense various other federal agencies.
- Extensive experience in infrastructure projects.

Relevant Experience

City of Angleton- Angleton, Texas

01/2017-02/2020

City Manager

The City of Angleton serves as the County seat, and I am responsible for managing the daily operations of the City. Advise the governing body on city operations, legislative matters impacting the community, budgets, planning, capital projects, strategic planning, residential/commercial/economic development, health/safety, community relations, media, and human resources. Oversee a budget of \$54,000,000 and a staff of 170+.

Key Achievements:

- Working on three residential developments w/a combined lot count of 3,300.
- I have established a Special District ordinance.
- Implementation of new automated residential trash service.

- Sidewalk improvement program.
- Implementation City Magazine - Inside Angleton.
- Implementation SCADA for water.
- Classification & Compensation Study.
- \$10.0 million utility improvements.
- \$13.0 million Street Improvement Program.
- \$54.0 million budget for FY 2019/20.
- New 750,000-gallon elevated water storage tank.
- Renovations to the WWTP.
- Preparing to implement AMI water meters.
- Awarded grant from Gulf Coast Transit for implementation of transit shelters.
- Awarded Livable Centers grant from H-GAC for downtown area study.
- Oversaw Hurricane Harvey preparedness and served as a regional rescue hub for Brazoria County.
- Oversaw preparations and recovery for Hurricane Harvey.
- Planning and implementation of the \$35,000,000.00 Gambit Energy Park.

City of Celina - Celina, Texas

06/2002 – 12/2006

City Manager

Responsible for managing the daily operations of the City. Advised the governing body on city operations, legislative matters impacting the community, budgets, planning, capital projects, strategic planning, residential/commercial/economic development, health/safety, community relations, media, and human resources. Celina's planning boundaries are ninety-nine square miles, with an ultimate build-out population of 350,000. I oversaw a staff of roughly fifty employees and budgets ranging from \$10,000,000 to \$25,000,000. During my tenure, the U.S. Census Bureau ranked Celina as the 8th fastest growing city in the state of Texas regarding population gain between 2004 and 2005. I oversaw numerous capital improvements including but not limited to; acquiring right-of-way for the extension of North Dallas Tollway, future alignment of the Collin County Outer Loop, water, and wastewater improvements, and road construction. Negotiated numerous development agreements, including Light Farms, a 1,070-acre master-planned community recognized in 2013 as the best residential community in the Dallas-Fort Worth area. Managed the following commercial developments; Shops at Carter Ranch, Celina Town Shopping Center, etc. Responsible for the design, financing, and construction of a forty-five-acre multi-use park. And many other activities associated with a growing local government.

Key Achievements:

- Championed a \$5.6 million two-year water capital improvement program.
- Responsible for a \$7.0 million park and capital improvement program.
- Oversaw wastewater treatment plant upgrade.
- Initiated a street rehabilitation program.
- Participated in drafting Celina's first Home Rule Charter.

- Negotiated the following development agreements:
 - Light Farms (2,990 dwelling units)
 - Carter Ranch (861 dwelling units)
 - Mustang Lakes (1,800 dwelling units pending)
 - Heritage (361 dwelling units)
 - Preston Farms (400 dwelling units)
 - Celina Town Shopping Center (Grocery store and retail outlets)
 - Shops of Carter Ranch (retail development)
- Negotiated regional water and wastewater contract with Upper Trinity Regional Water District and North Texas Municipal Water District.
- Acquired right-of-way for an extension of the Dallas North Tollway.
- Executed construction manager at risk contract and oversaw construction of \$6.5 million park.
- Acquired approximately \$2.5 million in grants.
- Completed water and sewer impact fee analysis.
- Accomplished a road proportionately study.
- Assembled a vision plan for Downtown Celina and S.H. 289 corridor.
- Revised the Celina zoning ordinance.
- Assisted in the rerating of Celina's ISO (fire insurance), which decreased from 9 to 4.
- Increased law enforcement salaries, enhanced equipment & vehicles.
- Managed the preparation of a drainage master plan for Old Town Celina.
- Oversaw Capital Improvement Plan for Old Town Celina.
- Created a Building & Standards Commission responsible for removing approx. 40 dilapidated dwellings.
- Conducted annual Council summer retreats.
- Sales tax increased 232.7 %, an average increase of 46.54% annually.
- Water meters increased 114%, an average increase of 22.8% annually.
- Annual water consumption increased 153.9%, an average increase of 22.8% annually.
- Building permits increased 123.58%, an average increase of 24.7% annually.
- Assessed property value increased 149.17%, an average increase of 29.73% annually.
- Corporate limits expanded from 3,111 acres to approximately 7,000 acres.
- Chaired the city's first Fourth of July celebration.
- Increased programs while enhancing staff efficiency and lowering the property tax rate .12 over the past four years.

Town of Fairview – Fairview, Texas

12/1996 – 03/2001

Town Manager

Responsible for managing the daily operations of the City. Advised the governing body on city operations, legislative matters impacting the community, budgets, planning, capital projects, strategic planning, residential/commercial/economic development,

health/safety, community relations, media, and human resources. Fairview's planning boundaries are roughly fifteen square miles with an ultimate build-out population of 15,000. I oversaw a staff of approximately forty employees and budgets ranging from \$10,000,000 to \$15,000,000. I'm proud of many accomplishments in my career. I take great pride knowing the role I played in setting the foundation for the Town of Fairview to evolve from minor existence to being ranked in the top ten out of 63 suburbs in the Dallas-Fort Worth area. I oversaw the implementation of Heritage Ranch Active Adult Community with 1,144 homes. I managed the formation of Fairview's commercial planning that led to a 200-acre regional development with 1,000,000 square feet of retail. My tenure in Fairview involved overseeing multiple infrastructure projects, twenty-six subdivisions and many activities associated with a growing local government.

Key Achievements:

- Responsible for platting and planning twenty-six subdivisions and commercial developments.
- Instrumental in the planning and implementation of the first active adult resort community in the metroplex (Heritage Ranch) which incorporates 575 acres. The community includes 1,144 dwellings, 18-hole golf course, clubhouse and several other amenities. The project included infrastructure planning, development agreement, zoning, development of a specific PD, negotiations with the North Texas Municipal Water District.
- Conducted the first community impact fee study including water, sewer, thoroughfare and land use planning.
- Oversaw the planning and construction of the following water infrastructure; two-million-gallon ground storage, million gallons elevated storage, construction of a sixteen-inch water line and a new pump station.
- Implemented road reconstruction program.
- Managed the planning and construction of wastewater infrastructure in the commercial district along U.S.75.
- The following steps were implemented to reduce the community ISO rating; acquired fire apparatus and equipment, implemented program to increase water distribution facilities to meet superior state standards, set up incentive program to encourage staff during the day to become volunteer firefighters to reduce response time, established five-year plan to move toward a single shift paid department, and completed expansion on fire department facilities.
- Completed a commercial vision plan for Fairview as a joint project with the University of Texas at Arlington. The Texas American Planning Association recognized the vision plan in 1998 as an outstanding project.
- Established the water department as a true enterprise fund. The water department had been supplemented by the general fund for several years.
- Successfully increased programs, staff, and capital projects while assisting council to meet one of their goals by lowering the tax rate to the lowest in the metroplex and increasing town reserves from \$900,000 to \$1,700,000.

- Responsible for the planning and renovation of town hall.
- Chaired the town's first Christmas holiday community event.
- Established the town's first Commercial Development Committee and Parks and Recreation Board, which have led to a Commercial Development Plan and Park Master Plan.
- Implemented a program to prepare a master plan for commercial district along US 75.

City of Springtown – Springtown, Texas

05/1994 – 11/1996

City Administrator

Springtown was my first City Manager's job. I was responsible for managing the daily operations of a full-service City with water and wastewater treatment plant operations. The cities corporate boundaries although limited. Service a rural area with a population of roughly 35,000. Services provided by the City included police/fire protection, community development, code enforcement, street maintenance, library service, water (surface & ground), sewer and solid waste. I thoroughly enjoyed my time in Springtown but was offered a wonderful opportunity to assist in setting the foundation of Fairview in the north Dallas growth corridor.

Key Achievements:

- Formed the first retail merchant's association, which meets monthly to share ideas and discuss joint advertising, sidewalk sales, special events and several other activities.
- Established the Springtown Historical Commission responsible for the square, implementing the revitalization of the square (Main Street Program), educational programs regarding the history of Springtown, and development of a long-range plan for the preservation and promotion of Springtown's history.
- Identified the correct legal boundaries of the city and structured five-year plan of annexations that would double the size of Springtown.
- Created the Youth Advisory Commission to evaluate current issues affecting youth in Springtown.
- Negotiated a deal with local vineyard for tasting room on the square.
- Prepared the cities first in-depth CAFR and received the GFOA award for excellence in financial reporting.
- Increased the general and enterprise fund balance.
- Constructed two sludge beds, rotors, contact chamber and other infrastructure improvements to expand wastewater treatment plant.
- Filed CDBG grant to reconstruct lagoon ponds that have been inoperative.
- Implemented street improvement program.
- Oversaw repairs on a thirteen-mile water transmission line.

The University of Texas at Dallas

01/1993 – 05/1994

I went back to school to complete my master's in public Affairs.

City of Plano – Plano, Texas

09/1989 – 12/1992

Management Assistant

Participant in a three-year management development program designed to prepare men and women for a career in public service. Worked in all aspects of local government operations including office and field environment. During my tenure, Plano was the fastest growing city in the nation. Assigned to the following work areas; Human Resources, Finance, City Manager's Office, Budget, Fire, Police, Public Works, and Parks & Recreation.

The following are work areas and a few work-related responsibilities I was involved during my tenure:

- Human Resources
 - Oversaw compensation analysis for the entire city organization.
 - Reviewed and rewrote job descriptions.
 - Performed audit on medical claims.
- Finance
 - Wrote the first comprehensive financial policy document for the city.
 - Assisted in the bond program.
- City Manager's Office
 - Community liaison to several local organizations.
 - Prepared research on demand management.
 - Assisted staff during city council meetings.
- Budget
 - Helped in the annual budget preparation.
 - Interviewed various vendors for new budget software.
- Fire
 - Participated in various EMS calls.
 - Revised draft SOPs for fire administration.
- Police
 - Worked with various departments.
 - Went out on arrests with detectives.
- Public Works
 - Assisted on solid waste collection routes.
 - Helped construct concrete street.
 - Organized solid waste grant.

Other Relevant Experience

Consulting/HOA Services

11/2015 – 12/2016

Currently providing consulting services regarding real estate developments and brief period w/ HOA.

Riverbend Water Resources District 04/2013 – 10/2015

Executive Director

Riverbend Water Resources District is a Texas water district created during the 2009 Legislative Session serving communities in Bowie, Red River and Cass counties including Texarkana, Texas, Atlanta, Annona, Avery, DeKalb, Hooks, Maud, New Boston, Tex Americas, Redwater, Leary, Nash and Wake Village with a combined population of approximately 130,000. The district was restructured by the Texas Legislature in 2011 and its newly formed board hired me as their first Executive Director. Riverbend was created to assist wholesale water customers that purchase water from Texarkana Water Utilities, owned jointly by Texarkana, Texas and Texarkana, Arkansas. The water customers formed Riverbend to fairly address multiple water issues in the region. My initial goals require diplomatic communications to bring the various cities together and negotiate fair pricing for water. I'm also responsible for leading the district in examining all possible sources of water in the region including working with the Dallas/Fort Worth area water groups in constructing a new reservoir. Riverbend is also taking the lead in building a new regional water treatment plant. Riverbend is also leading the design and implementation of the country's first bi-state water district between Texas and Arkansas.

United States Agency for International Development (USAID) and Research Triangle Institute 10/2008 – 04/2013

04/2011-04/2013

General Development Officer

Towards the end of my deployment in Eastern Afghanistan, I was stationed at the task force level in Jalalabad responsible for coordinating economic development and financial initiatives in five provinces. Our economic goals include private sector job creation, capacity building, credit & investment and business-friendly regulations. Our overarching mission was to create transportation and trade routes into productive economic corridors. Before being assigned to the Eastern Afghanistan Task Force team I was responsible for designing, implementing, reporting, monitoring and advising on USAID programs in the following districts; Achin, Bati Kot, Kot and Nazyan with a combined population of 300,000 +. I served as the primary representative for USAID/USG by establishing and maintaining contacts with government officials, community leaders, International Security Assistance Force, United Nations and non-

governmental organizations in the districts listed above. I design and implement programs in the following areas governance, infrastructure, health, and education. I advise and mentor local government officials on various development issues. I worked with military command and several USG colleagues to develop common strategies. I offered technical expertise on various initiatives and development projects.

Key Achievements:

- Appointed Economic Development Director for Eastern Afghanistan
 - Oversee Rodat industrial Park
 - Implement economic development initiatives along HWY 7 corridor from Jalalabad to Torkham Gate
 - Privatize state-owned industries.
- Implementation and oversight of District Delivery Program (DDP) for Bati Kot and Mohmand Dara. DDP is a governance capacity building program designed to improve the Government of the Islamic Republic of Afghanistan (GIROA) ability to deliver basic services to the district level. The main impetus of the DDP was focused on the District Governor's Office and the following Line Ministries; Agriculture (MAIL), Education, Justice (Court, Prosecutor & Huqooq), Health, Rural Rehabilitation and Development (MRRD). The tangible effects of the DDPs first phase ensured District officials could receive their budgets (salaries, O&M) from the provincial mustafiat. The second phase of the DDP focused on District officials supporting basic service delivery needs through off budget USAID programs with implementing partners. The third and final phase was working with District officials and community leaders in identifying and implementing infrastructure projects.
- Participated in the District Stability Framework (DSF) analysis for the Bati Kot District. DSF is a tool used in Bati Kot to analysis; plan and design activities specifically to guide and support stabilization efforts. The DSF process has four basic steps; 1. Situational awareness (learn the operating environment, cultural, local perceptions. 2. Analysis – identifying potential sources of instability. 3. Design activities that will address systemic causes of sources of instability. 4. Monitoring & Evaluation - track output and impact indicators.
- USG Governance Advisor to the District Governors and Line Ministries of Achin, Bati Kot, Kot and Nazyan.
- Field Program Officer – inspected various USAID projects executed by implementing partners (water wells, orchards, rule of capacity training etc.).
- Advised on the rule of law regarding conducting the first public trials in Bati Kot.
- Worked with NATO Rule of Law Field Personnel in identifying justice center improvements.

- Expansion & renovations of the Bati Kot Comprehensive Health Clinic; construction of a delivery room, male and female latrines, laundry room, incinerator, male & female waiting areas, female in patient room, guard room, painting and refurbishment (electrical, plumbing, windows, doors) of the existing structure and perimeter wall.
- Expansion & renovations of the Meshwani Basic Health Clinic; construction of a perimeter wall, delivery room, waiting room, incinerator, lab, guard room and renovations to the existing building including electrical, painting and plumbing.
- Renovations to the Daga Basic Health Clinic repaired the main clinic roof, generator, female latrine and electrical wiring.
- Preparation of plans for asphaltting 12 km of roads.
- Participated in the reintegration of 12 Taliban from Achin
- Prepared an electricity assessment for the following Achin, Bati Kot, Kot and Nazyan Districts.
- Various key leader engagements with government officials and village/tribal elders.

01/2010-03/2011

Local Governance Program Phase III (LGP III) – Serving in the Role as Budget and Planning Subject Matter Expert for the North Region of Iraq.

LGP III is an award of the Iraq Mission from the United States Agency for International Development (USAID) to the Research Triangle Institute (RTI) (implementing partner).

Responsible for assisting provincial governments in implementing their authority under the Provincial Powers Act for legislation, planning, budgeting, monitoring and organization development. Oversee budget and planning activities in relation to the Provincial Powers Act (aka Law 21). Twenty-Four Iraqi nationals work with me in supporting the Governor’s Office and Provincial Council. Our team implements budget and planning processes within the provincial governments of Anbar, Diyala, Kirkuk, Ninawa and Salah-ad-Din.

Key Achievements:

- Provided technical assistance and on the job training for formulating provincial operational and investment budgets for five provinces.
- Assisted in the execution of capital projects for five provinces.
- Aided in the development of provincial development strategies for five provinces.
- Prepared and performed national training in relation to budget formulation and execution.
- Facilitated numerous regional budgets and planning workshops for the north region of Iraq.
- Wrote a report on the allocation of petro dollars from the central government to Iraq provincial governments.

- Organized a regional report regarding the devolution of municipal public works (water, sewage, urban planning, and municipality) and the impact on provincial governments.
- Prepared weekly video teleconference (VTC) reports for national headquarters regarding the status of budget and planning in the north region.
- In charge of weekly USAID national database updates regarding budget and planning activities in the north region of Iraq.

10/2008-11/2009

Local Governance Program Phase II (LGP II) - Served in Multiple Advisory Roles - Local Governance, Infrastructure, City Manager and Public Finance

LGP II is an award of the Iraq Mission from the United States Agency for International Development (USAID) to the Research Triangle Institute (RTI) (implementing partner).

Member of the Embedded Provincial Reconstruction Team (ePRT) under the Chief of Mission comprised of military, diplomats and subject matter experts who served the Fallujah District including Ameriya-Ferris, Saqliwahy, Garma/Karmah and multiple villages/tribes. Participated in numerous reconstruction projects, capacity building and local governance initiatives. Assisted local Iraqi government officials in developing a transparent governmental system. Promoted political and economic development and carried out policymaking and administration matters.

Key Achievements:

- Lead the Garma/Karmah water initiative comprised of approximately 30 water projects at an estimated cost of \$7,000,000 (impact 105,000 residents, 80 schools, and 12 health clinics) which included:
 - Rehabilitation of five main water distribution lines.
 - Rehabilitation of three water treatment plants.
 - Construction of seven new water treatment plants.
 - Extension of the water distribution network to twelve villages.
- Briefed Regimental Headquarters, RAWG and RAAB regarding project initiatives.
- Worked with USACE, GRD and GRC on various infrastructure projects.
- Coordinated the kickoff of the Garma/Karmah electric initiative
- Provided additional oversight for the Ambassador regarding the Fallujah Wastewater Treatment Plant (Project cost \$100,000,000).
- Directed the funding initiative for the Fallujah Wastewater Treatment house connections (10,000 homes approx. cost \$4,000,000).
- Assisted with the reconstruction of Hrmah Road approx. 8 km at \$1,700,000.
- Established a planning department within the Ameriya-Ferris sub-district to assist the local government in technical matters and daily operations of the City.

- Supported Chairman Shakir with his appointment to the US International Visitors Leadership Program in Washington, DC.
- Ameriya-Ferris local Governance Advisor.
- Renovated two schools and three health clinics in Ameriya-Feris.
- Attended multiple City and Tribal Sheik Council meetings.
- Coordinated Provincial Development Plan conference in Baghdad.

Economists.com and City of Red Oak

2006-10/2008

Consulting/City Manager

After leaving Celina, I worked as a consultant with Economists.com performing utility rate and impact fee studies for a brief period before becoming City Manager for Red Oak, TX. My tenure in Red Oak was a short time.

City of Palmer – Palmer, Texas

Consultant/City Manager

Consultant – 1998 – 03/2001

City Manager – 03/2001 – 06/2002

While working for Fairview I was also providing consulting services to the City of Palmer. The Fairview Council was aware that I was providing consulting services to Palmer. The City of Palmer eventually offered me a significant increase in pay and benefits to leave Fairview and work for Palmer full-time.

EDUCATION

The University of Texas at Dallas

Master of Public Affairs (MPA) - 1994

Bachelor of Science (BS) Public Administration-Economics & Finance - 1989

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Education

Florida International University

Bachelor of Business Administration

Major: **International Business**

GPA: 3.6 - Dean's List 2012 & Dean's List 2013

Professional Experience

Carnival Cruise Line

Miami, FL

Recruiter, Global Talent Attraction

August 2018- Current

- First recruiter hired in the history of Carnival Cruise Line to recruit for shipboard based positions.
- Leading several projects including: Development of new ATS system, revamp of recruitment process and implementation of new virtual interview software.
- Recruit 40-60 weekly shipboard talent for Shore Excursion, Guest Services, Finance, Hotel, IT, Photo Deck and Engine departments.
- Work as Liaison with our global manning agencies.
- Host hiring events around the world and make hiring decisions based on interviews.

Randstad

Miami, FL

Staffing Manager

June 2017-August 2018

- Full cycle, high volume recruiting for Manufacturing, Logistics and Administrative roles.
- Maintain close relations with decision makers for over 100 top accounts.
- Screen, Interview and hire candidates for temporary, contract to hire and permanent roles.
- Conduct over 60 weekly outgoing calls to develop new business and expand existing.
- Canvas assigned areas for new accounts to expand database.
- Execute over 50 weekly outgoing calls to pre-screen candidates.
- Hold 10-20 interviews a week and make hiring decision based on outcome.
- Use HRMS to correct and submit payroll and enter client requisitions.
- Maintain data integrity through daily updates of ATS system.

PrimeSource Staffing

Denver, CO

Recruiter

April 2015-June 2017

- Full cycle, high volume recruiting for Warehousing, Accounting, Finance, Customer Service, and Sales associates.
- Selected by team director to train for upcoming Site Manager role.
- Assign candidates to positions where they can excel long term to meet retention goals.
- Over 80 daily outgoing calls to Monster, LinkedIn, Ziprecruiter and Indeed candidates.
- Use HRMS to correct and submit payroll and create requisitions.
- Maintain data integrity through daily updates of ATS system.
- Assist candidates in filling out I9 and W2 forms.

World Emblem International

Miami, FL

General Manager (Name Badges International)

August 2012- April 2015

- Promoted from Business Development Manager to General Manager after one year as BDM.
- Managed and developed teams of 15-20 associates. (20 during peak season).
- Interviewed, hired and trained top candidates for sales, customer service and production teams.
- Completed and submitted weekly payroll using Paycom.
- Lead cross-functional teams to complete projects and meet deadlines. Example: Expansion into Canada.
- Reported KPI progress directly to CEO in weekly meetings.
- Developed and implemented new sales and marketing strategies that helped revenue grow by 107% in 2014.
- Attended over 40 trade shows nationwide while representing company as Brand Ambassador.

Leadership Activities

Lean Six Sigma – Yellow Belt Certification License 33510839

2018

Dale Carnegie Business Training

2013

Leadership training for Managers course

Miami Herald Business Plan Challenge FIU

2011,2012

Contestant

Skills

- Fluent in English and Spanish
 - Computer Skills: Microsoft Office Software (Word/Excel/Access/PowerPoint)
- PeopleSoft HRMS, Temps Plus ATS, Sales Force, Microsoft Dynamics CRM, Paycom, Gazelles, Goldmine
- White glove customer service • **80 WPM**

BLEDAR ANDONI

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STRATEGIC BUSINESS CONSULTANT

Business Development • Operational Excellence • Governance

Entrepreneurial executive driving excellence across strategy, operations, systems, and performance while challenging the status quo. Experienced in all aspects of business formation, system design, finance, and management. Trusted success partner, revenue generation strategist, and creative problem solver.

CORE COMPETENCIES

Growth & Profitability Solutions Consulting • Business Development Strategy • Strategic Operations Leadership • Negotiation Entrepreneurial Leadership • Systems Design & Optimization • Business Conceptualization / Startup • Process Improvement Opportunity Assessment • Market Entry & Development • Project Management • Team Building • Performance Turnaround

EXPERIENCE

2014- **STRATEGIC BUSINESS ADVISORY**

Present **Executive Consultant, Business Growth & Profitability**

- Partner with executives from diverse industries including government, technology entrepreneurship, restaurant, and service to drive long-term success by enhancing strategic decisions, business development, and operational frameworks.
- Deliver insight into critical business components including operations management, processes, technology, pricing, and marketing to identify strategies that increase both profit and ROI while streamlining business.

Select Engagements:

- **Strategic Advisor to Inspira.org – Fort Lauderdale, FL (2014-Present)**
 - Serve as strategic business advisor to client organization offering online assessment services in B2B/B2C hybrid environment by optimizing strategy and enabling growth.
 - Analyzed operations, assessed opportunities, and collaborated in creation of white-label corporate services, resulting in significant profit.
 - Implemented freemium business model strategy, new product development, and creative marketing.
- **Senior Strategic Advisor to Mayor of Përmet, Albania (9/2018-6/2019)**
 - Collaborated with governmental leader to improve international investments within region while assessing strategic development concerning new ventures and revenue streams.
 - Advised on initiative to improve local government operations standards and transparency. Designed controls to enhance security while streamlining internal & external activity.

2005- **OVERLAND XPRESS**

MILWAUKEE, WI / CINCINNATI, OH / FORT LAUDERDALE, FL

2018 *Overland provides logistics services, consulting, and transactional supply chain solutions to North American businesses in the food and beverage, government, agriculture, industrial, and retail sectors.*

Founder & Chairman

- Established headquarters in WI, leading ground-up business startup. Raised capital, selected equipment, hired personnel, and built client base. Implemented strategic business plan, revenue models, operational infrastructure, and technology systems.
- Built operational hubs in OH and FL, eventually closing WI operations to optimize ROI. Grew shipping to encompass Continental US/Canada and imports from South Africa, Mexico, Costa Rica, and Spain.
- Negotiated profitable long-term engagements with 100+ high-profile Fortune 500 clients, including Lockheed Martin, FedEx, Whole Foods, Walmart, Driscolls, Dannon, and several US Government agencies (e.g., FEMA, DoD, US Postal Service).
- Spearheaded organizational strategy, business development, operations, and procedures to maximize profitability. Recruited and trained key personnel, identified and mitigated risk, and managed legal affairs.
- Designed, implemented, and optimized business systems and technology; analyzed and modeled complex scenarios and negotiated with investors to turn challenges into profitable opportunities.
- Implemented controls across cash advances and freight movement to streamline supply chain processes while minimizing risk for product loss or payment theft.
- Transitioned oversight to focus on business development and improvement strategies. Hired Chief Operating Office to assume leadership of daily performance.

- Consulted with COO, CFO, accountants, attorneys, and operational VPs to redesign processes with emphasis on lean operations, set strategic roadmap, and provide guidance and resources.
- Stimulated rapid, year-over-year revenue growth from \$3M to \$24M within six years. Drove excellence across executive leadership areas, optimizing operations and profitability while minimizing risk.

2005-2010 **OVERLAND XPRESS TRANSPORT** **MILWAUKEE, WI**
Trucking company, providing long-haul and regional shipping services to time-sensitive freight. Overland provides logistics services, consulting, and transactional supply chain solutions to North American businesses in the food and beverage, government, agriculture, industrial, and retail sectors.

Founder & President

- Founded trucking company providing long-haul and regional shipping services for time-sensitive freight, driving business development and growth from zero to \$3M in revenue within three years.
- Grew trucking fleet from zero to 15 trucks and refrigerated trailer units, yielding high profits.
- Ensured compliance with federal regulations within operations as well as government contracts. Through success, served as trusted contingency, emergency, and ad-hoc logistics provider for FEMA and DoD.
- Planned exit strategy and negotiated business sale returning significant profit.

2004-2005 **TOTAL QUALITY LOGISTICS** **CINCINNATI, OH**
One of the largest freight brokerage companies in North America, serving a variety of industries.

Business Development Account Executive

- Built business portfolio by partnering with clients to deliver effective logistics solutions. Managed solutions development, pitching, and sales.
- Negotiated rates with clients and carriers yielding maximum profit margin. Earned New Broker Sales Award for breaking company sales record several times within the year.

EDUCATION

MISSISSIPPI STATE UNIVERSITY **STARKVILLE, MS**
 Bachelor of Science, Electrical Engineering
 Minor, Mathematics
 Honors: Tau Beta Pi

UNIVERSITY OF SOUTHERN MISSISSIPPI **HATTIESBURG, MS**
 Economics & International Business Coursework

LANGUAGES

- Native/Bilingual Proficiency: Albanian, English
- Limited Professional Proficiency: Italian, Greek
- Basic Proficiency: French, Portuguese

JOHN R. ARDAUGH

15631 West Waterford Lane • Manhattan, IL 60442 • (815) 715-7735 • jackardaugh@yahoo.com

**Government/Municipal Operations ▪ Financial Management ▪ Budgeting ▪ Planning ▪ Zoning
Human Resources ▪ Policies/Procedures ▪ Staff Management ▪ Personnel/Labor Relations ▪ Lobbying
Administration ▪ Legislation ▪ Contracts ▪ Negotiations ▪ Economic Development**

Strong government, municipal, legal and business manager with more than 20 years of proven success in the boardroom, the courtroom and at the negotiating table with increasingly responsible local government experience and a wide span of responsibility over multiple functions seeks to become the Town Manager of Surfside, FL. A very articulate, dedicated, energetic and visionary leader with an entrepreneurial spirit, optimistic and extensive demonstrated success in the government and municipal arena. Well-connected professional with experience establishing contacts in various community, governmental and municipal sectors that is motivated and achieves results by building consensus with a team-oriented/goal-oriented approach providing great customer service.

Offers innovative and strategic recommendations ensuring the effective management of numerous people and projects without compromising quality, timeliness or results. Demonstrates an approachable, calm, open, personable and transparent management style that is tough on issues, but fair, collaborative, honest and welcoming with people. A creative, enthusiastic, passionate, principled, respected, seasoned and outgoing leader highly engaged within numerous community, philanthropic and public endeavors that recognizes and appreciates the contributions of others and engenders trust and confidence. Solid communicator who institutes initiatives and carries them out thereby creates positive change being fiscally sound, thereby increasing efficiency.

KEY COMPETENCIES

Customer Service

Strong Leadership Skills

Business, Media & Public Relations

Community & Intergovernmental Relations

Excellent Communication/Interpersonal Skills

Strategic Planning

Agendas/Reports

Team Builder/Team Player

Ordinances/Regulations/Statutes

Research/Analysis

PROFESSIONAL HIGHLIGHTS

Fahey & Associates Chicago, IL

OF COUNSEL (2011-Present)

Expertly handles a wide variety of contract and employment matters/labor relations, including drafting, negotiating and reviewing contracts as well as the representation of numerous clients in court on litigation. Ensure firm remains in compliance with corporate guidelines, legal mandates and ethical ideals.

- Championed a number of office management initiatives that increased productivity and increased efficiency, thereby allowing for a more streamlined workflow as well as cross-functional transparency.

Spesia, Ayers & Ardaugh Joliet, IL

MANAGING PARTNER/PRINCIPAL (1994-2010); *ASSOCIATE* (1988-1993)

Spearheaded and led the governmental/business practice within the office, developing and maintaining an extensive network of municipal, government, corporate and private contacts. Managed new clients and served as lead attorney and central contact for firm's key clients. Responsible for the preparation and continuous update of standard "boilerplate" language used in all annexation/development agreements drafted internally for municipal clients; many municipal law practitioners subsequently replicated this work.

- Personally procured and managed **75% of the firm's major municipal and governmental clients.**
- Spearheaded economic development and legal campaigns for **Manhattan, Minooka, New Lenox and Rockdale;** instrumental in securing numerous Boundary and Intergovernmental Agreements with neighboring municipalities.
- Negotiated an agreement with a natural gas "peaker plant," resulting in **millions of revenue dollars** for the **Village of Manhattan.**

- Played a key role in hiring the Village of Manhattan's first Village Administrator.
- Instrumental in negotiating the Lake Michigan Water agreements for the Village of New Lenox.
- Bond counsel for over \$40M of general obligation, special service and special assessment area bonds.
- Championed the revitalization of the Rockdale Village Code, previously modified in the 1960's.
- Handled the annexation of over 15,000 acres of property; carefully considered, expertly drafted and effectively negotiated the respective contracts.
- Negotiated and thereby secured thousands of acres of property for the Village of New Lenox, covering the I-355 corridor and I-80 interchange, as one of the lead Attorneys in an extremely contentious and lengthy boundary litigation with the City of Joliet.
- Led successful boundary negotiations for the Village of Minooka with the Village of Channahon; annexed thousands of acres of property later developed for both commercial and residential uses.

JOHN R. ARDAUGH

--Page Two --

LEGAL ASSOCIATIONS

Will County Bar Association Joliet, IL

PRESIDENT (2006-2007)

- Implemented free Continuing Legal Education (CLE) programs for members.
- Grew membership from approximately 400 to over 700 during tenure; substantially increased association revenues; instituted VIP court access service.
- Spearheaded a comprehensive vision and mission reassessment; drove several modernization efforts including the establishment of new office space and successfully transformed the association's brand image and identity.

CHAIRMAN -PROBATE COMMITTEE (2001); MUNICIPAL LAW COMMITTEE (1999)

- Initiated regular meetings and implemented various programs.

CHAIRMAN -ANNUAL GOLF OUTING (2006)

- Increased event revenue by instituting new fundraising opportunities.

PRO-BONO ATTORNEY

Twelfth Judicial Circuit Judicial Screening Committee, *Former Member*

Illinois State Bar Association, *Member*

American Bar Association, *Member*

Admitted to practice before the United States Supreme Court, the United States District Court for the Northern District of Illinois and all Illinois state courts.

COMMUNITY ASSOCIATIONS

Chicago Gaelic Park Oak Forest, IL

MEMBER (2007-Present)

- Organized and implemented the "Irish Dog Exhibition" and the "Irish Horse Exhibition" at the annual Irish Fest.

Manhattan Park District Foundation Manhattan, IL

CHAIRMAN -FIRST ANNUAL ROUND BARN WINE FESTIVAL (2008)

Manhattan Irish Fest Manhattan, IL

CHAIRPERSON (1996, 1997); COMMITTEE MEMBER (1995-2008)

- Chaired the "Sponsorship Committee" for numerous years and was directly instrumental in securing a large number/amount of annual sponsorship monies.

Manhattan Lions Club Manhattan, IL

PRESIDENT (1998, 1999); TREASURER (1993, 1994, 1996); TAIL TWISTER (1992)

Manhattan Chamber of Commerce Manhattan, IL

PRESIDENT (1996-1997)

- Streamlined operational initiatives through the successful on boarding of first Chamber employee.

St. Joseph's Church Manhattan, IL

CHAIRMAN -LAS VEGAS NIGHT COMMITTEE (2002)

EDUCATION

Illinois State University Normal, IL

B.S., Business Administration and Marketing

Robert G. Bone Scholar, Nominee

The John Marshall Law School Chicago, IL

J.D., With Distinction

Order of John Marshall

The John Marshall Law Review, Staff Editor

Moot Court Executive Board, Associate Editor

TECHNICAL ACUMEN

Familiar with MS Office Suite (Word & Excel), Internet research and social media sites; highly adaptable and trainable in new computer and technical systems.

George Beckhart

- 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 Centruy 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 residnet 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 inderect 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%.

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

George Beckhart

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.

EDUCATION

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

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

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.

JOHN O. BENNETT, III, J.D., R.M.C., Q.P.A
7 Leeward Court
Oceanport, NJ 07757
732-241-7822

PROFILE

I have over 35 years of experience with Municipal Government. I possess a broad range of knowledge in each municipal area, including administration, legal, finance, building and public works. Responsibilities include preparation of budgets and the management of finances for municipalities: procurement of equipment and labor relations are also included.

PROFESSIONAL EXPERIENCE

Township of Woodbridge, Woodbridge, NJ
Township Administrator

December 2017 – Present

- Responsibilities include the day to day operation of a Township with over 100,000 residents with 850 full-time employees as well as nearly 800 part-time employees. The Township has the following utilities; recreation, parking, marina, and sewer. The total operating budget for the Township is over \$170 million.
- The function of the Administrator is to implement the policy that is set by the Mayor and authorized by the Governing Body. This includes working with Human Relations Department to coordinate the adoption of personnel policies, hiring and firing personnel, discipline of employees, reviewing the pay scales of nonunion personnel and negotiating contracts with the 13 different bargaining units. All aspects of labor relations are included such as dealing directly with Civil Service, health benefits and other benefits provided or available to employees. Assuring that the safety of the workplace is paramount, and all training is done by the appropriate employees is also important.
- Preparation of the annual budget together with the CFO and presenting same to the Council for approval. Meeting with the various Department Heads to review their requests and review their expenses from the previous year. Monitor all expenses and revenues of the Township and track them monthly against the budget amount. Review the Capital requests from the Directors and work with the Mayor and the CFO in preparation of the Capital Budget on a annual basis. The Capital Plan for the Township is approximately \$15 million annually.
- Review certain contracts for purchases with the purchasing agent and assuring compliance with the Local Public Contracts Law.
- Monitor and assist with the Township's building program including the acquisition and reconstruction of an historic home for the first Township History Museum, the construction of the 3rd and 4th Senior Citizen Building, the acquisition and construction of a scout camp and pavilion, the acquisition and construction of a 100 slip marina with restaurant.

Borough of Lavallette, Lavallette, NJ
Borough Administrator

May 2016 – December 2017

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

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

October 2013-April 2017

- Responsibility for the day to day operation of a Borough with 6,000 residents and a budget of \$8 million.
- I was also the Superintendent of Public Works and oversaw the Department daily.
- During my tenure we closed the Borough Hall due to the extensive damage from Super Storm Sandy and relocated all Borough Offices and the Borough Library as well as the Police Force to temporary facilities.

Law Office of John O. Bennett
Oceanport, NJ

December 2017-present

- Continue to attend the meetings for the Governing Body of the Borough of Keansburg and the Keansburg Board of Education.

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

Dilworth Paxson, LLP
Managing Partner

July 2002-December 2013

- Managed the Red Bank branch office of a national law firm based in Philadelphia. I was responsible for the supervision of 5-8 attorneys and support staff. The firm specialized in municipal law. All Attorneys were engaged this practice. Some of the positions I held in my name were:
 - Township Attorney – Colts Neck 1987-2017
 - Borough Attorney Keansburg Borough – 1994-2000 and 2006-present
 - Borough attorney-Farmingdale – 1995-2013
 - Solicitor for the Keansburg Board of Education – 1978-present
 - Borough Attorney – Little Silver 1986-2013
 - Borough Attorney Stockton Borough 2003-2013
 - Borough Attorney for Oceanport Borough 2008-2013

Montclair University
Adjunct Professor

2005-2013

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

Freehold Savings Bank
Director

Chairman of the Board 2006-2008

1985-present

Bank was founded in 1852 by one of my ancestors. I started with the Board when the assets were under \$75 million and now, they are over \$300 million. The involvement of the Board has grown considerably due to the Federal and State regulations. The bank has recently expanded into commercial lending.

EDUCATION

Seton Hall Law School, J.D.
West Virginia University, BA
Completed program for certification of Certified Public Works Manager
Registered Municipal Clerk
Qualified Purchasing Agent
Candidate for Certified Public Manager. -expected completion July 2020

ADMISSIONS

Admitted to the Bar in the States of NJ and Florida
New Jersey Institute of Municipal Attorneys
Bar Associations of Monmouth County and States of NJ and Fla.

OTHER GOVERNMENT EXPERIENCE

In 1979, I was elected to the NJ General Assemble where I served until 1989. During that time, I became Chair of the Environment Committee and worked closely with the Democratic Chair of the Senate Environment to initiate and pass some of the most landmark environmental laws in the nation. In 1989, I was appointed to the Senate and then elected during the same year. I served in the Senate until 2004. During that time, I was the Deputy Majority Leader (2 years), the Majority Leader (10 years), and the Senate President (2 years). In 2002 I became the Acting Governor of the State of New Jersey.

Edwin L. Booth
15145 Aquarius St
Corpus Christi, Tx 78418
Home/Cell (352)213 8000
ebooth5948@gmail.com

Retires Army Colonel with 28 years experience
20 years experience as Manager of 3 cities

- *Thirty year's experience in water, sewer, gas and electric utility management
- *Thirty year's experience in personnel management
- *Thirty years of police, fire and rescue experience.
- *Master of Arts in Public Administration/Management
- *Master of Science in Management

Experience
2012 to 2019

City Manager, High Springs FL (6,000 population)
\$9M budget, 75 full time and 20 part time employees
Located within the Gainesville and University of Florida area.
With the assistance of Council, Employees was able to bring a city on the brink of being taken over by the State of Florida and going bankrupt to a point 6 years later has 2 million dollars in reserve and an award winning city.

Experience
2007 to 2010

Town Manager, Surfside Beach SC (7,500 population seasonal 145,000-population) \$12M budget, 105 full time employees.
Located next to Myrtle Beach SC. The Town is an upscale tourist oriented community. The challenge has been to provide the all the services to a large part time community. I have placed the Town on a quick response time in the event of an emergency. I personally overseen the construction of an Emergency Management Center along with the new Fire Department. I Initiated a Storm Water Management plan that included a \$4M infrastructure project. I facilitated the purchase and upgrade of \$3M fishing pier that was going to be tom down to make way for A housing project. This has become a source of revenue for the Town.

2002 to 2007

Town Administrator, Malabar Florida (3,500 population, with annex population 5,500), \$2.5M budget, 34 Full Time employees, 30 Part Time employees

Located in Brevard County, the Town is a growing upscale community. I was hire to bring integrity and responsibility back to the Town Government after the former Town Administrator was accused and convicted of abusing power and misusing the Town credit card. In the past several years I have worked to develop the Town in a manner that promotes smart growth while

at the same time maintains the quality of life. I have led the Town through three hurricanes. I personally directed the emergency response efforts by the Town. I insured that the Town obtained the maximum reimbursement. The Town was the first to receive FEMA funding within Central Florida. The major projects have been the Town master drainage project, major increase in utilities and the development of a New Town Hall. The Town has 750 new homes and condos in the process of being developed.

1998 to 2002

City Manager, Ayden North Carolina 6000 population, 18,000 in service area, \$18M budget, 105 Full Time employees

Located in Eastern North Carolina, the city provides electric, water and sewer services to a 25 sq. mile area. There are several major industries in the service area. Responsibility includes the day-to-day operation of the electric, water, and sewer utilities.

The management of the street, art and recreation, and planning department. The enforcement of city codes and ordinances. I have the management responsibility of the police department and all human resources functions within the city. The development of a natural gas utility that is serving the town with natural gas for the first time was one of many projects that were developed during the time I was City Manager. Developed a project that created a new fire/rescue building, rebuilding a 9 miles electric transmission line were also major projects I was responsible for.

The Town went through several natural disasters during the time I was City Manager. The City set up a disaster shelter for the first time. Disaster management became a prime job for several months.

Commander, Dugway Proving Ground, UT (Population 8,000) \$62M Budget, 320 full time employees and 1200 housing Units under military control

1994 to 1999

Located in the westem desert of Utah. The military community is responsible for research on biological and chemical defensive measures. Desert training to the ranger school was also a tenant organization. It is a full service community, providing housing, schooling, water, sewer, and electric utilities along with police and street maintenance. The community provided back up generation to the research laboratories. The main projects were a \$6M housing up grade in housing, a \$12M project to up grade all

utilities. I was asked to return to active duty to manage this community.

One of the major contributions I made was to improve the relationship with the local communities and other governmental organizations.

1985 to 1990 Community Manager, Fulda Military Community (Population 24,000) \$102M Budget, 14 Directors with a full time staff of 890, 1800 housing units

Located in West Germany. This community was the premier Military Community in Europe due to the military mission and visits by the US Congress and Senate. The community was broken into 4 military bases and 40 remote sites. My responsibility included the day-to-day operation of the community to include all utilities, the retail stores and the base housing, police and supply functions. The community also managed an 800 Vehicle motor pool. Accomplishments included the construction of a district heat project, the renovation of 600 housing units and the upgrading of the electric utility.

Personal

Current salary: \$110,000 per year

Widowed / 3 grown children

Education:

Columbia College: BS Management 1974

Webster University: MA Public Administration 1976 Command and

General Staff College: MS Military Science 1983

New York Institute of Technology: 12 Credit Hrs Post Grad Level

Work-related references:

Joel DeCoursey
2718 W US Hwy 27
High Springs, FL 32644
352 275 6068

Mayor Byran Williams
2718 W US Hwy 27
High Springs, FL 32644
352 871 7988

Vice Mayor Gloria James
2718 W US HWY 27
High Springs, FL 32643
386 454 1281

Linda Diehl
2718 W US HWY 27
352 454 1416

CARL BROWN

Cell: 818-606-4485

brownca@goldmail.etsu.edu

EDUCATION

Master of Public Administration, Urban Planning Concentration Dec. 2013 (4.0 GPA)

East Tennessee State University (ETSU), Johnson City, TN

B. A. in Political Science May 1999

Occidental College, Los Angeles, CA

PROFESSIONAL EXPERIENCE

Financial Reporting Analyst, City of Alexandria, Alexandria, VA, December 2017-Current (40 hrs./wk)

- Track and monitor General and non-General Fund revenue/expenditures (grants, state/federal aid, developer contributions)
- Assist in developing the annual CAFR
- Support daily Finance Department administrative operations (budget amendments/capital allocation, communications, JE's, workflow processes, council docket tasks)
- Analyze funds/grants to assess where bond draws and grant reimbursements need to be performed
- Serve on the COVID FEMA reimbursement team

Senior Fiscal Analyst, City of Tampa, Tampa, FL, June 2015-November 2017 (40 hrs./wk)

- Maintain the Police and Fire Departments' budgets (\$243,000,000 total expenditures)
- Author and review City Resolutions appropriating/transferring funds
- Process Federal grants, setup Capital Improvement Projects, and perform monthly projections
- Track grant expenditures in the General Ledger and the Project & Grants module
- Serve on Request for Proposal committees
- Serve as the Fire & Police Department's lead for FEMA emergency reimbursement funds

Budget/Management Analyst, Department of Homeland Security, Santa Fe, NM, July 2014-June 2015 (40 hrs./wk)

- Analyzed/maintained/audited and submitted the Agency's budget
- Tracked/maintained/audited the Agency's Federal grants
- Served in the absence of the procurement officer performing multiple duties using the statewide accounting system (SHARE) including: the creation of expenditure reports, creating pivot tables, creating funding streams for purchase requests, entering purchase orders, creating request for proposal, creating purchase modifications, and executing journal entries
- Ran the Fleet Department (33 cars)
- Assisted in running the Facilities Department

Municipal Technical Advisory Service Intern, Johnson City, Johnson City, TN, Jan. 2013- June 2013 (16 hrs./wk)

- Assisted in analyzing/maintaining/auditing Johnson City's FY 2012/13 budget
- Assisted in planning/forecasting for FY 2013/14 budget
- Prepared spreadsheets and performed statistical evaluation
- Engaged in financial and performance analysis
- Used survey results and met with community leaders to develop a neighborhood plan for the Planning Dept.

Public Safety Consultant, Habersham County, Habersham County, GA, June 2012 - Sept. 2012 (25 hrs./wk)

- Collected, assessed, and monitored EMS, Fire, and Police records to determine overall efficiency
- Developed spreadsheets and charts to communicate and delineate workload per incident
- Made recommendations to integrate databases for transparency, cost cutting, modification of shift hours, and restructure the deployment of forces
- Applied ArcGIS and SPSS statistical analysis to create kernel density hotspot maps reflecting vehicle accident locations/frequency and correlating variables

PROFESSIONAL DEVELOPMENT

Acting: Hosted a Nationally Televised AMC "Date Night Show"

Performed on VH1's "Dance Cam Slam"

Booked multiple commercials

Trained for film/television/stage

Software: ORACLE, HYPERION, MUNIS, SHARE, ArcGIS, Microsoft Office Suite (Extensive Excel/Power Point), SPSS, Management Scientist

Certificates: VGFOA single audit, Multiple NIMS 100-700

LOUIE CHAPMAN, JR.

l_chapman@yahoo.com

4757 N. Classical Boulevard

Delray Beach, Florida 33445-1210

561.270.7268 (H)

860.983.5106 (C)

PROFESSIONAL OVERVIEW

- Over 35 years of diverse experience as a top public administrator at various levels of local government administration.
- Top leader and administrative manager for three different communities as City Manager, Town Manager and Assistant City Manager with populations from 20,000 to 63,000.
- Extensive experience in budget development capital improvements planning and implementation and financial management in excess of \$200 million
- Involved in developing economic development strategies and activities.
- Successfully worked with lean and entrepreneurial governmental operations.
- Comfortable in unionized and non-unionized employee environment. Served as chief negotiator in developing union contracts.
- Proven organizational leadership.

PROFESSIONAL EXPERIENCE SUMMARY

Private Consulting Services

Delray Beach, FL

July 2014 to present

Performed a variety of private consulting services for municipal and private clients involving local government related matters.

City Manager

Delray Beach, FL

April 2013 to July 2014

The City Manager serves as the Chief Executive Officer to the vibrant beach community of Delray Beach, FL.

Delray Beach is a full-service community that offers its citizens a variety of services. As City Manager, I was responsible for creative and innovative thinking in support of the policies and

agenda of the City Commission. This includes short term and long range strategic agenda items. The development and implementation of the annual operating budget, strategic plan, long term financial planning and debt management was also within the purview of the CEO.

The City Manager is responsible for developing a culture that leads to the hiring of the best people in the marketplace to conduct the business of the City, and retaining key personnel. I was responsible for an organization that values its customers, both internal and external. The City Manager was also responsible for building and maintaining intergovernmental relationships with other local, state and federal officials.

The duties of this position were:

- Supervise the departments of Police, Fire and Rescue, Parks and Recreation, Planning and Zoning, Community Improvement, Environmental Services, Economic Development, the City Clerk, Chief Financial Officer, and Human Resources.
- Oversee all aspects of the administrative operation of city government. Developed and managed the annual operating and capital budgets as approved by the City Commission.
- Successful redevelopment and economic development efforts in the community. Active partnership with the Community Redevelopment Authority (CRA).
- Direct day-to-day operations of a community of 63,000 people under the policy direction of a five-member City Commission.

Town Manager

Bloomfield, CT

June 1993 to April 2013

The Town Manager serves as Chief Executive Officer (CEO) for Bloomfield, CT reporting to a nine-member Town Council that was elected on a partisan basis for a population of 21,000 people. Provided oversight and direction of the Departments of Police, Planning and Engineering, Public Works, Leisure Services, Social and Youth Services, Human Resources, and Financial Services. Interfaces with a variety of different citizens and citizen groups, local, State and Federal agencies. The highlights of my tenure as Bloomfield Town Manager are:

- Instituted service level budgeting with attendant costs in presenting the annual operating budget to elected officials and our citizens.
- Developed an overall multi-year financial plan that included two-year pro-forma, five-year capital improvements planning, and budget requirements.
- Established regional cooperative relationships and partnerships for the delivery of cost-effective social, human and protective services.

- Created a risk management program.
- Oversaw the development and creation of an 18-hole championship caliber golf course that has been ranked in the top ten of municipal owner courses by Golf Week Magazine.
- Recruited Pepperidge Farms Northeast Regional Bakery to Bloomfield and Home Goods distribution warehouse with a capacity of 880,000 square feet of warehouse space.
- Other successful economic development includes the redevelopment of the 660 acre CIGNA campus. The campus was re-designated as the corporate headquarters moving from Philadelphia, PA to Bloomfield, CT.
- Maintained the Town's municipal bond ratings with Standard and Poors, Moody's and Fitch rating services.
- Serviced as the Executive Director of the Bloomfield Housing Authority

- **Assistant City Manager**
July 1986 – May 1993

City of Charlottesville, VA

- Worked in close consultation with the City Manager in order to make the critical financial, personnel and day-to-day decisions regarding the operations of the city,
- Direct oversight of the day-to-day operations of the departments of Police, Fire, Public Works, Social Services, Parks and Recreation, Human Resources, Planning and Community Development, General Registrar, and the Job Training Partnership Program (JTTP).
- Oversight over the operations of the Charlottesville Redevelopment and Housing Authority
- Implement training programs within the organization. Created improved procedures to expand applicant pools to include minority group members and women.

EDUCATION

Master of Science in Planning
Charlottesville, VA

University of Virginia

Bachelor of Arts in Social Science
Norfolk, VA

Norfolk State University

Senior Executive Institute (SEI)
Charlottesville, VA

University of Virginia Institute for Government

Menninger Foundation
Topeka, Kansas

Professional Summary

Results-oriented public manager with proven leadership, collaboration, communication, fiscal, operational, analytical and problem-solving skills. Over 30 years of progressive local government experience with a demonstrated commitment to the business of good government through construction of transparent, innovate and responsive organizations. A public servant passionate about building a great community in partnership with citizens, elected officials, civic and business groups, employees and other vested stakeholders. Responsibilities include significant oversight in the following areas:

- | | |
|--------------------------------------|---------------------------------------|
| Project Management | Strategic and Operational Planning |
| Budget/Fiscal Stewardship | Organizational Change and Development |
| Contract Negotiations and Management | Process and Performance Management |
| Public Works Management | Intergovernmental Collaboration |
| Economic Development | Public Safety/Emergency Management |

Work History

City Manager 2018-Present	City of Louisville	Louisville, Ohio
Fire Chief 1/2015--2018	Ann Arbor Fire Department	Ann Arbor, MI
▪ Interim Assistant City Administrator/SAA		
▪ Acting City Administrator, as needed		
Fire Chief 2009 – 9/2014	Brevard County Fire-Rescue	Brevard County, FL
Director and Chief 1997 – 2008	Dayton Fire Department	Dayton, Ohio

Relevant Government Experience

City Manager **2018-Present**
Louisville, Ohio

Louisville, Ohio, located in northeastern part of the state, has a population of nearly 10,000 citizens, and covers roughly 5.5 square miles. The city is in Stark County, Ohio, which serves a population of 350,000 residents. The city’s economy is dominated by Gas and Oil concerns, a mix of light to moderate manufacturing industries, and the service industry. Growth and economic development within the city are a major focus as Louisville works to redefine and market itself to other potential business concerns.

Key Duties and Responsibilities:

- CEO of a municipal government with 111 employees and a \$25 million all-funds budget.
- Successful management of city’s day-to-day operations as well as long term planning for future issues.
- Annual operating and capital budget preparation, and on-going administration of same.
- Provide strategic leadership and management to the following municipal departments: police, Fire/EMS, planning, zoning, economic and community development, roads, water and sewer utilities, stormwater, parks and recreation, law department, budget and finance, and personnel management.

- Implementation of City Council policies. Manage high level issues with elected officials, preparation of agenda items, conduct council briefings and make formal council presentations, community presentations, and press conferences and briefings. Represent and serve as the face of the city at various community and business meetings.
- Ensure compliance with County, State and Federal regulations.
- Maintain open lines of communication with city council on important matters impacting the community and suggest potential strategic solutions to emerging issues for their collective consideration. Information concurrently shared equally with all members.
- Negotiation with private and public concerns on issues ranging from economic development to labor agreements with city unions.

CM Achievements:

- Led development and implementation of community-based strategic plan to guide city's future direction. City re-branding initiative currently under way.
- Implemented performance measures in conjunction with annual budget process to better measure progress and improve service outcomes by city staff; included development of annual customer service survey which has also been melded into the budget and the performance management processes. Implemented new IT solutions to improve operational effectiveness and efficiency.
- Undertook Heritage Ohio Study (the Ohio version of Main Street, USA) which has provided the guide for revitalizing city's historical downtown.
- Oversaw development of "Main Street Business Committee" to help guide economic development in City's historic downtown; engaged consulting firm for the development of a Downtown Master Plan to accomplish recommendations by committee and citizens.
- Saved local taxpayers an estimated \$5.2 million dollars during the first two phases of a roughly \$20 million water and waste water facilities upgrade project. Accomplished by securing grants valued at nearly \$1 million, zero interest loans valued at \$3.5 million and ultra-low interest loans (between .06% and 1%) valued at \$7 million, as opposed to bonding the projects while incurring their associated costs for issuance and higher interest rates.
- Secured agreement with Washington DC consulting firm to assist city in securing federal grants for economic development: infrastructure; downtown development, public safety needs, workforce development, etc. Several million dollars of grants applied for with results pending.
- Established a City Manager's Business Advisory Committee comprised of the city's top corporate executives to help guide, support and identify important projects and needs for the city. Has not only provided valuable insight, direction and support for the city, but has provided an opportunity for the executives to network on a routine basis.
- Reorganized city structure and management team, improving moral through high performance organization techniques and investment in employee training and educational opportunities. Implemented organizational structure putting proper support in key areas to ensure future success.
- Implemented community-based City Charter Review Commission process; now underway. City Charter has not been updated in over 20 years.
- Developed and implemented fiscal contingency plan for dealing with income tax revenue shortfalls from COVID-19 pandemic. Basic strategy involves wage freezes, no new hires, no overtime, deferment of all non-essential expenditures before layoffs, etc. Estimated fiscal impact to be around \$850,000 savings. First quarter income receipts show a \$435,000 shortfall thus far. Also, realigned staff (many working from home) for personal and citizen safety.

**Assistant City Administrator, Interim (SAA)
Ann Arbor, Michigan**

2015-2016

Home to the University of Michigan, Ann Arbor has a resident population of nearly 120,000, but a daily population of over 250,000 given daily business inflow and while the students are in school. The city's economy is dominated by education, high tech, and biotechnology. Growth and economic development within the city are at an all-time high. The city provides comprehensive municipal services in support of the university and the community with an annual budget of \$320 million and a workforce of nearly 750 employees.

Key Duties and Responsibilities:

Assigned from fire department to serve as Interim Assistant City Administrator (referred to in Ann Arbor as a Service Area Administrator-SAA) for the Community Services Area. Directly responsible for the leadership, management of over 100 FTEs plus 200-part time employees and a \$3-million-dollar budget. Provided strategic leadership to the following municipal departments: City Planning Department, includes Zoning and Historic Preservation; Building Services, Inspections and Plan Review; Economic Development; Parks and Recreation Department, includes Open Space /Park Land Preservation; and Community Development, including the Housing and Human Services segments of the City's government. Served in this capacity for roughly 6 months.

ACA Achievements:

- Led development and implementation of strategic and business plans for successful turnaround of an underperforming city organization.
- Performed a comprehensive assessment of the city's building inspection, code enforcement functions and planning department leading to wide-ranging operational changes improving efficiency and effectiveness.
- Maintained positive relationships with and between the development community and city's elected policy body as tensions had mounted over lack of performance by the building department.
- Implemented performance measures so that better data-driven decisions were made regarding operational performance and outcomes and to measure progress in all managed areas.
- Invested in technology (field-based inspection and reporting computer technology) and training to improve efficiency and effectiveness and the ability of personnel to make better decisions using the data collected.
- Embraced a strong customer service attitude to improve service delivery across the board to the community; significantly reduced contractor complaints regarding service delivery.
- Reduced a 4-week building inspection backlog down to a 24 hour turn around in most cases; re-established a positive relationship with the area's builder and contractor association as a result.
- Spearheaded the efforts to develop an economic development strategic plan for the city (and area) as it grappled with rapid growth and development.

**Fire Chief
Ann Arbor Fire-Rescue**

2015 –2018

The Ann Arbor Fire Department provides an all hazard level of service to the community, including fire suppression, fire prevention, medical first responder service and Haz/Mat and Technical Rescue response. The department staffs five fire stations with 88 total members and a \$16 million annual budget.

Key Duties and Responsibilities:

- Chief executive reporting directly to the city manager, responsible for personnel management and leadership of an 88-member municipal fire department and for development, negotiation and administration of \$16 million annual operating.
- Hire and terminate employees as necessary, adjudicate grievances under two major labor contracts (rank and file and supervisors), conduct disciplinary hearings and decide findings, conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, etc.
- Maintain programs and formulate and implement policies ensuring operational readiness and personal safety, accountability and emergency risk management techniques for line personnel operating at various emergency incidents, and for maintaining or increasing the safety of the citizens of Ann Arbor.

AAFD Achievements:

- Performed a comprehensive assessment of the city's fire department leading to significant operational changes improving efficiency and effectiveness and safety to both firefighters and the community.
- Devised a strategy and vision for the organization and built a community-based strategic plan to guide the department in keys areas of service delivery into the future, including a fire station location master plan, national accreditation; improved dispatching model; improvements in fire prevention efficiency and effectiveness, deployment analysis and configuration improvements; modernized diversity, recruitment and hiring initiatives, etc. Plan formally adopted and supported by City Council.
- Improved department's ISO rating resulting in lower Fire insurance premiums for residents and businesses.
- Built a system of performance measures so that better data-driven decisions are made regarding operational performance and outcomes to measure progress; invested in technology and training to improve the ability of personnel to make better decisions using the collected data. Emergency response times improved by 1-2 minutes on average as a result.
- Identified and corrected deficiencies in existing training, facilities, command procedures, apparatus and equipment and helped to secure over \$2 million in federal grants.

**Director & Chief
Brevard County (FL) Fire-Rescue**

2009 –2014

Brevard County is located on the Atlantic Ocean 35 miles east of Orlando, FL. Affectionately known as the Space Coast, it has a population of around 600,000 residents. The department provides comprehensive all-risk Fire and emergency services to a diverse urban-suburban-rural mixed county, the 10th largest and one of the fastest growing in the State of Florida. The department had over 800 members, + \$80 million annual operating budget and covered over 1000 square miles from 33 fire/EMS stations.

Key Duties and Responsibilities:

- Chief executive reporting directly to the county manager, responsible for personnel management and leadership of an over 800-member county fire department and for development, negotiation and administration of \$80 million annual operating and capital budget. Hire and terminate

employees as necessary; adjudicate grievances under two major labor contracts; conduct disciplinary hearings and decide findings; conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, etc.

BCFR Achievements:

- Led a comprehensive review and reorganization of the fire rescue department. Devised a strategy and vision for the organization and built a strong multi-year strategic plan, prioritized by need over several budget years for its achievement; made remarkable progress with its implementation resulting in improved service delivery and customer service to the community.
- Built a system of performance measures (using the Balanced Score Card) so that better data-driven decisions were made regarding operational performance and outcomes to measure progress; invested in technology and training to improve the ability of personnel to make better decisions using the collected data.
- Identified and corrected deficiencies in training, facilities, apparatus and equipment while saving nearly \$17 million over 4 years as department and county navigated through tough economic times brought on by the great recession.
- Implemented Zero-Based-Budgeting methodologies coupled with performance metrics (Balanced Score Card) for all sections of the fire department organization to better gauge efficiency and effectiveness and enhance accountability.
- Department recognized with a 2014 National Association of Counties (NACO) Achievement Award for innovative government in the “Financial Management” category.
- Successful in overcoming existing poor relationships with neighboring cities; able to overcome years of ill-will between the county and municipal departments by seeking win-win partnerships versus turf-based confrontations.
- Implemented modern testing/hiring and promotional processes within BCFR; diversity increased as a result. Secured \$3.7 million Federal Safer Grant to assist in the hiring of active duty vets returning from Afghanistan and separating from military service. Secured over \$7 million in total Federal and State grants while fire chief.

**Director & Chief of Fire
Dayton, Ohio**

1997-2008

The City of Dayton, Ohio is a dense, diverse inner city urban community of nearly 200,000 citizens within a 56 square mile area, As Fire Chief, led a Fire Department which provided comprehensive emergency and support services, including fire suppression; EMS transport; Haz/Mat; US&R technical rescue services; emergency 911 dispatch; and fire prevention to the community. Served as City’s Emergency Manager. Retired from department after 30 years of service.

Key Duties and Responsibilities:

- Chief executive reporting directly to the city manager, responsible for personnel management and leadership of an over 400-member inner city, urban fire department fire department and for development, negotiation and administration of \$38 million annual operating budget.
- Hire and terminate employees as necessary, adjudicate grievances under two major labor contracts, conduct disciplinary hearings and decide findings, conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, etc.

- Managed high-level issues with elected officials, preparation of agenda items, conducted commission briefings and formal commission presentations, community presentations and press conferences and briefings.

DFD Achievements:

- Developed and implemented community-based strategic and master plans and internal departmental strategic and operational plans, including Emergency Management and preparedness plans and Homeland Security considerations. Past member of the FBI's Southwest Ohio Terrorism Task Force Executive Committee.
- One of only three department directors who served as member of Dayton City Manager's Budget Advisory Committee--responsible for recommending service and fiscal priorities to city manager for balancing city's overall \$435 million annual operating budget.
- Strong public budgeting and fiscal management experience, including the management of service delivery in a declining economic environment while maximizing financial resources to meet changing needs through prioritization of services, service delivery re-configuration and deployment changes.
- Secured over \$3 million in Federal and State grants.
- Have on numerous occasions testified before various committees and sub-committees of the Ohio Legislature and have lobbied on Capitol Hill in Washington DC on behalf of the Ohio Fire Chiefs' Association.
- Managed the development and implementation of a Fire Department Diversity Plan, which consisted of three primary components: modernized testing and selection methodologies; a Fire Apprenticeship Training and Education Program; and enhanced, targeted recruitment strategies.

Education and Training:

- DBA (Doctor of Business Administration) Saint Leo University, FL (projected completion, August 2020)
- MS Operations Management (W/Business Certificate), University of Arkansas, Fayetteville, AK
- B.S. Public Safety Management, Franklin University, Columbus, OH
- A.S. Fire-Rescue Administration, Sinclair Community College, Dayton, OH
- Urban Fellow, University of Dayton, School of Public Administration, Dayton, OH
- LEAD Program, University of Virginia, Charlottesville

Professional Organizations:

- International City/County Managers Association (ICMA)
- Rotary International
- Ohio City Managers Association
- Ohio Municipal League

Salary

Current: \$112,000

Expected: Negotiable, but competitive within the local market

ROBERT FARMER

SUMMARY OF QUALIFICATIONS

I have a proven professional career of more than 30 years in the public sector, with more than 17 years as a progressive and authentic executive public agency leader, with expertise in the following:

- Organizational Change & Employee Development
- Fiscal Analytics & Public Budgeting
- Policy Development & Risk Assessment
- Negotiations & Managing Complex Labor Relationships
- Building Communication Among Stakeholders
- Resolution of Complicated HR & Ethics Issues

My career is highlighted by developing employee leadership and management skills, repeatedly leading agencies through crisis, being a change agent for a healthy organizational culture, and providing operational oversight to large public-sector agencies. My experience includes: Providing visionary leadership across large, diverse organizations; Governmental budgeting and transparent fiscal management; Building strong, customer-focused working relationships with elected officials, stakeholders, and the public; Strategic and tactical planning with outcome analysis; Organizational policy development with impact and risk assessment; Negotiation, mediation, and facilitation of complicated labor relationships and complex human resource issues; System metrics and performance measures interpretation and analyzation to maximize operational efficiencies; Staff engagement and cross-functional team building; Employee leadership development and mentoring at all levels in the organization.

RELEVANT PUBLIC SECTOR EXPERIENCE

LEE COUNTY (FL) BOARD OF COUNTY COMMISSIONERS - FORT MYERS, FLORIDA

Director of Public Safety

2013 / 2017

Lee County, located on the Gulf Coast of Southwest Florida, is home to more than 720,000 permanent residents across more than 1,210 square miles. Each year during the winter tourist, spring break, and baseball spring-training season, more than 4 million people visit Lee County.

- Provide vision, direction, and leadership to more than 420 high-performing public safety professionals in the delivery of emergency services across the community. The Department of Public Safety consists of multiple divisions, including Emergency Medical Services (ground transport ALS/BLS, rotor-wing transport, and countywide COPCN), Emergency Communications and countywide Fire / EMS dispatch, Emergency Management, two dependent fire protection districts, and all E-911 / NG911 / government communications network infrastructure for the Cape Coral - Fort Myers metropolitan area.
- Serve as the County's Director of Emergency Management (in accordance with Florida § 252), and as a member of the Board of Directors for Southwest Florida's Urban Search and Rescue / Florida FEMA Task Force 6.
- Developed and maintained accountability for the department's \$41.4m (FY16-17) annual operating and capital budgets, including oversight of EMS billing for the more than 86,500 calls for service (more than 68,000 transports) performed annually.
- Successfully led the department through four independent national accreditations, including: Accreditation of the Emergency Medical Services ground-transport division by the Commission on the Accreditation of Ambulance Services (CAAS); Dual ACE accreditation of the Emergency Communications Center in Emergency Medical and Emergency Fire Dispatch (EMD / EFD) from the International Academies of Emergency Dispatch (IAED); Accreditation of the LeeFlight rotor-wing air-medical transport program by the Commission on Accreditation of Air Medical Transport Services (CAMTS); A fifth national accreditation was near completion for the Emergency Management division from the Emergency Management Accreditation Program (EMAP).
- Founded the "Lee County Public Safety Leadership Academy." The academy was conducted bi-annually and provided an opportunity for employees within all levels of the organization to enhance their leadership skill set, work with passionate individuals, and build their professional networks. The week-long academy covered a wide array of topics including, but not limited to, communication skills and techniques, conflict management, public speaking, process improvement, and ethics.
- Initiated, led and supported multiple large-scale, county-wide initiatives across multiple county departments, including Public Safety, IT, Public Works, Transportation, Traffic, Utilities, Human Resources, Transit, Solid Waste and Parks.

ROBERT FARMER

RELEVANT PUBLIC SECTOR EXPERIENCE (CONT.)

DELAWARE COUNTY (OH) BOARD OF COUNTY COMMISSIONERS - DELAWARE, OHIO

Director / Chief of Emergency Medical Services

2004 / 2013

Delaware County, located in Central Ohio just north of Columbus, is home to more than 180,000 residents across nearly 460 square miles. Delaware County has repeatedly been named one of the most rapidly growing counties in the US.

- Responsible for all countywide Emergency Medical Service operations from eleven locations. Oversee the 140-member unionized staff.
- Active member of the County's Emergency Management Advisory Board, as well as a permanently appointed member of the County's 9-1-1 Leadership Board, leading the Delaware County 9-1-1 Center (DelComm) through countywide consolidation.
- In 2012, led the department successfully through its initial accreditation by the Commission on the Accreditation of Ambulance Services (CAAS), without deficiency.
- Led initiatives with all County departments to find operational efficiencies across the organization.
- Recognized in August 2012 by both the **State of Ohio Senate** and the **State of Ohio House of Representatives** for an "Unwavering Dedication to Excellence in Leadership."

CITY OF UPPER ARLINGTON (OH) FIRE DIVISION - UPPER ARLINGTON, OHIO

Firefighter / Paramedic

1991 / 2004

Upper Arlington is a suburban city in Franklin County, Ohio, on the northwest side of the Columbus metropolitan area, with a population of approximately 35,000 residents across 9.5 square miles.

- Served in the Upper Arlington Firefighters Association (IAFF Local 1521) as the Public Relations Representative, working with civic associations and community organizations to arrange countless community activities, safety initiatives, blood drives and charity fundraisers.

ADDITIONAL PROFESSIONAL EXPERIENCE

NICE PUBLIC SAFETY - HOBOKEN, NEW JERSEY

Business Development, Partner Manager

2018 / present

- I lead business development and strategic partnerships, and establish strategic relationships with software companies, systems integrators, and IT solution providers. I also identify customer opportunities and leverage relationships, lead thought leadership and alliance efforts, foster and maintain relationships in the public safety industry, and negotiate formal business agreements with our strategic partners.

ATOS PUBLIC SAFETY - IRVING, TEXAS

Director, North American NextGen & Smart Cities Solutions

2017 / 2018

- With the rapid progression of the public safety industry migrating toward NG911 and other mission critical technologies, I helped our clients and internal partners understand each other's vision, needs and capabilities. Responsible for building and strengthening business relationships, and clearly communicating the value of our team's solutions.

MEDFLIGHT OF OHIO - COLUMBUS, OHIO

IT Project Manager / Critical Care Paramedic

1998 / 2001

- Developed and implemented a state-wide (14 location) intranet to expand corporate communications, improve organization efficiencies, and streamline employee timekeeping.

ROBERT FARMER

EDUCATION

- **Master of Business Administration (MBA)**
University of Southern Mississippi, College of Business and Economic Development, Hattiesburg, MS.
- **Bachelor of Science in Management (BSM)**
Hodges University, Johnson School of Business, Naples, FL.

VOLUNTEER EXPERIENCE

THE AMERICAN COLLEGE OF PARAMEDIC EXECUTIVES - PLATTE CITY, MO

Fellow / Charter Commissioner 2016 / present

- The purpose of the American College of Paramedic Executives is to implement and oversee the administration of a professional credentialing program for supervising officers in EMS and related organizations throughout the discipline of paramedicine, on behalf of the National EMS Management Association (NEMSMA).

INTERNATIONAL ASSOCIATION OF EMERGENCY MEDICAL SERVICES CHIEFS - WASHINGTON, DC

Executive Board Member 2011 / 2015

- The IAEMSC is a member driven organization whose mission is to support, promote and advance the leadership of EMS response entities and to advocate for the EMS profession. Membership of the IAEMSC is made up of leaders from both career and volunteer EMS organizations, representing public and private EMS agencies that collectively respond to more than 3.3 million emergencies and transport 2.78 million patients annually.

PUBLICATIONS

“Critical Communication Issues During Disaster and MCI Response” - Author

- EMS1.com, PoliceOne.com, FireRescue1.com (Praetorian Group) - eBook & Podcast (February 2018)

“Assessing Satisfaction and Quality in the EMS / HEMS Working Relationship” - Co-Author

- With co-authors Jaynes, Cook, White, and Werman - Air Medical Journal (November 2012),

“Long-Term Care (LTC) Influenza Pandemic Planning Tool” - Expert Contributor

- Atlanta, GA: Centers for Disease Control and Prevention (CDC) Division of Healthcare Quality Promotion (DHQP)

“ACLS for Experienced Provider, Instructor’s Manual” - Contributing Author

- Dallas, TX - American Heart Association (2004)

People in the Community, “Firefighters & EMT’s” (a children’s book series) - Editorial Consultant

- Mankato, MN - Capstone Press (1998)

Frank G. Fernandez

(305) 986-5182 ▪ frankfernandez@yahoo.com.com ▪ Miami, FL 33156

GOVERNMENT & LAW ENFORCEMENT EXECUTIVE

15+ years' success leading executive level law enforcement and public administration programs and policies.

Dynamic and forward-thinking leader with in-depth knowledge and extensive experience planning, developing, and implementing community-focused initiatives to achieve City objectives. Strategic and innovative thinker with integrity-based foundation, skilled in resolving complex problems with professionalism and tact, identifying cost-saving measures, establishing fair and effective public service as well as policing methods. Maximizing personnel performance and outcomes, ensuring full transparency, procedural justice, and legitimacy. Exceptional communicator with expertise in training and developing staff, building trust with diverse community groups, and overseeing multiple, large, and essential departments including Police, Fire, Emergency Management, IT, Labor Relations/Risk Management, and HR. **Language:** *English and Spanish Fluency.*

Highlights of Expertise

- Public Administration
- Program Design & Implementation
- Contract Oversight/Negotiation
- Policy & Public Safety
- Budget Management
- Police Best Practices
- Intergovernmental Relations
- Training & Staff Development
- Criminology & Investigations
- Community Relations
- Data Analytics
- Predictability Models
- Crime-Fighting Technology
- Teambuilding
- Risk Management

Career Experience

Department of Justice (DOJ), *Civil Rights Division*, Washington, DC

2008 – Present

EXPERT CONSULTANT, *Police Practices*

Provide investigation police consulting as Classified Police Practices Expert by assessing policies and practices related to discriminatory policing, search and seizures, and use of force of various police departments nationwide.

- ◆ Investigated six police departments within the cities of Chicago, New Orleans, Maricopa County, Albuquerque, and East Haven, regarding departments' pattern and practice investigations into alleged police misconduct.
- ◆ Identified several discrepancies and recommended implementation of improved systemwide practices.

City of Coral Gables, Coral Gables, FL

2015 – 2019

DIRECTOR OF PUBLIC SAFETY (*LEO Sworn Director*) / ASSISTANT CITY MANAGER

Recruited to lead development and execution of strategic, proactive city-wide public safety program for community of 51,000 residents. Oversaw Police, Fire Rescue, Emergency Management, IT, HR, and Labor Relations departments, comprised of 60% of the City's workforce and expenditures.

- ◆ Achieved lowest crime rate in City's reported history through innovative public safety programs such as Crime Problem-Solving Initiatives (PSI), Neighborhood Team Policing, Traffic Problem-Solving Initiatives (TPSI), Neighborhood Safety (NSA) Program and public engagement through WayPoint Check Program.
- ◆ Reduced citywide employee vacancies to lowest levels, including zero vacancies within police department.
- ◆ Conducted citywide compensation study in collaboration with HR department, resulting in improved pay equity, salary accuracy, and increased transparency.
- ◆ Enhanced employee wellness, safety, and satisfaction by developing programs such as a citywide career education program to ensure employees have a path forward for all departments.
- ◆ Served as Lead Negotiator, achieving stability with all three collective bargaining units.
- ◆ Refined policies, investigative procedures, and revised records retention policies in the Internal Affairs unit, adhering to national practices and strengthening internal quality control and accountability protocols.
- ◆ Developed Chief Process Improvement Officer position within Labor Relations Department.

- ◆ Utilized and increased efficiency of technology such as CCTVs, License Plate Readers, Smart City technology and other programs to improve public safety and departmental operations.
- ◆ Established Office of Emergency Management to update citywide emergency plans (CCOP, CEMP, SRP) and improved all-hazards readiness for all departments.
- ◆ Conducted critical assessment of City parks to ensure safety procedures following tragic child incident in 2015.
- ◆ Added Fire Watch analytics to increase oversight of Fire/Rescue response to false alarms and identify deficiencies.
- ◆ Fostered partnership with University of Miami School of Geography to assist with crime mapping analytics.
- ◆ Partnered with Miami Police Department to implement first-ever cross jurisdiction police authority to address chronic prostitution issues.
- ◆ Redeployed security personnel throughout City facilities to enhance employee safety and expand public safety plan.
- ◆ Conceptualized buffer-zone strategy by adding triple safety barrier on outer perimeter of special events.
- ◆ Conducted research and project oversight for new public safety building, capital improvement project (CIP), as well as new fire station and training center.

City of Hollywood, Hollywood, FL

2012 – 2015

CHIEF OF POLICE / ASSISTANT CITY MANAGER, *Director of Public Safety*

Oversaw Police and Fire Departments composed of 564 full-time sworn/certified positions and 219 non-sworn positions with combined budget of \$108.6M, ensuring highest level of public safety, coordination, and performance. Led all public safety programs including law enforcement, crime prevention, code enforcement, fire suppression and prevention, emergency medical services, emergency management operations, inspections, ocean rescue, and related support services.

- ◆ Reduced burglaries by 33% by developing framework and structure of several SARA projects and training officers on POP and Community Policing Principles.
- ◆ Developed Downton Bike Patrol Unit, implemented citywide traffic initiatives, and increased surveillance technology, serving as force multiplier, and reducing traffic fatalities by over 50% and city's overall crime reduction.
- ◆ Hired over 100 highly qualified police officers, 30 firefighters and numerous support personnel by developing comprehensive plan for Recruitment and Selection unit.
- ◆ Designed Crime Intelligence Unit, recognized as one of the country's technologically and scientifically advanced units based on crime predictability and forecasting models.
- ◆ Created Case Advocate positions to ensure victims of crime are properly and timely contacted and supported.
- ◆ Reduced life-sustaining issues and crime within homeless population by creating Homeless Coordinator position.
- ◆ Spearheaded bi-monthly, department-wide initiative to target violent crime and quality of life issues.
- ◆ Engaged public on problem-solving initiatives through monthly business walks/runs and staff bike patrols; enhanced Citizens Mobile Patrol Volunteer Program to be more inclusive of police operational strategic plans.
- ◆ Implemented See Something – Say Something, crime and terrorism awareness educational campaign.
- ◆ Developed stand-alone Economic Crimes Unit to address best practices methods and accountability.
- ◆ Restructured and enhanced policies within various departments and programs including, Internal Affairs, Police Firearm Discharge Investigations, Sexual Battery Investigations, and Property and Evidence Unit to guarantee accountability, procedural justice, and adherence to nationally acceptable standards.
- ◆ Formed various Oversight Boards including Police Shooting Firearms Review Board, Critical Incident Review Board, Policy Review Committee, and Quality Assurance Audit Review Team.
- ◆ Led cost-saving initiatives, such as re-engineering overtime payroll codes, assigning direct budget responsibilities to each Major, and consolidating resources to maximize efficiency and effectiveness.
- ◆ Fostered leadership and professional development initiatives by developing state-of-the-art Police Training Center, creating Advanced Basic Law Enforcement Academy, HPD Leadership Academy, and Leadership Lecture Series.

- ◆ Completed Blue Courage course and National Training Institute instruction training and introduced it to all personnel.
- ◆ Revised comprehensive operational plan for Code of Enforcement to include Code Response Team and restructuring schedule to include seven-day coverage and evening hour enforcement.
- ◆ Secured \$280K for undercover units and \$300K for armored SWAT response vehicle.
- ◆ Addressed emergency response and COOP plans through Office of Emergency Management (OEM).
- ◆ Recognized as the First Storm-Ready City in Broward County by the National Hurricane Center.
- ◆ Redirected Community Emergency Response Team (CERT) volunteers to support OEM during emergencies such as flooding and emergency mobilization operations.

City of Miami Police Department, Miami, FL

1985 – 2010

DEPUTY CHIEF OF POLICE, 2003 – 2010

Planned, coordinated, supervised, and evaluated functions of Field Operations and Criminal Investigations Divisions, including Community Relations, Special Operations, Criminal Investigations, and Office of Emergency Management and Homeland Security.

- ◆ Appointed Deputy Chief of Police in wake of federal corruption trials involving several police officers, with added responsibility to restore integrity within department.
- ◆ Employed numerous policies and procedures that reduced liability, confrontation, crime, police involved shooting, and restored community's confidence in the department
- ◆ Reshaped department around community-policing strategies, resulting in national recognition, awards, and accolades, including the Herman Goldstein Award for Problem-Oriented Policing Strategies.
- ◆ Spearheaded development of Office of Emergency Management and Homeland Security, which created Infrastructure Protection Plan as well as other vital homeland security initiatives.
- ◆ Coordinated revision of all police operational plans such as, Severe Weather Plan (Hurricane Plan), Mass Migration Plan, Civil Disorder Plan, and the Weapons of Mass Destruction Plan.
- ◆ Directed MPD incorporation of the City's Continuity of Operations Plan (COOP) and the City's Comprehensive Emergency Management Plan (CEMP).

COMMANDER, Coral Way N.E.T., 2001 – 2003

- ◆ Implemented proactive policing strategies and conducted over ten major crime reduction operations, causing 14% overall reduction in Part 1 crimes in 2001 and an additional 5% decrease in 2002.

LIEUTENANT COMMANDER, Community Affairs Unit, 2001

- ◆ Managed \$750K unit budget; updated Standard Operating Procedures (SOP), including SOP for Citizens on Patrol Program; conducted numerous successful major community projects to increase community and police relations.
- ◆ Built officer morale and bonds as Director of the Police Athletic League.

LIEUTENANT (Midnight Platoon Commander / SWAT), 2000 – 2001

SERGEANT, South District Tactical and Investigations Unit, 1996 – 2000

SERGEANT, Patrol B-Shift Platoon, 1994 - 1996

SWAT OFFICER, Sergeant and Lieutenant, 1989 - 2001

POLICE OFFICER, (Patrol, Street Crimes Unit, Neighborhood Resource Officer), 1986 – 1994

PUBLIC SERVICE AIDE, 1985 – 1986

Additional Experience

PROFESSOR / ADJUNCT FACULTY, Florida International University, Miami, FL, 2019 – Present

- ◆ Apply inclusive pedagogy, in-depth knowledge, and practical experience to teach Homeland Security and Terrorism course for more than 75 students within Department of Criminology and Criminal Justice.

ADJUNCT PROFESSOR, Miami-Dade College, Miami, FL, 2010 – 2014

- ♦ Taught several courses at School of Business including Strategic Management, Organizational Management, Organizational Behavior, Leadership, Principles of Business, and Principles of Management.

Education & Credentials

Master of Science in Human Resource Management
NOVA SOUTHEASTERN UNIVERSITY | Fort Lauderdale, FL

Bachelor of Professional Studies, *Concentration in Personnel Management & Development*
BARRY UNIVERSITY | Miami Shores, FL

Lean Six Sigma Green Belt Certification, Florida International University, 2016

Executive Leadership Program, Naval Postgraduate School: Center for Homeland Defense and Security, 2006

Police Executive Research Forum – Senior Management Institute for Police (PERF), FBI, National Executive Institute, 2004

ICS Certifications: 100/200/300/400/700/800/IS195

Professional Affiliations

Board Member, *American Heart Association*, 2019 – Present

Member and Former Chairman of Firearms Committee, *International Association Chiefs of Police*, 2016 – Present

Chairman, *American Heart Association – Heart Walk*, 2018 – Present

Board Member, Partnership for Priority Video Alarm Response (PPVAR), 2020-Present

Member, *Regional Domestic Security Task Force (RDSTF)*, *Critical Infrastructure Committee*, 2005 – 2019

Member, *International Association of Chiefs of Police (IACP)*, 2003 – Present

Member, *Miami Dade Chiefs of Police Association*, 2000 – 2010, Present

Member, *National Tactical Officers Association (NTOA)*, 1994 – Present

Awards & Distinctions

Outstanding Leadership Award, *International Association of Chiefs of Police (IACP) Firearms Committee*, 2019

Team Diamond Award, *City of Hollywood*, 2014

Community Hero Award, *National Latino Peace Officers Association*, 2009

Invaluable Service to the Community Recognition, *US Congress- Congressman K. Meek*, 2009

Hall of Fame Induction, *Miami-Dade College*, 2006

Kentucky Colonel Award, *Governor Steven L. Beshear*, 2006

Gary P. Hayes Leadership Award, *Police Executive Research Forum*, 2005

Award of Distinction, *MADD*, 2004

Chief's Leadership Award, *Latino Peace Officers Association*, 2004

Law Enforcement Award, *League of United Latin American Citizens (LULAC)*, 2003

Father of the Year "Arte y Cultura," Local Newspaper Award, 2003

80+ Commendations, *Miami Police Department*

50+ Citizen Letters of Commendations

Unit Citation Award – 4 times, *Miami Police Department*

Administrative Excellence Award – 4 times, *Miami Police Department*

S.W.A.T. "200 Missions" Award, 5 and 10-Year Service Awards, *Miami Police Department*

Role Model Award, *Miami Police Department*

Community Service Award – 5 times, *Miami Police Department*

Community Teamwork Award, *Miami Heat Basketball Team*

Community Service Award, *Fraternal Order of Police*

Blue Knight Performance Award, *Miami Police Department*

SUMMARY

7-10 years of Local Government and Property/Land Management experience, including serving as a Consultant to Town’s, Assistant to City Manager of full-service City’s. Managed and directed several Special Taxing Districts, Master Planned Communities, and Departments in the Public Sector. Worked with several elected officials on many local government related issues. Served four years in the United States Marine Corp. My expertise lies in the following areas:

- Operations and Project Management
- Field Supervision/Emergency Ops
- Code Enforcement and Compliance
- Develop Board Agenda and Package
- Property/Facility Management
- Financial and Budget Analysis
- Strategic Planning
- Economic Development

EDUCATION

- **Strayer University**, Loudoun County, VA. Master’s Degree, MBA/MPA, Graduated with Honors in Public Administration, GPA 3.83, June 2016
- **Auburn University**, Auburn, AL, Bachelor of Liberal Arts, Criminology, December 2008

EXPERIENCE

Consultant to Local Governments Present pop. 6,000 \$80-\$125 per hour

Finz & Associates is an independent consultant firm working with several jurisdictions in the Commonwealth of Virginia including Loudoun County and Prince William County, and the Towns of Lovettsville, Hamilton, and Quantico. The Firm performs consulting services including evaluating and reorganizing operations, establishing priorities with elected officials to implement strategies more cost-effectively. In addition to the tasks and responsibilities below, my role is to encourage business development and perform management consulting services in a timely manner. The Company provides the following services on a consulting basis:

- Develop and implement plans for achieving goals which includes identification of priorities, hurdles to overcome, proposed solutions, staffing requirements, cost of implementation, and scheduling
- Strategic Planning and Economic Development Consultation
- IT Upgrading (Hardware/Software), Planning and Zoning along with establishing updated Comprehensive Plans
- Management Consultation with Appointed, Elected Officials and local government staff
- Management Review and Productivity Analysis
- Staffing Analysis and Operations Support
- Interim Local Government Management Support, Utilities and Public Works Supervision
- Training for upper-level and mid-level management
- Developing fiscal policy and financial plans for jurisdictions
- Project Management for Roads and Pedestrian Improvements, as well as Stormwater Improvements

Assistant to City Manager, City of Manassas Park, VA 2018 – 2019 pop. 17,000 \$30,000 per year

Served under the City Manager for Manassas Park, VA, a full-service municipality with a budget of over \$89M. Took the lead in strategic planning and performance management working with departments and doing outside research. Assisted the City Manager on a Downtown development project – engaging developers, managing marketing firms, and attending business meetings. Only Assistant to CM under newly developed Financial Plan to Improve Bond rating and Increase Reserves. Work Performed is as follows:

- Policy Analysis and Legislative Research
- Economic Development Analysis
- VEDP Block Grant and managing other State and Federal Monies
- Fleet analysis- conversion to consolidated lease program
- Demographic Research/Comprehensive Plan Analysis
- Social Services Facility Project Manager for Public Private Partnership
- Co-Managed the Emergency Operations Center during Hurricane Florence

Assistant District Manager, Field Services Manager, Governmental Management Services of South Florida, Public Infrastructure Management 2016 – 2018 pop. 15,000 \$55,000 per year

Reported to and served at the pleasure of five-member elected Board's of Supervisors. As a member of the Management Team, I worked alongside the District Engineering Firm, the District Counsel, and Field Supervisors to manage assets, operations, and debt service for each District ranging from \$50,000 to \$15 million in assets. In addition, supervised and managed the field services for these 15 Community Development Districts (CDD) and Master Planned Communities in Miami-Dade, Broward, Palm Beach, Orange, and Osceola Counties. This included the operation and maintenance of a number of Clubhouse facilities, Public Parks, Roads, Lakes, and other parcels of land. The total population of all of these Districts was about 15,000 residents, with about 7,000 landowners of commercial, residential, and industrial properties.

- Planned, organized, and presented Capital Improvement Projects, proposed budgets to the Board, managed finances and worked with the District Engineer and District Counsel to manage development contracts
- Responsible for Field Operations including supervising team members performing operations and maintenance of Public Parks, Lakes, Roads, and Public Facilities.
- Project Coordination, Financial Analysis for Bonds.
- Implemented Capital Improvement Projects- Project Management.
- Responsible for preparing agendas/packets for monthly Board Meetings.
- Annual Hurricane Preparation.
- Maintained a safe and aesthetically pleasing community for 15,000 residents.
- Refinanced public infrastructure bonds generating savings to the community.
- Economic Development, including acquisition, financing and construction of residential and non-residential facilities
- Code Enforcement; including review, interpretation of governing documents, identifying violations, issuing citations, and pursuing enforcement

Community/Portfolio Manager, Property Management People, Inc, Frederick, MD 2015 – 2016 pop. 5,000

Served as the Management of staff and contractors providing services to six communities (5K residents) including O&M, project management, emergency services, trash removal, security, etc. Prepared budgets, financial reports, management reports, contracts for approval, etc. Operations management for both public safety & for clearing snow from roads.

Site Manager, Fimiani Development Corp, Opelika, AL (Sagauhatchee Square Plaza) 2014 – 2015

Redevelopment, Operations, and Maintenance support for a regional shopping center in East Alabama.

Independent Contractor 2010 – 2014

Worked on several projects while in the USMC Reserve, including but not limited to services in the Trades of boat mechanics/commercial fishing, facilities management, carpentry, martial arts, and private security.

Lance Corporal (LCPL), United States Marine Corps Reserve 2009 – 2013

Infantry Fire Team and Squad Leader, Weapons and Mountain Specialist.

Owner/CEO, FBL Security, Auburn, AL 2005 – 2008

PETER C. FOSSELMAN

3607 Dupont Avenue Kensington, Maryland 20895

3940 NE 13th Avenue Oakland Park, Florida 33334

(301) 524-0645 Pete@PeteFosselman.com

Professional: MASTER PLAN OMBUDSMAN, Office of the County Executive, Rockville, Maryland
(2015 – Present)

Managing the implementation of active master plans; developing a branding campaign for the local population and the greater DMV; serving as community liaison between the County, the State, residents, businesses, and developers; day to day coordination of construction and development projects; oversight of master plan area budgets.

MAYOR, Town of Kensington, Maryland
(2006 - 2016)

Chief executive overseeing budget, Town Council meetings, administrative staff, public works staff, town charter & code enforcement, green space & parks; coordination with State Highway and County DOT; marketing and public relations; review all municipal contracts for street maintenance, trash and recycling collection. Helped develop *Explore Kensington*, a campaign promoting community events as well as support for local businesses. Chaperoned a comprehensive master plan through State, County & Town processes with an Urban Land Institute TAP Panel Study and community outreach.

DEPUTY SECRETARY OF STATE, State of Maryland, Annapolis, Maryland
(2011 – 2015; appointed by Gov. O’Malley; reappointed by Gov. Hogan)

Charities and Legal Divisions overseeing Maryland non-profits, Safe at Home Program for victims of domestic violence and human trafficking, Maryland Charity Campaign of United Way, prisoner extraditions & requisitions, Executive Orders, Notaries of Public, condominiums/timeshare associations, and state flag protocol. Assisted with budget preparation fiscal notes for various legislation, represented the Governor at events & international travel, made public presentations and testimony before the General Assembly.

PRINCIPAL, Rodgers Consulting, Germantown, Maryland
(2008 - 2011)

Land use, smart growth, and urban planning strategies, tree preservation, monitored Montgomery County and municipal master plans; followed local legislation & policy; gave public presentations and testimony.

PLANNER & PROJECT MANAGER, Rodgers & Associates, Gaithersburg, Maryland
(1994 - 2003)

Land use design for commercial and residential developments, Project Manager of the “Kentlands” and “Lakelands” neo-traditional developments, division supervisor, oversaw tree preservation, served as client and community liaison; gave public presentations.

PETER C. FOSSELMAN

- Professional:** PLANNING & ZONING INSPECTOR, City of Gaithersburg, Maryland
(1990 - 1994)
Administered site plan review, re-zonings, text amendments, public presentations for the Mayor & Council and Planning Commission, oversaw enforcement of the zoning ordinance, tree preservation and architectural standards.
- Business:** PARTNER, Café 1894, Kensington, Maryland
(2006 - 2011)
American style restaurant; performed financial management and payroll; sold 2011.
- PARTNER, Sweat Shop, Kensington, Maryland
(2004 - 2011)
Fitness center specializing in improving health with personal attention; oversaw financial management, client relations; membership of 400; sold 2011.
- Volunteer:** Visionary Board Member, Montgomery County LGBTQ Center; Board Member; Maryland Business Council; former President, Maryland Mayors' Association (2015-2016); former Member, Maryland Municipal League Legislative Committee (2015-2016); former President, Montgomery County Maryland Municipal League; former Member, Montgomery County Smart Growth Initiative Task Force; former President, People Animals Love; former Chair, Gaithersburg Olde Towne Development Corporation; Volunteer, Rebuilding Montgomery.
- Education:** Urban Land Institute Fellowship
(2017) Daniel Rose Center
- LEED for New Construction, Technical Workshop
(2008)
U.S. Green Building Council; Washington, D.C.
- EXECUTIVES' & PRINCIPALS' BOOTCAMP
(2008) PSMJ Resources; Boston, Massachusetts
- LANDSCAPE DESIGN, C.E.
(1993) George Washington University; Washington, D.C.
- URBAN STUDIES, B.A.
(1990) Virginia Polytechnic Institute and State University; Blacksburg, Virginia;
Minor: World History

Methodical and results-driven program manager with 10+ years of impressive experience in governmental, the for profit and nonprofit sectors. Experienced in ensuring budgetary compliance, policy analysis, strategy development, and staff management. Effective communicator, negotiator, and presenter; able to cultivate successful partnerships with executives, citizens, and associates across multiple organizational levels. **Areas of Expertise include:**

- Strategic Planning & Forecasting
- Communication & Negotiations
- Public Policy
- Policy Development
- Visual Presentation
- Staff Development & Leadership
- Organizational Development
- Budget Formulation
- Municipal Government
- Technical Writing
- Financial Compliance
- Quality Control & Assurance
- Research Methodology
- Budgetary Analysis
- Group Management

Education & Accomplishments

Master of Science in Public Administration
UNIVERSITY OF COLORADO | Denver, CO | 2018

Bachelor of Science in Molecular Biology
UNIVERSITY OF WYOMING | Laramie, WY | 2009

Bachelor of Science in Microbiology
UNIVERSITY OF WYOMING | Laramie, WY | 2009

Six Sigma Black Belt | Management and Strategy Institute | 2018

Six Sigma Green Belt | Management and Strategy Institute | 2017

Six Sigma Champion | Management and Strategy Institute | 2016

Eagle Scout | Boy Scouts of America | 2001

Professional Experience

NATIONAL RENEWABLE ENERGY LABORATORY • Golden, CO • 2012 – Present

PROGRAM MANAGER

Manage and lead projects based on leadership and project goals. Oversee staff of employees to ensure growth, achievement, and positive morale in personnel. Provide consistent and applicable research data in form that can be represented to the public. Create policies based on the requirements of division, utilizing performance metric data and quality assurance standards. Oversight of capital improvement projects. Develop new budgets based on applicable standards and implement into current structure. Analyze group budget and ensure compliance with current standards. Organize team of employees to conduct and successfully complete research experiments and report the findings therein. Manage tasks to ensure objectives are met upon agreed schedules. Engage with a variety of lab staff including managers, researchers, technicians, and senior leadership. Utilize data-driven strategies to drive and direct future work. Team with program managers and the business development team to build partnerships with external stakeholders to fund R&D activities and collaborate on proposals. Using best practices and performance metrics develop standards for division improvement as required, meet with administrators and division management to ensure standards are met. Write, edit, and review SOWs, SOPs, and AOPs. Certify all federal and company safety, regulatory, and compliance policies and guidelines are enforced and followed.

Key Accomplishments:

- Spearheaded a 40% Increase in group productivity by improved performance, streamlining the supply chain process, and instating standardized protocols.
- Received NREL Key Contributor Award for three consecutive years 2016-2018.
- Recognized for demonstrating exceptional leadership skills.

MYRIAD GENETICS • Salt Lake City, UT • 2011 – 2012

SHIFT LEAD

Developed genetic testing “plates” and conducted quality control and assurance testing including inspecting and sampling materials, components, and finished products to ensure optimal excellence and adherence to Myriad standards. Completed documentation records demonstrating compliance with applicable areas of achievement and deficiencies. Prepared complex written and oral technical reports answering inquiries, offering recommendations, and imposing improvement plans as needed. Confirmed all FDA and OSHA regulations were observed.

Key Accomplishments:

- Improved the genetic testing plate production process 50% by applying Six Sigma platforms and strategies by working with leadership to redesign the production space and prep area.
- Awarded the 2012 Myriad Star Award for Improved Process Efficiency.

BROWN BOYS, LLC • Cheyenne, WY • 2006 – 2011

GROUP MANAGER

Served as the group manager and budgetary compliance officer for the company. Group management duties included communicating with senior management to ensure projects were completed on-time and under budget. Organizing business property and starting a preventative maintenance program. As budgetary compliance officer ensuring that company finances followed good accounting practices and that billing and payments were carried out according to company scheduling.

Key Accomplishments:

- Increased group efficiency 25% by eliminating wasted in the supply-chain, altering crew routes, and redirecting personnel.
- Instituted a diversity program to increase the number of minority and female employees to improve the talent acquisition process and bring in talented employees to a company in need of quality team members.

Nonprofit Experience

Colorado Agricultural Leadership Foundation • Castle Rock, CO • 2017-2019

Grant Writer & Fundraising Coordinator

Collect and manage budgetary and financial information for the purposes of developing a coherent budget that would be submitted for state auditing. Utilize network of donors and income sources to increase funding for projects and activities. Collect necessary documentation and pertaining to financial records, and budgetary compliance for submitting Colorado Common Grant Application, required for future nonprofit funding within the state. Ensure all materials required for future fundraising are organized and easily accessible for future fundraising activities.

Haven's Nest • Denver, CO • 2015-2019

Development Specialist

Based on the goals set by the board of directors, develop strategy to allow Haven's Nest to accomplish the mission of helping children more fully in the Denver Metro area. Utilizing knowledge of governmental and foundational grant systems, develop a plan which would focus the energies of the organization toward a single aim of charitable activities and thus increasing its' impact and funding opportunities.

The Aspen Institute • Aspen, CO • 2018

Opportunity Specialist

Work with Aspen Institute staff to develop plan for future outreach with Millennials. Analyze the generational shift of communication between groups and develop a strategy to continue to grow the influence of the Aspen Institute given the current trends with social media and influence. Present findings to Aspen Institute staff as well as in a written report.

Denver Health • Denver, CO • 2014-2018

Mental Health Division Volunteer

Offer support to Denver Health's mental health group for patients who are housed in the short and long-term treatment areas. Deliver physical assistance and mental health assistance by teaching yoga and offering aide to residents.

Summary

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

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

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

Recent Local Government Experience

Town Manager, Town of Poland, Maine

2017 – Present

Poland is a town with a population of 6,000 that rises to 12,000 during the summer months. It is located in Androscoggin County, Maine (population 108,000).

Duties and Responsibilities as Town Manager:

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

Achievements:

- Prepared and submitted municipal budget and capital plan. \$12M plan provided for continuation of essential services and investment in capital projects without increasing the mil rate.
- Applied for and obtained \$88K in grant funding. Funds were used to acquire an electronic speed sign to help mitigate high-speed traffic and to install an electric vehicle charging station.
- Reinvigorated the capital plan. Addressed several long-standing maintenance issues, partnered with contractors to save money and time. Result, long-standing projects now complete with minimal expenditure of tax dollars.

- Facilitated the Town's purchase of a summer camp. Presented proposal at a Special Town meeting to purchase the camp, negotiated terms with the seller, resolved boundary line and water issues.
- Leading the effort to revise and update the Poland Comprehensive Plan. Recruited committee members, sourced a firm to assist with technical details, developed and executed a schedule that will allow the project to be completed in time for Town Meeting.
- Implemented best business practices:
 - Supervised reconciliation of Town finances; tax reconciliation, posting of expenses and revenues, and cash controls. Long standing issues resolved.
 - Introduced cost saving measures; installed LED streetlights and exterior lighting for municipal buildings. Used grant funding to install and electric vehicle charging station. Considering a large solar array project.
 - Instilled discipline in the procurement process; ensured all large purchases were put out to bid via a request for proposal, centralized maintenance and other support contracts.
 - Revamped human relations department; implemented a checklist for all new hires, updated job descriptions, brought stakeholders into the hiring and interview process.

Other Professional Experience

Caring for Elderly Parents **2013-2017**

**Chief Executive Officer and Board Director
Reflect Geophysical, Singapore** **2012-2013**

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

Duties and Responsibilities as Chief Executive Officer:

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

Achievements:

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

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

Chief of Staff, Logistics Group Western Pacific, Singapore**2005-2012**

Logistics Group Western Pacific is a U.S. Navy logistics organization of 3000 based in Singapore, at sea, and ashore in the Asia Pacific region.

Duties and Responsibilities as Chief of Staff:

- Direct 100 Singapore based military and civilian staff across five areas; logistics, marine maintenance and repair, marine salvage, operations, and military exercises/engagement.
- Supervise operation of U.S. Navy presence to include; police, infrastructure (docks, fuel storage, pipeline), housing (200 units), recreation facility and programs, religious facilities and programs, library, and relations with Singapore government.
- Manage labor relations with three bargaining units and non-unionized staff.
- Direct operations of 45 ships.
- Manage \$8.9B of inventory, sourcing and delivery of \$446M of fuel.
- Approve all significant HR actions; hiring new staff, termination of staff, disciplinary matters, monetary awards for performance. Resolve personnel issues diplomatically and objectively.
- Directly supervise supporting staff; human relations, administration, legal, medical, facilities, IT, and public affairs.
- Develop and execute \$30M budget.
- Keep Supervisor and Staff informed.

Achievements:

- Integrated air, ground, and sea transport, and leveraged contracts with suppliers to produce a holistic logistics plan to support 70 recurring customers.
- Kept group focused and on budget. Developed budget. Previously, funding, \$30M/year, had been expended with no discipline. Validated requirements, justified future/ongoing expenses. Produced budget that met present and future requirements.
- Developed strategic plan that looked out five years. Set goals and built a business plan to achieve them. Briefed staff on goals, business plan, and how they could contribute to success.

- Built relationships with multiple stakeholders to further the goals of the organisation. Established ongoing relationships with naval leaders in 11 South East Asian nations along with U.S. Government officials in those countries. Worked closely with the Republic of Singapore at the local government level and representatives from the United Kingdom, New Zealand, and Australia to foster relationships that enabled the U.S. Navy presence to continue as well at more senior levels to further U.S. strategic goals.

- Established fuel ordering and accounting tracking program to manage fuel for all U.S. Navy ships in the Western Pacific – produced \$25M in cost avoidance in the first year.
- Executed centralized order processing plan; reduced workforce from 53 to six and order processing locations from 11 to one, achieved \$6M/year in manpower savings.

- Led U.S. Navy logistics relief effort during 2011 Japanese Tsunami. Organized supply chain to move materiel to load port and on to customers at sea and ashore, used six logistics ships to move 7827 tons of life sustaining supplies to the affected area, and provide 8.2 million gallons of fuel to 18 USN ships. Conducted relief operations in a nuclear radiological environment without impacting delivery schedule.

Commanding Officer, Mobile Security Squadron 7, Guam**2003-2005**

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

Commanding Officer, Beach Master Unit 1, Coronado, CA**2001-2003**

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

Education**Harvard University****1996-1997**

Kennedy School of Government, MPA - Public Administration
Concentrated in finance and economics

Massachusetts Institute of Technology**1996-1997**

Fellowship - Security Studies Program
Concentrated in organizational management

Massachusetts Maritime Academy**1978-1982**

BS - Marine Transportation

Professional Affiliations

Maine Town and City Managers Association

United States Naval Institute

PATRICK J. GIAMBALVO, JR.
2509 SE 24th Ave, Cape Coral, Florida 33904
(540) 406-3664 giambalvop@gmail.com
Strategy and Growth Executive

SUMMARY OF QUALIFICATIONS

Senior executive with a documented track record of leadership experience in the not-for-profit and for-profit sectors. Adept at leading change and innovation in an organizational setting; ability to work collaboratively and effectively with a volunteer board of directors; strategic planning and business forecasting skills; successful revenue generating experience; experience working with educational institutions; excellence in organizational management; entrepreneurial, innovative approach to business planning; able to communicate in compelling formats to diverse audiences; technologically savvy; a warm, accessible personal style; sound judgment and maturity.

PROFESSIONAL EXPERIENCE

Webster University: **July 2013 - Present**
Adjunct Professor of Management and Strategy:
(The George Herbert Walker School of Business and Technology)

Current Adjunct Professor teaching graduate level classes in Management and Strategy to MBA candidates. Webster University is a private institution that was founded in 1915. It has a total undergraduate enrollment of 2,928, its setting is suburban, and the campus size is 47 acres. It utilizes a semester-based academic calendar. Webster University's ranking in the 2016 edition of Best Colleges is Regional Universities (Midwest), 26. Its tuition and fees are \$25,300 (2015-16).

OfficePro, Incorporated: **May 2016- June 2019**
Chief Operating Officer

OfficePro, Inc., (OP) was founded 35 years ago in Gaithersburg, Maryland with an emphasis on computer technology training for the U.S. Government & DOD professionals. Today, OP covers the globe, offering "live virtual" technology training, on-site technology training and many other blended learning approaches. OP offers "Unified Communications" training to AV end users as well as Microsoft Office 365. OP is also an authorized Microsoft and CompTIA learning partner. From the corporate headquarters in Gaithersburg, Maryland, OP's dedicated staff of Technical Program Managers and Instructors work tirelessly to bring the demanding market place the best and most advanced technology training programs available today.

- Provides the leadership, management and vision necessary to ensure that the company has the proper operational controls, administrative and reporting procedures, and people systems in place to effectively grow the organization and to ensure financial strength and operating efficiency.
- Provide day-to-day leadership and management to a tech training organization that mirrors the adopted mission and core values of the company. Responsible for driving the company to achieve and surpass sales, profitability, cash flow and business goals and objectives. Responsible for the measurement and effectiveness of all processes internal and external.
- Provides timely, accurate and complete reports on the operating condition of the company. Spearhead the development, communication and implementation of effective growth strategies and processes.
- Collaborate with the management team to develop and implement plans for the operational infrastructure of systems, processes, and personnel designed to accommodate the rapid growth objectives of our organization. Motivate and lead a high-performance management team; attract, recruit and retain required members of the executive team not currently in place; provide mentoring as a cornerstone to the management career development program.
- Act as lead "client care officer" through direct contact with every client and partner. Assist, as required, in raising additional capital at appropriate valuations to enable the company to meet sales, growth, and market share objectives. Foster a success-oriented, accountable environment within the company.

**The Association of Pool and Spa Professionals:
Vice President of Education, Certification and Membership Development**

Dec 2014- May 2016

The Association of Pool & Spa Professionals (APSP) is the world's oldest and largest association representing swimming pool, spa, and hot tub manufacturers, manufacturers' agents, builders, designers, distributors, suppliers, installers, retailers, and service technicians. Dedicated to the growth and development of its 3000 members' businesses and to promoting the enjoyment and safety of pools and spas, APSP offers a range of services, from professional development to advancing key legislation and regulation at all levels, to consumer outreach and public safety. APSP is the only industry organization recognized by the American National Standards Institute to develop and promote national standards for pools, hot tubs, and spas.

Notable Accomplishments:

- Responsible for leadership, management, and day-to-day operations of the APSP Education department, Membership department, Certification department and Sales department focusing on dues and non-dues revenue generation and annual trade show content.
- Started APSP University educating the trade and doubling revenue within 1 year
- Managed 30 affiliated Chapters domestically and internationally.
- Planned, implemented and evaluated the effectiveness of programs, courses, and conferences.
- Managed all staff and budgets.
- Increased Education sales by 61% in the first year, (documented).
- Increased Certification sales by 72% in the first year, (documented).
- Increased Membership growth 3% over prior year's financials.
- Managed a 3.5M budget.
- Supervised educational content for annual shows and conferences
- Direct Reports: Director of Education and Certification, Director of Sales, Director of Membership.

**InfoComm International:
Director of Education, Certification and Membership Development**

Feb 2010 – Dec 2014

InfoComm International is the international trade association representing the professional audiovisual and information communications industries. Established in 1939, InfoComm has more than 5,000 members, including manufacturers, systems integrators, dealers and distributors, independent consultants, programmers, rental and staging companies, end-users and multimedia professionals from more than 80 countries.

Notable accomplishments:

- Managed a staff of 7 employees that was responsible for the growth of Membership, Education and Certification domestically.
- Responsible for strategic planning to include (Sponsorship Sales) Trade Shows.
- Restructured entire sales division for Education, Membership and Certification.
- *Developed strategic sales plan which lead to over 38% percent increase in certification sales.*
- *Achieved over 27% increase in education sales (documented).*
- Instituted a new education contract sales department which resulted in \$451,401 in new sales within first year (documented).
- Worked on both domestic and international trade shows content and operations.

**College of American Pathologists:
Mid Atlantic Key Accounts/Government Contracts:**

Jan 2008-Feb 2010

The College of American Pathologists is the leading non-profit organization of board-certified pathologists with over a 100M budget that serves patients, pathologists, and the public by fostering and advocating excellence in the practice of pathology and laboratory medicine. Responsible for the management the College's Mid - Atlantic and Government accounts 15M customer base including, Government contracts within the DOD, Veterans Administration and 200 large hospital (IDN) networks. Oversee all functions including, business development, sales, research, and client relations. P&L responsibility for the Mid-Atlantic Region.

Notable accomplishments:

- Awarded the Veterans Administration, Army, and Navy and Air Force government contracts for laboratory proficiency testing resulting in 5M revenue award.
- Developed strategic customer retention plan including a detailed outline of programs and tactics.
- Improved retention rates within key customer segments increasing customer growth by 4% in the hospital markets.
- Provided consulting services to CEO, CFO, CMO, and Laboratory Administration regarding proficiency testing and quality initiatives.

**eHealth Initiative:
Director of Development (Consulting Contract)**

Jan 2007 – Jan 2008

eHealth Initiative/Foundation for eHealth Initiative: The eHealth Initiative is an independent, non-profit, multi-stakeholder organization that is raising national and grassroots awareness of the value of the responsible use of electronic health information in addressing our nation's most pressing health care challenges, including those related to quality, safety, efficiency, and access. Responsible for planning, development and maintenance of membership recruitment, sponsorship promotion, and revenue generation retention programs for 189 non-profits and for-profit Health IT C-Level executive members, advancing Health IT Initiatives. Selected members include AT&T, 3M, Merck, Pfizer, CVS, Walgreen's, and Fortune 10-50 organizations.

Notable accomplishments:

- Benchmarked best practices which resulted in 22% revenue increase.
- Developed and tested new membership models resulting in 35%-member increase.
- Increased sponsorship revenue ~\$450K within first year
- Installed and tracked membership with IMIS Data Base.
- Utilized direct mail, email, web-based promotional material and programs to advance membership roles.

PRIOR WORK EXPERIENCE

HCA/IRL Laboratories, Sales Manager, Fort Lauderdale, Florida
Gateway Laboratories, Director of Sales and Marketing (Hospital) Achieved 150% plan
Quest Diagnostics, Sr. Sales Representative (Presidents Club) Ranked #5 nationally out of 252 reps
Laboratory Corporation of America, Sr. Account Representative, Sales Masters Award First Year

EDUCATION & CERTIFICATION

Union Institute and University, B. A.
Honors: Who's Who Among Students in American Universities and Colleges

Webster University, MBA (The George Herbert Walker School of Business and Technology)

PROFESSIONAL AFFILIATIONS

Current Adjunct Professor of Management at Webster University
American College of Healthcare Executives
Thomas Jefferson Area Community Criminal Justice Board, (Board Member)

COMPUTER SKILLS

Microsoft: Outlook, PowerPoint, Excel, Word **Database:** Salesforce.com, Siebel, IMIS, ACT and CRM

Military: U.S. Army, MP Corp, Honorable Discharge

James Patrick Gleason
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Winter Garden FL 34787
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Jgleason58@cfl.rr.com

Organizational Development and Efficiency
Operations and Project Management
Labor Relations and Negotiations
Customer Service, Public-Private Partnerships
Intergovernmental Partnerships

Strategic Planning and Operations
Financial Accountability and Budgeting
Stakeholder Involvement in Government
Transparent Government and Media Relations

GOVERNMENT EXPERIENCE

City Manager/Director of Economic Development/CRA-Mascotte FL 2011-Present:

Mascotte is a city in Lake County, Florida, as of 2018, the population recorded by the BEBR Report from the University of Florida is 5,829. The city has an operating budget of \$7,776,400 million and a total of 31 employees. In addition to general administration the city has police, fire, parks, water and storm water, streetlight and solid waste utilities. Sanitation is contracted but oversight is done by city staff. The city has a CRA to encourage economic development.

Achievements: Accomplished with the support and assistance of a great staff and leadership of Council:

- Increased General Fund Reserve by 41% (\$607,000) for year end 2011-2012.
- Reduced 2012-2013 Budget by 6% from 2011-2012 and increased reserves.
- Sold lease on Cell Tower for \$175,000 and 15 years of additional annual payments.
- Recommended the city council to place (7) acres of city purchased land on the market for development so it could return to the private sector and expand the city's commercial tax base. Sold just less than two acres for \$325,000 to Family Dollar which has broken ground on a new facility valued at \$1 million dollars and they have listed the remainder of the property for sale.
- CDBG Commercial Grant for \$700,000 to build the first sewer line in the city.
- Acquired 100% of utility easements required for CDBG project
- Intergovernmental Agreements with Leesburg and Groveland to provide wastewater treatment in the city.
- Reduced budget without impacting public safety in 2011, 2012 and 2013.
- Merged duties from some vacancies to other departments to streamline the organization.
- Worked with finance director to propose a plan to ensure the city could meet debt payments and maintain required minimum reserves and follow all loan documents.
- Worked with Lake County Board of County Commissioners to create an Enterprise Zone.
- 2012-\$1,950,000 in new revenue, grants and investment brought into the city.
- 2013-Balanced Budget without using city reserves-Tax Rate to 9.6147
- 2013 Increased unrestricted cash reserves to \$769,183 from \$607,000 in 2012.
- 2013-Employees received a 3% COLA (first increase in 5 years) and an increase in retirement contribution from 5% back to 10% October 1, 2013.
- 2014-Balanced Budget without using city reserves-Reduced Tax rate to 9.3000
- 2014-Increased unrestricted cash reserves to \$1,008,962 from \$769,183 in 2013
- 2014-Employees received 3% COLA October 1, 2014.
- 2014- August Approved 18 month moratorium on impact fees to stimulate residential construction
- 2014-2015-Developed City's First 5 Year Capital Improvement Fund (CIP)
- 2015-Draft Budgeted Completed July-2015.
- 2015-Adopted Roll Back Tax Rate Not to Exceed 8.8138
- 2015-Employees received a 3% Merit Increase
- 2015-Projected to increase Reserve Fund Balance to \$1,250,000
- Total debt (general fund and enterprise funds) February 2011 was \$5,945,381, September 2016 balance is \$1,380,227
- Council Approved Debit Reduction Plan to be Debt Free by May 2017 saving the city an estimated \$507,000 in future interest payments
- 2016-Adopted Roll Back Tax Rate Not to Exceed 8.3289 Third Tax Reduction in my fifth budget with the city
- Employees received 4% COLA October 1, 2016
- 2017-2018 tax rate 7.9316 second full rollback in a row and 4th straight tax rate reduction
- City is debt free and has \$1,300,000 in Unencumbered Reserve Funds.
- Saved \$500,000 in future interest by paying the debt off early.
- 2018-2017 tax rate 7.6291, third full rollback and 5th straight tax reduction
- 2019-2020-tax rate 7.5500 fourth rollback plus tax cut lower than the rollback, 6th straight tax reduction
- March 16, 2020 negotiated merger of City Fire Department with Lake County Fire and Rescue Saving the city tax and fire assessment payers money. The merger accomplished going from an ISO of #10 (April 2019) to and ISO of #4.

City Manager-Chamblee GA 2008-2010:

Chamblee has a population of 19,500 and is in the northeast metro region of Atlanta in DeKalb County. The city has an annual operating budget of \$15 million plus and has 100+ employees. The City of Chamblee is 6 square miles.

Achievements:

- After just a few months on the job discovered the city had very serious financial problems. The two years prior to my employment the city expenses had exceeded revenues by \$2.8 million dollars. In the prior nine years expenditures exceed revenue by 4.6 million. This had reduced the city surplus to less than \$200,000 when city policy required a 20% surplus which would have been \$2 plus million. This presented an immediate cash flow problem. The city fiscal year is January to December and property taxes are not billed until September and collected in October and December. In one month, we secured a Tax Anticipation Note (the city's first) for \$1 million which provided cash flow security until the 2009 property taxes were due. We reduced spending by 5%, froze hiring for open positions, reviewed all fees, and adjusted where appropriate. We avoided furloughs and layoffs. We finished 2009 with revenues exceeding expenses by \$700,000, paid the TAN in full by December 31 and started the 2010 year with an estimated surplus of \$1,200,000.
- The 2010 budget increased the surplus by another \$500,000 in addition we created a dedicated capital equipment replacement fund of \$400,000. While there were no raises for 2009, 2010 and 2011, we did not layoff or furlough any employees.
- Successfully planned for annexation of over 6,000 residents and business and 3.5 square miles effective January 1, 2011. Staff prepared from June of 2010 through December 2010 once the legislation authorizing the annexation vote was approved by the state legislature. The city had six weeks after the citizen's vote approved the annexation November 2, 2010 to implement the annexation as of January 1, 2011.
- Negotiated successful Service Delivery Strategy with DeKalb County in Parks & Recreation and Police Services savings Chamblee taxpayers .56 mils on their 2011 county tax bill reducing duplication of services and double taxation.
- Posted all city budgets, quarterly budget reports and audits on web page to increase transparency for the public.
- Initiated the city's recognition by ICMA as a Council-Manager form of government.

City Manager-City and County Advisor to US Government for ICMA in Kirkuk, Iraq 2007-2008:

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

Achievements:

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

City Manager, City of Woodstock GA 2004 - 2007:

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

Achievements:

- Completed 2.5-million-gallon expansion of the wastewater treatment plant. Worked with CH2MHILL and the Mayor and Council to get the project back online, within budget and at full capacity. (\$18 million-dollar project)
- Restored morale and built a high-performance management team by restructuring and developing existing staff. Eliminated bureaucracy to ensure the organization became more responsive to all stakeholders. Initiated a new Development Review Committee to streamline development issues and create a one-stop process for landowners and developers for proposed projects.
- Completed Interchange Justification Report in partnership with Federal Highway Administration and Georgia Department of Transportation, Private Business and Local Landowners for a new interchange for I-575 in Woodstock (\$43 million)
- Initiated city participation in the ICMA Metro-Atlanta Performance Measurement Consortium.
- Complete makeover of city web page (www.woodstockga.gov)
- Initiated E-Better Place and We Care Hotline - online and 24-hour customer telephone access to report problems or concerns as well as requests for information.

- Revamped budget and financial systems shifted organizational focus from “budgeting to cut corners” to investing in the future and thereby minimizing long-run costs.
- Successful citywide referendum and negotiation with Cherokee County and Cherokee School Board for implementation of TAD (tax allocation district) for redevelopment of downtown Woodstock. (\$18million)
- Implemented a comprehensive storm water utility system.
- Restored financial integrity to the water and sewer enterprise fund with the implementation of new rate structure designed to keep pace with cost increases and inflation. New contract with Cherokee County Water and Sewer Authority to ensure water purchases and future wastewater treatment capacity. Initiated discussion and negotiations concerning consolidation with the Cherokee County Water & Sewer Authority.
- Provided budget to the City Council with a tax cut for 2005 and held the tax rate for 2006.
- Initiated the city’s first Five Year Strategic Plan with annual goals and objectives.

City Manager, City of Ocoee FL 2001– 2004:

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

Achievements:

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

Barry University Adjunct Professor, Public Administration 2002-2004:

Barry University located in Miami; Florida offers Adult Continuing Education opportunities at various campuses around the state. The program is designed for working adults to complete their Bachelor and master’s degrees.

Duties and Responsibilities

- Certified to teach POS 303: Public Policy and Administration
- Certified to teach PUB 402: Values and Ethics in Public Administration
- Certified to teach PUB 403: Public Budgeting and Finance.

Achievements:

Consistently rated as one of the best and most informative instructors, brings real world experience to the classroom

Florida Healthcare State Tax District: HealthCentral: Vice President of Governmental and Community Relations 1997-2001:

The West Orange Healthcare District was established by the Florida legislature in 1947 with the purpose of providing healthcare services to residents of West Orange County. The district provides hospital, paramedic, nursing home, rehabilitation center and walk in medical clinic to all residents of West Orange County.

Duties and Responsibilities

- Responsible for all inter-governmental relations with federal, state, county and city elected and appointed officials.
- Managed 50 employees and a budget of \$15 million.
- Served as the District’s primary spokesperson to consumer groups, industry associations and the media. Also, prepared press releases for distribution to the local media.
- Responsible for all marketing and community outreach programs in addition to the district’s Volunteer Program with over 250 active volunteers, saving the district \$500,000 in labor hours a year.

Achievements:

- Taught the departments under my supervision to operate like a business. Introduced sound management practices and a strategic plan for long-range involvement.
- Developed and implemented an innovative customer satisfaction program – improved internal and external customer service satisfaction by 50%.
- Reduced outstanding delinquent receivables by 50%.
- Over a three-year period, turned both the Walk-In Clinic and Ambulance/Paramedic Service into profitable entities. Improved the West Orange Healthcare District’s image and awareness in this fast-growing West Orange community with community health and wellness outreach programs.
- Took on responsibility of employee satisfaction and implemented several programs that had a significant measurable improvement in work environment and employee morale.

ADDITIONAL INFORMATION

Education

- Master of Arts-Public Administration-Webster University – 1997
- Bachelor of Professional Studies (Liberal Arts)-Barry University – 1995
- Associates in Science in Business – Management and Marketing-Valencia Community College – 1985
- National League of Cities Leadership Training Institute-Silver
- Leadership Florida- Florida League of Cities Leadership Program
- Leadership Orlando-Class of 42
- Leadership West Orange County
- World Class Academy – World Class Schools
- Florida Institute of Governmnet-1994- Basic and Advanced Course

Community Involvement

- International City-County Manager Association (ICMA) Credentialed Manager, 2006-Present
- Florida City County Manager Association Current Member-District VIII Director as of June 2020
- Florida League of Cities
- National League of Cities
- Political Leadership Institute-2015
- Lake-Sumter MPO
- South Lake Chamber of Commerce
- West Orange County Chamber of Commerce-Past Board member
- State of Florida-Division for Children and Families (DCF)-District 7 Advisory Board
- Orange County Senior Resource Alliance Advisory Board Member
- State of Florida-Division for Children and Families (DCF)-District 7 Advisory Board
- Ocoee City Commissioner-1993-1997
- Youth Coach-Soccer and Basketball Ocoee Recreation Department
- Georgia City County Managers Association Past Member
- Georgia Municipal Association
- Chamblee Business Associations
- Cherokee County Chamber of Commerce
-

Private Sector Business Experience-1976-1997

Kelly Services/Orange County Public Schools: 2011 to August 2013:

I served as a “Certified” Orange County Public School Substitute Teacher. The City of Mascotte has a Ten-Hour Day-Four Day work week, Monday through Thursday. I substituted for Orange County Public Schools at the High School level on Fridays. Kelly Services is the contract provider for OCPS, but it is Orange County Schools that decide and choose the substitutes. (State of Florida-Alternative Teaching Certificate)

Compression Therapy, Inc.-Owner-President 1991-1997:

Compression Therapy was a privately held Durable Medical Equipment company specializing in the treatment of Lymphedema and Venous Disease. The company provided pneumatic compression pumps and surgical support products by medical prescription to patients.

Camp International, Inc. Jackson MI 1984-1991:

“Durable Medical Equipment” sales representative in the State of Florida. 1985 was Awarded Sales Rep of the Year. 1986 was promoted to South East Area District Sales Manager covering an area from Washington, DC to Texas and Florida. 1987 was awarded Area District Sales Manager of the Year. 1988 Promoted to National Sales Account Manager and Corporate Trainer and relocated to National office in Jackson, MI.

Fischer Scientific Corporation, Orlando, FL 1976-1984:

Employed as warehouse assistant, receiving, shipping, and inventory control. Promoted to customer service representative, and then advanced to supervisor of the accounts receivables department. Final position promoted to assistant to the Sales Managers for both Industrial and Clinical sales.

Thomas E. Glover, AICP

Walla Walla, WA 99362

(509) 540-4017 cell

Thomas.E.Glover2020@gmail.com

SUMMARY

Local Government Professional offering 20 years' executive level experience in land use planning and community development, and general public-sector management.

SKILLS

- Working and communicating with residents, private industry representatives, elected and appointed officials, and staff from multiple State agencies and local governments.
- Development and day-to-day management of annual operating budgets.
- Public policy analysis, plan development, and code amendments/implementation.
- Land use planning, zoning, transportation planning and economic development.
- Personnel management, team building, supervision, goal-setting, and long-term development of staff in support of the mission.
- Public speaking, consensus building, transparency, community partnerships.

EXPERIENCE

Director **Walla Walla County Community Development Department**
Walla Walla, WA

June 2007 through December 2010

January 2015 through July 2019

Reported to a three-member Board of County Commissioners as department head for County Community Development Department (land use planning, building permitting and construction review, code compliance and inspection). 12 years' service, two transitions.

- Led a team of 11 land use planners, building inspectors, compliance personnel, and administrative staff in the day-to-day departmental operations, led through transitions resulting from changing economic and political focus at local, regional and state levels.
- Prepared and managed a \$1,000,000 annual department budget.
- Implemented a computerized permit tracking software program.
- Collaborated with County HR/Risk Management Department to adjust staff structure as determined by workload and changing priorities.
- Served as liaison between the Board of County Commissioners and the County Conservation District, developing and implementing the County's Voluntary Stewardship Program regarding agricultural activities in designated environmentally sensitive areas.
- Re-established the Department after the dissolution of the Joint Agency, nine staff positions.

Director **Walla Walla Joint Community Development Agency**
Walla Walla, WA

January 2011 through December 2014

- A merger of the County's Community Development Department and the City's Development Services Department. Reported directly to an independent five-member appointed Board of Directors.

- Set up the new agency: created bylaws, annual budgets, operating procedures, personnel manual, job descriptions, salary structure and employee benefits package, contracted for accountant, HR, and attorney, and filled 13 staff positions.

Director (Interim) Walla Walla Valley MPO/SRTPO
Walla Walla, WA

- Reported directly to the WWJCDA Board of Directors, and served the MPO's Policy Board, comprised of representatives from *nine* member jurisdictions.
- Partnered with staff from Washington DOT and Oregon DOT (multi-state jurisdiction) developing an annual operating budget, funding sources and identifying regional partners.
- Secured separate (sq. ft.) office space, purchased furniture, set up phone lines and computers, secured attorney and accountant services, FEIN with the IRS, and established separate bank accounts and payroll services for two employees.
- Worked with the MPO Policy Board subcommittee to coordinate recruitment of new director, planning assistant, including developing job descriptions, advertising the positions nation-wide, and coordinating the interview process.

Town Administrator Town of Mancos
Mancos, Colorado

July 2000 to June 2007

Carried out goals, policies, and priorities of a seven-member Town Board of Trustees.

- Developed and administered an annual municipal budget totaling approx. \$2 million;
- Supervised 18 employees, including five department heads: Town Marshal, Public Works Director, Parks/Rec Director, Building Inspector, and Clerk/Treasurer;
- Intergovernmental liaison to regional organizations, including Region 9 Economic Development District, SW Colorado Transportation Commission, and the Small Business Development Center;
- Provided leadership to Planning & Zoning Commission, and Town Board subcommittees including Public Safety, Personnel, Public Works, Parks & Rec, Finance, and the Tree Board.
- Secured funding for several public facility construction projects totaling more than \$3,000,000 over a 6.5 year period: Town Hall, Community Center, Public Works Shop, Town Park renovation, and various water and sewer line replacement projects.
- Collaborated with State and Federal grant programs (State Dept. of Local Affairs Energy Assistance Program, USDA loans and grants, Great Outdoors Colorado, Conservation Trust Fund), as well as private donations, local revenue bonds, and regional partnerships.
- Completed an update of the Town's Personnel Manual, and established policies and procedures, including an annual job performance evaluation schedule for all employees.
- Oversaw the transition from contracted law enforcement services with County Sheriff Office to a re-established local Town Marshal's Office. Pursued grant funding for office construction and purchasing of vehicles, weapons, supplies, and personnel. Collaborated with the Public Safety Committee and an outside consultant (retired police chief) to develop a Leadership & Management Plan for Town's Public Safety Department, and initiated a nation-wide recruitment for Town Marshal.
- Initiated and conducted two Town Board retreats annually, focusing on budget development; and operating policies and administrative procedures.

EDUCATION

- M.A., Urban & Regional Planning, University of Colorado, Denver.
- B.A., Urban & Regional Planning, Eastern Washington University, Cheney.

PROFESSIONAL MEMBERSHIPS

- International City/County Managers Association (ICMA), 2004 – present.
- American Planning Association/ AICP: 20+ years.

INTERGOVERNMENTAL & COMMUNITY INVOLVEMENT

- Recognition for leadership, service, and dedication in guiding the formation of the Walla Walla Metropolitan Planning Organization, MPO Policy Board, spring 2013.
- Community Council, Affordable Housing Study, 2018-2019.
- Blue Mountain Region Trails Plan, 2016-2018.
- Leadership Walla Walla, Walla Walla Community College, 2011 – 2012
- Port of Walla Walla Economic Development Advisory Committee, 2007 - 2019.
- Leadership Montezuma County, Cortez Chamber of Commerce, Colorado, 2005 – 2006.
- Sunrise Rotary Club, Walla Walla.
- Leadership and Management Plan, Mancos Marshal's Office, 2006.
- Region 9 Economic Development District of SW Colorado, Durango, 2000 - 2007.
- Voted one of the Region's Top Ten Leaders, 2004, Four Corners Business Journal.
- *"Individual Achievement Award"* from the Colorado Chapter of the American Public Works Association, 1999.
- Leadership Weld County, Greeley Chamber of Commerce, Colorado, 1998 – 1999
- U.S. Peace Corps, 1987 – 1989

90 Alton Road # 1803
Miami Beach, FL 33139
(305) 532-6998

EXPERIENCE

Interim Assistant Town Manager/Interim Town Manager "in waiting" (5/20 -)

Finance Director – Town of Surfside (7/19 –)

- Serves as the Town's financial officer performing professional work in planning, organizing, supervising, and administering all financial functions including budgeting, reporting, investing, debt management, banking, treasury management, fixed asset management, multi-year capital planning, purchasing, internal support, and pension plan management for the Town.
- Responsible for planning and coordinating the preparation of the Comprehensive Annual Financial Report (CAFR) and Annual Budget.
- Responsible for the administration of the Finance Department that includes accounting functions of accounts payable, payroll, bank reconciliation, risk management of insurance policies and coverage, and management of certain Town-wide administrative/office management contracts.
- Responsible for the all aspects of the Information Technology Department excluding the Town's broadcasting and website content.
- Responsible for developing and maintaining a comprehensive accounting and financial management system for the Town in accordance with generally accepted accounting principles.

Financial Controls & Budget Manager – Miami-Dade Expressway Authority (MDX) (12/06 – 7/19)

- Responsible for the planning, development and management of the annual budget.
- Manage the annual financial audit and preparation of the annual financial statements, CAFR, and Financial Risk Assessment.
- Preparation of the monthly Treasurer's Report.
- Assist with the development of the Authority's financial plan and Five-Year Capital Work Program.
- Responsible for the approval of the availability of funding for all contracts and task authorizations.
- Responsible for approval of all vendor payments including payroll.
- Responsible for the approval of closed capital project information and capital work in progress.
- Responsible for compliance as it relates to the State/Federal Single Audit Act and grants management.
- Responsible for the preparation and coordination of alternative funding applications such as State Infrastructure Bank (SIB) and Toll Facility Revolving Trust Fund (TFRTF) loans.
- Responsible for the management of the Authority's right-of-way leasing program and assistance with new business development activities.
- Responsible for the development of the Authority's finance/accounting policies and procedures.

Capital Assets Manager - Miami-Dade Expressway Authority (11/04 - 12/06)

- Responsible for the planning, development and management of the annual budget.
- Responsible for the maintenance and control of the Authority's capital assets including the payment approval of all capital asset additions through the Construction, Revenue, General and/or SIB Funds.
- Assist CFO and financial advisors on the timing of investments for cash balances.
- Responsible for reporting requirements for SIB loans, TFRTF loans and various grants.
- Responsible for properly accounting for all retirements/transfers/deletions of capital assets.
- Responsible for the Authority's right-of-way property leasing program.
- Responsible for supervising and reviewing periodic capital asset physical inventories.
- Prepare analyses of capital project budgets and overall capital plan budget performance.

Controller - Miami-Dade Expressway Authority (6/03 - 11/04)

- Responsible for preparing financial reports/statements and analyses.
- Responsible for reviewing, approving and issuance of payment for vendor invoices.
- Responsible for preparing the Authority's annual operating budget.
- Oversee all accounting and auditing functions.
- Responsible for the management of the Authority's financial management system.
- Coordinates the Authority's annual audit and preparation of the Authority's annual report.
- Responsible for the development of the Authority's finance/accounting policies and procedures.

Marketing Director - San Martin Associates (1/01 - 6/03)

Program Controller (Dade Transportation Consultants) (5/01 - 6/03)

- Responsible for managing a \$1.5 Billion 10-year Transportation and Capital Improvement Program's costs (TIP/CIP), cash flows, forecasts, consultant task authorizations, and construction fund requisitions for MDX.
- Perform database administration, including responsibility for managing the Financial Database, CIP/TIP Tracking Database, and Construction Program Database. Lead team to develop all program databases.
- Responsible for tracking project cost estimates and budgets of the Five-Year Work Program.
- Responsible for tracking and processing all invoices pertaining to the CIP/TIP.

Earth Tech, Inc. / San Martin Associates (8/99 - 5/01)

Program Controller (Infiltration/Exfiltration/Inflow Reduction Program)

- Responsible for managing a \$200M municipal infrastructure rehabilitation program's costs, cash flows, schedules, and forecasts for the Miami-Dade Water & Sewer Department (MDWASD).
- Responsible for Earth Tech's fiscal year budget (\$3M yearly revenue), invoicing, and personnel forecasts.
- Performed database administration, including full responsibility for managing the Program Financial Database and Invoice Tracking Database. Lead team to develop the Invoice Tracking database.
- Client interactions pertaining to budgets, authorizations, and payments, and involvement with Request for Qualifications (RFQ) and Request for Proposals (RFP).

Nova Consulting (5/98 - 8/99)

Project Controls Manager (Pump Station Improvement Program)

- Responsible for managing a \$250M municipal infrastructure rehabilitation program's costs, cash flows, and forecasts for the MDWASD.
- Performed database administration, including full responsibility for managing the Project Controls Database.
- Developed and managed project scheduling system.
- Coordination with design consultants on proposals, authorizations, and invoices and recommendation of invoice payment for client.

San Martin Associates (8/97 - 5/98)

Project Engineer (Consent Decree/Settlement Agreement Program)

- Responsible for monitoring and coordinating issues related to Consent Decrees/Settlement Agreements between MDWASD and the USEPA and the Florida Department of Environmental Protection (FDEP).
- Responsible for preparing and submitting the monthly report to the client, USEPA Quarterly Progress Report, FDEP Annual Report and any correspondence to regulatory agencies related to tracked projects.
- Responsible for tracking and reporting on the progress of projects related to the Comprehensive Performance Evaluation Program, Public Access Reuse Program, and the On-site Reuse Program.
- Coordination with design consultants on proposals, authorizations and invoices and recommending payment of invoices for client.

EDUCATION

University of Miami Coral Gables, FL

Master of Business Administration, 2001

Master of Science, Civil Engineering, 1998

Bachelor of Science, Environmental Toxicology, Minor, Political Science, 1995

**EXECUTIVE
TRAINING**

Wharton Transportation Executive Program @ UPenn Wharton School of Business

GFOA Advanced Government Finance Institute @ U. of Wisconsin - Madison

CERTIFICATIONS

Certified Government Finance Officer (CGFO)

Certified Fraud Examiner (CFE)

Certified Public Funds Investment Manager (CPFIM)

Certified Internal Controls Auditor (CICA)

**ACTIVITIES/
ORGANIZATIONS**

Government Finance Officers Association (GFOA)

*Vice-chair – Standing Committee on Economic Development & Capital Planning

Florida Government Finance Officers Association (FGFOA)

Association of Certified Fraud Examiners (ACFE)

Association of Public Treasurers of the United States & Canada (APT)

Institute for Internal Controls

National Society of Professional Engineers (NSPE)

Florida Engineering Society (FES)

Miami Beach General Obligation Bond Oversight Committee

Miami-Dade Transportation Aesthetic Review Committee (TARC-TPO) – (2003-2015)

JUAN G. GUERRA, CPA

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(956) 655-2804
sgtguerra@yahoo.com

RELEVANT PROFESSIONAL EXPERIENCE

➤ CITY MANAGER - CITY OF EDINBURG, TX; 2018 – PRESENT (\$250,000)

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

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

➤ CITY MANAGER - CITY OF PHARR, TX; 2015 – 2018 (\$225,000)

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Pharr PRIDE Strategic Plan (Leadership Principles and Traits)
- ◆ Great fiscal management allowing the best bond rating in Pharr's history, AA- by S&P in 2018
- ◆ Turned around bad economic development projects into successful results for international trade, industrial development, and including a regional attraction utilizing performance based incentives
- ◆ Identified market weakness and created an incentive program to successfully diversify housing options, resulting in an estimated 500 new residential homes and potentially \$100,000,000 in new investment
- ◆ Teamed with local school district to double the size of park acreage and amenities in the city, maintain Aquatic Park, and cattle & farming program to improve quality of life options

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

➤ **CHIEF FINANCIAL OFFICER - CITY OF PHARR, TX; 2012 – 2015 (\$106,000)**

RELEVANT RESPONSIBILITIES

- ◆ Handled duties of Director for the Pharr International Bridge (Feb 2013 – Aug 2014) at the same time as those of CFO
- ◆ Provide economic analysis and recommendations concerning international trade and economic development projects
- ◆ Develop, implement, review, and update employee policy, financial policies, cash handling policy, investment policy, and purchasing manual
- ◆ Present fiscal analysis to the City Commission, Pharr International Bridge Board, Pharr Economic Development Corporation (PEDC), Pharr Public Facilities Corporation #1, and the Pharr Tax Increment Reinvestment Zone (Pharr TIRZ)
- ◆ Member of the collective bargaining team and assisted with negotiations, and Pharr Police Athletic League board treasurer

PROACTIVE ACHIEVEMENTS

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

REASON FOR LEAVING

- ♦ Career Advancement

➤ **FINANCE DIRECTOR - CITY OF PHARR, TX; 2007 – 2012 (\$99,000)**

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

- ♦ Came into a very unreliable finance department, reorganized the finance staff and operations from the ground up to create stable reliable operations
- ♦ Identified major financial weaknesses and developed a long-term viability plan to correct numerous fiscal weaknesses as well as ensuring they don't occur in the future
- ♦ Greatly improved the City's fiscal position by developing and implementing fiscal policies and fixing the General Fund fund balance from a negative \$6 million to positive \$8 million in 2 years
- ♦ Professionally communicated with confrontational politically unstable Commission
- ♦ Completed the annual audit and financial report on time for the first time in 19 years
- ♦ Created the City's 1st budget manual and training session
- ♦ Created a teamwork atmosphere in the Finance Department and began the internal training of accounting personnel
- ♦ Upgraded the expectations of the Utility Billing division and fired/hired capable staff to meet them
- ♦ Prepared the City's 1st ever CAFR and submitted it to GFOA for the Certificate of Achievement, awarded this certificate 8 straight years
- ♦ Completely modified the budget document to a more updated and professional standard and was awarded the City's 1st ever GFOA award for the Distinguished Budget Presentation, awarded this certificate 8 straight years
- ♦ Developed an investment report that meets professional investment requirements and was awarded the Governmental Treasury Organization of Texas' Certificate of Distinction
- ♦ Modified the City's website to become the first regional city to win the Gold Leadership Circle to the City of Pharr for its online fiscal transparency
- ♦ Successfully managed the City's finances through the regional economic downturn while developing a plan and fully met the goals of funding the contingency balances for the major funds
- ♦ Played major role in development of component units, TIRZ, as well as their developmental funding

- ◆ Played major role with the start-up of the Pharr Events Center operations
- ◆ Provided fiscal guidance and oversight to City, Economic Dev Corp, and component units on major economic and industrial development packages

REASON FOR LEAVING

- ◆ Career Advancement

➤ **ACCOUNTING MANAGER - CITY OF FORT WORTH, TX; 2006 – 2007 (\$87,500)**

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

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

REASON FOR LEAVING

- ◆ Family issues.

➤ **DIRECTOR OF FINANCE - CITY OF SHERMAN, TX; 2005 – 2006 (\$75,000)**

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

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

REASON FOR LEAVING

- ◆ Career advancement.

➤ **DIRECTOR OF FINANCE - CITY OF LA FERIA, TX; 2002- 2005 (\$44,000)**

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

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

REASON FOR LEAVING

- ◆Career advancement.

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

RELEVANT RESPONSIBILITIES

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

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

RELEVANT RESPONSIBILITIES

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

PROACTIVE ACHIEVEMENTS

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

REASON FOR LEAVING

- ◆End of enlistment.

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

RELEVANT RESPONSIBILITIES

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

RELEVANT EDUCATION AND SPECIALIZED TRAINING

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

SKILLS AND STRENGTHS

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

HONORABLE MENTION

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

Town Manager

Versatile Public Service Professional with over 23 years of management experience in all sectors of local government in both operations and administration. Proven track record leading comprehensive capital projects that maintain positive relations between government and constituents. Profound ability to actively listen, collaborate, and engage diverse stakeholders at all levels, cultivating dynamic teams and successfully resolving complex issues. Experienced in labor relations, public policy, emergency management, capital financial/budget management, community and business development, housing, human resources, logistics, and public works. Dynamic facilitator/presenter.

Career Experience

City of Rocky Mount, North Carolina

Rocky Mount is the principal city in both Edgecombe and Nash counties with a metropolitan area of 147,335 residents. The City employs 994 professionals with an annual general fund operating budget of \$221 million.

ASSISTANT CITY MANAGER (May 2018 to Present)

Supervise up to 625 employees and an operating budget of over \$36.2 million while guiding the Fire and Emergency Services, Human Resources, Parks and Recreation, Community and Business Development, Human Relations, and Development Services. Initiate complex policies and government responses to major crises in local, county, and state areas, especially concerning COVID-19. Implement administrative and budgetary protocols for various programs.

- Acted as City Manager and acquired additional funds for a revitalization program totaling \$125,000.
- Secured the relocation of the North Carolina Division of Motor Vehicles headquarters with an annual \$2.4 million ten-year lease agreement resulting in job creation for the region and a more efficient facility.
- Conducted an investigation of HR promptly restructured the organization's employee compensation, classification, evaluation, and merit systems that improved transparency and employee morale.

INTERIM DIRECTOR OF COMMUNITY AND BUSINESS DEVELOPMENT (2019 to 2020)

Managed all housing developments including affordable and workforce housing comprising three agencies and 155 units. Directed affordable housing studies and oversaw federal funding compliance and requirements. Created the city's new housing policy and authored comprehensive administrative regulations to prevent fraud, waste, and abuse. Developed and presented program presentations to the city council, community stakeholders, and external agencies.

- Established a P3 relationship that secured an affordable housing complex with 54 units as part of downtown revitalization efforts.
- Identified Housing and Urban Development (HUD) program mismanagement and planned the successful disbursement of more than \$650,000 of accumulated unspent annual general fund appropriations.
- Recovered and redistributed \$500,000 of urgent home repairs funds in six months as well as \$400,000 for local home improvements.

INTERIM DIRECTOR OF PARKS AND RECREATION (2018 to 2019)

Led 77 full-time and 350 part-time employees, eight recreation divisions (athletics, arts center, children's museum, special events, recreation services, sports complex, senior center, and outdoor recreation), two parks divisions (parks maintenance and five cemeteries), and the administration division. Managed 53 neighborhood community and regional parks comprising 521 acres and 11 facilities. Completed a revised business plan and annual budget reports.

- Conducted personal interviews and research that resulted in the complete reorganization and consolidation of the city's second largest department, which fixed extreme deficiencies and unfair hiring practices.

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City of Miramar, Florida

Miramar is a diverse community of over 142,000 residents and has a total land area of 31 square miles, which serves as a geographic hub for numerous corporations and key global industries, such as airlines, cruise lines, healthcare, information technology, and finance. The city has a workforce of 1,100 employees and a budget of over \$149 million.

ASSISTANT CITY MANAGER (2017 to 2018)

Directed the managers of Human Resources, Community Development, Cultural Affairs, Communications and Public Relations, Fire Emergency Services, and Parks and Recreation. Oversaw 535 front line and mid-level supervisors and an operating budget of over \$35.5 million. Served as the Field Operations Director and Emergency Operations Center Advisor during Hurricanes Francis and Irma. Established all internal and external media communication and public relations strategies. Helped improve water and wastewater utilities, public safety, and economic development.

- Won recognition by Florida's Governor as the model city for emergency protocols.
- Acted as the City Manager over the course of one year; managed the \$3.5 million expansion of East Water Treatment Plant that increased capacity from 25mgd to 45mgd.
- Direct the 80,000 sq. ft., \$5 million, LEED certified fire rescue station and police headquarters construction project, which allowed for centralization of public safety and increased capacity of services.
- Coordinated with county property appraisers and board officials resulting in zoning changes and site location for the future permanent home of the African American Tennis Association (ATA).

CHIEF OF MARKETING & PUBLIC RELATIONS/COMMUNICATIONS OFFICER (2014 to 2017)

Managed the brand development, communications, and social media strategies for Miramar's city-wide positive public image and relations. Launched Miramar's Public Relations Department and the county's first local government web radio, streaming service, and cable network live broadcasts. Crafted award-winning community outreach campaigns. Directly supervised and coached 10 new staff members who did not have communication experience.

- Saved Miramar over \$525,000 through an East Miramar water main improvement project, and by adding an additional 2% processing fee assessment for utility bills paid by credit card.
- Executed Broward County and Miramar's first municipal affinity card program, whereby participating businesses reported 45% increase in sales within three months of enrollment.
- Ran the development and implementation of the city and county's first local government web radio, streaming service, and cable network simultaneous live broadcast.

DIRECTOR OF HUMAN RESOURCES (2009 to 2014)

Lead negotiator for three collective bargaining units: International Association of Fire Fighters (IAFF), Police Benevolent Association (PBA), and the general employee collective bargaining unions. Prepared the Annual Comprehensive Pay Plan pay plan for unrepresented employees. Improved human asset management, risk/liability and payroll policies, workers compensation, and employment and labor relations for more than 1,100 employees.

- Steered three unions in 3-year collective bargaining agreements, and negotiations during times of crises.
- Led the complete integration and implementation of a \$2 million enterprise resource planning (ERP) HR and payroll platform resulting in 97% payroll accuracy and an 85% decrease of internal audit findings.
- Prevented the layoff of 25 Fire dispatch personnel without FTE or budget increases.

Previous Experience at City of Miramar, Florida

LOGISTICS & QUALITY CONTROL OFFICER

PUBLIC WORKS ADMINISTRATION SERVICES SUPERINTENDENT

SENIOR EXECUTIVE ASSISTANT

continued...

Education & Credentials

Master of Public Administration

Nova Southeastern University, Davie, FL

Bachelor of Arts in Political Science & Public Administration

Florida Memorial University, Miami Gardens, FL

Candidate, ICMA Voluntary Credentialing Program (anticipated Oct. 2020)

International City/County Management Association (ICMA)

Graduate, Senior Executive Institute

Weldon Cooper Center for Public Service, University of Virginia, Charlottesville, VA

Professional Certificate, Human Resource Professional (PHR/SPHR)

Nova Southeastern University, Davie, FL

Certified Advanced Public Information Officer (APIO)

Emergency Management Institute (EMI), Federal Emergency Management Agency (FEMA)

Certified Labor Relations Professional (CLRP)

Florida Public Employer Labor Relations Association (FPELRA)

Awards & Honors

- March of Dimes Woman of Distinction
- Nominee, JM Family Enterprises African American Achiever
- South Florida's 25 Most Prominent and Influential Women in Business - Legacy Honors
- South Florida's Most Powerful Black Professionals in Business and Industry - Legacy Honors
- Outstanding Partner in Education, Broward County Public Schools
- Mentor of the Year, Broward County Public Schools
- "Caribbean Women Make Lasting Impression on U.S. Business Landscape," *Caribbean Today Feature*

Professional Affiliations

- Board Member/Director of Diversity, Society of Human Resource Management (SHRM), Golden East Chapter
- Board of Directors/Director of Membership, Kiwanis Club of Rocky Mount
- Board of Directors, March of Dimes Eastern North Carolina Market
- National Forum for Black Public Administrators (NFBPA)
- Board of Directors, United Way Tar River Region
- International City/County Management Association (ICMA)
- North Carolina City and County Management Association (NCCCMA)
- National League of Cities (NLC)
- Women in Municipal Government (WIMG)

STANLEY D HAWTHORNE

2528 Inlet Drive, Fort Lauderdale, FL 33316 (954) 683-0403 hawthornestanley@gmail.com

Education

Master of Arts in Public Administration, University of Virginia
Bachelor of Science, Troy University

Experience

Assistant City Manager, Fort Lauderdale, FL	2011-2019
Assistant City Manager, Lakeland, FL	2005-2011
General Manager, Sun 'n Lake Improvement District, Sebring, FL	2002-2004
City Manager, Lauderdale Lakes, FL	1998-2002
Assistant City Manager/Director of Finance, Tamarac, FL	1994-1998
Director of Management and Budget, Hollywood, FL	1992-1994
Assistant to the City Manager, Saginaw, MI	1985-1992
Management Fellow, Charlottesville, VA	1982-1984

Professional and Civic Affiliations

Past President, Camp Fire USA Sunshine Council
Past President, Broward City/County Management Association
Member, International and Florida City/County Management Association
Member, National Forum for Black Public Administrators
Member, Government Finance Officers Association

Employment Description

2011-2019 City of Fort Lauderdale Assistant City Manager

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

STANLEY D HAWTHORNE

2005-2011 City of Lakeland Assistant City Manager

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

2002-2004 Sun 'n Lake Improvement District General Manager

As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

1998-2002 City of Lauderdale Lakes City Manager

I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site (www.lauderdalelakes.org), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

STANLEY D HAWTHORNE

1994-1998 City of Tamarac Assistant City Manager/Finance Director.
As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's \$55 million program/performance-based budget, management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 City of Hollywood Director of Management and Budget
The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 City of Saginaw Assistant to the City Manager
Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

Awards, Publications, Certifications

Senior Executive Institute Alumnus
-University of Virginia
Certified Government Financial Manager
Leadership Hollywood Alumnus
Leadership Lakeland Alumnus
Executive Leadership Institute
-Harvard University, Syracuse University,
University of Texas, Wharton School
Fifty Leaders of the Future
-Ebony Magazine
Municipal Annexation,
-thesis written during my enrollment
at the University of Virginia

References available upon request

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Reno, NV 89521-3090

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(775) 742-7132

CAREER HIGHLIGHTS

- Over 30 years of public works leadership experience in both municipal and federal governments.
- Has a big picture focus, strong strategic planning skills; and the ability to produce on time results.
- Has been a Logistic Program manager responsible for over 860 personnel; a Public Works Director responsible for 182 personnel; a Chief of Operations with 450 personnel; and a Chief of Engineering with two 10 person multi-discipline design teams.
- Successfully developed and executed a myriad of large design and construction projects and programs -- \$834M program with \$200M under construction.
- An approachable leader who fosters strong relationships while still making work fun.
- Developed and managed budgets, producing cost savings while doing more with the given resources.
- Demonstrated flexibility in developing meaningful relationships with special interest groups, stakeholders, citizen groups, and the press.
- Over 30 years of successful relationships with senior leaders, elected officials, unions, workforce members, and human resources.
- Consistent high achiever and visionary with a strong 'can-do' focus who has been routinely appointed to transform operations to produce benchmark results – exceptional turn-around agent!
- Strong, energetic situational leader who has a history of providing fast track, cost effective solutions for customers and project requirements.

EDUCATION

- Pepperdine University, Malibu, California: Executive Master's of Business Administration (MBA).
- United States Air Force Academy, USAF Academy, Colorado: Bachelor of Science Degree (BS), General Studies: Civil Engineering/Math.
- Troy State University, Troy, Alabama: Master of Science Public Administration (MPA).
- George Washington University, Washington DC, Ed. S., Human Resource Development.

EXPERIENCE

Managed Trust, Rental Properties & Other Investments
Reno, NV

2017 - Present

Chugach:
West Sound Project Manager
Silverdale, WA
Logistics Project Manager
Reagan Ballistic Missile Test Site
Kwajalein Atoll

2012 -2016

- West Sound: Directed Base Operating Support for five remotely separated Naval bases and 17 satellite areas. Managed a \$70M budget and almost 400 personnel.
- Reagan Ballistic Missile Test Site: Directed the Logistics support operation for the entire atoll (8 islands), supporting the National Missile Defense program. Operations included responsibility for Public Works, Supply and Transportation, Airfield, Automotive, Fire Department (airfield and structural), Housing, Marine Operations, Project Controls, Finance, and HR.
- Manage over 860 personnel and a \$64M budget with savings of over \$3M .

- Responsible for all utilities to include providing primary power to seven different islands including fuel delivery; providing water and sewer collection and distribution to three islands.
- Managed the operation, maintenance and repair of 3M SF of failing 1950 vintage facilities.
- Provided regular supply and transportation throughout the atoll and internationally.
- Managed daily flight operations (personnel and cargo) for commercial and military aircraft to include fixed and rotary aircraft for two major airfield and six helipads.
- Managed the maintenance and repair of over 500 vehicles and heavy equipment of which 58% was overage – on two islands.
- Managed the operation, maintenance and repair of 11 Marine vessels and four barges supporting mission operation and delivery of personnel and cargo throughout the atoll.

Tom's Consulting **2011**

- Assisted Nevada candidate in his United States Congressional Campaign.
- Performed property management for rental properties.
- Managed \$600,000 investment portfolio.
- Participated and assisted in local political action organizations.

Town Manager **2010**
Manalapan, FL

- Left Manalapan after supporting the commission's reorganization efforts to combine the Town Manager and Finance Director position to produce the required budget reductions.
- Responsible for providing leadership, direction and management of all municipal departments including the Finance Department, Human Resources, Police, the Town Attorney, the Town Clerk and the Town Library.
- Directed all municipal administrative operations through a staff of 35 and a \$9M budget.
- Managed a Water and Sewer Utility including budgeting, and a \$6M capital improvements program. Developed badly needed capital improvements program.
- Implemented a program based budgeting process with guiding metrics. Developed and monitored the Town Annual Budget; presenting it to a seven member Commission for approval.
- Represented the Commission at all interagency meetings with Federal, State, and local government officials.

Director, General Services **2008 – 2009**
El Dorado County, CA

- Reluctantly agreed to take on this short term opportunity to resolve long standing department problems that 7 directors in five years could not fix – developed and implemented strategic action plan and corrected deficiencies.
- Managed 60 personnel and a \$25M budget for Capital Projects, Parks, Facilities, and Fleet.
- Successfully resolved long standing politically sensitive personnel and program issues within the department; improving customer responsiveness and department efficiency and effectiveness.
- Provided oversight and direction for all personnel functions including hiring, performance evaluations, progressive discipline, and termination.

Tom's Consulting **2007 – 2008**

- Performed property management for rental properties.
- Managed \$500,000 investment portfolio.
- Participated and assisted in local political action organizations.

Interwest Consulting Group **2005 – 2007**
Northern California Assignments

- Extensive skills and abilities allowed me to fill numerous consultant leadership roles in different communities for development services, maintenance, design, and capital construction.

- Was assigned as the Engineering Manager in Yuba City, CA managing a troubled \$50M capital program and development projects for 18 months; later assigned as Lead Plan Check in Development Services, then Senior Project Manager and then Director of Operations – all in Elk Grove, CA based on need – versatility as a consultant highly valued!
- Managed a \$20M Downtown Revitalization and \$20M Park and Aquatics Center Project, which included consultant project management and contracting oversight, obtaining stakeholder input, facilitating community town hall meetings, resolved parking issues, as well as working with utility companies and state agencies. Successfully bid and awarded these two \$20M projects.
- Routinely collaborated with City Council, other city leaders, and community stakeholders providing technical assistance, problem solving, and action planning.
- Worked with and provided oversight to developers and construction contractors to ensure project compliance with local, state, and federal standards.
- Managed plan check, development conditioning, and adequacy of improvement plans, infrastructure, designs, and construction projects. Managed a staff of up to 20 plus consultants.

**Deputy Director of Public Works
Reno, NV**

2000 – 2005

- Lead operations of 170 personnel and a \$27 million budget for city maintenance (i.e., streets, traffic signal, sewer and storm systems, fleet, facilities, and a 4MGD treatment plant).
- Developed and implemented process improvement initiatives resulting in city savings of over \$3M annually and achieved improved outcomes for the City of Reno's maintenance functions.
- Implemented system transformation and organizational culture change to bring operations to national benchmark standards.
- Developed a \$100K leadership-training program for subordinate managers, supervisors and staff.
- Set goals and objectives for operations measured through a task management system.
- Routinely collaborated with the City Manager, City Council, Civil Service Commission, other city leaders, and community stakeholders.
- Managed financial and human resources allocations.
- Instituted Maintenance Management System for improved operational effectiveness and cost control.

**Director, Buildings and Grounds
University of Southern California
Los Angeles, CA**

1998 – 2000

- Lead operations of 80 personnel and \$9 million budget.
- Managed financial and human resources allocation in multiple geographically separate locations.
- Built, implemented, and monitored annual operating/capital requirements budget.
- Provided financial and operational analysis to USC leadership.
- Spearheaded organizational improvements for maximum productivity and customer responsiveness resulting in savings to the University of over \$150K annually.
- Established performance metrics and ensured compliance with federal, state, and local regulations.
- Resolved long standing but sensitive personnel issues.

**U.S. AIR FORCE – Retired LtCol
JUNE 1977 – SEP 1998**

Director of Public Works

1996 – 1998

Los Angeles Air Force Base, CA

- Responsible for providing oversight and management of over 2.7 million square feet of base facilities, utilities, including industrial/administrative buildings, and 574 family housing units at four remotely separate locations.
- Lead 182 personnel and managed a \$27M operating budget, along with a \$1.2M capital budget.
- Spearheaded 5-year facility strategic planning efforts, generating operating budgets for each alternative.
- Developed and managed metrics quarterly to ensure the highest level of facility support and customer service to end users.

Deputy Command Engineer

1994 –1996

Southern Command Engineering, Panama

- Managed a \$50M military training construction program for nation building.
- Acting Command Engineer for 12-month period in the absence of the Command Engineer.
- Provided direction to staff; briefed general officers, and provided engineering expertise to decision makers.
- Supervised 17 professional and support engineering staff.

U.S. Air Force - Travis AFB, CA

1991 – 1994

Civil Engineering Operations & Chief Engineering

- Responsible for directing the public works activities of almost 400 personnel who operate, maintain, and repair 10M SF of facilities; 500 plus facilities and all utilities including 2500 family housing units. Chief of Engineering Flight at the same time from Apr 93-Nov 93; managed five-year \$834M design/construction program and major area development planning effort. Managed multi-million dollar budgets.

U.S. Air Force - Langley AFB, VA

1990

Civil Engineering Chief of SABER

- Managing a \$3.5 million annual construction requirements contract for maintenance and repair of facilities and utilities, to include cost estimates, negotiations with contractors, and construction management.
- Personally developed a new contract and the source selection criteria.

Nevada EIT
Member ICMA

Other Air Force position information can be provide upon request.

ANDREW E. HYATT

12 Ponte Vedra Court, Unit B
Ponte Vedra Beach, Florida 32082
Telephone: 904.609.6477
Email: andrewehyatt59@gmail.com

OBJECTIVE

Developing, Managing & Monitoring Programs That Move Initiatives Forward for Government & Non-Profit Organizations

CAREER PROFILE

Track record of accomplishments during 20-year career in government and non-profit. Sharp understanding of government budget management/accounting, government procurement and contract management, and public policy. Proactive professional, effective in communicating and building relationships with all intermediaries – government officials, corporations, interest groups, citizens, colleagues, staff, and management. Politically sensitive practitioner of principal-centered leadership and strong proponent of an empowerment management style. Master of Public Administration.

Core Competencies

- **Program Development & Management**
- **Budgeting & Financial Oversight**
- **Strategic Planning & Goal Setting**
- **Policy & Procedure Development**
- **Public & Private Partnerships**
- **Government Relations (Federal, State & Local)**
- **Grant Development & Funding**
- **Reports, Position Papers & Publications**
- **Legislative Affairs**
- **Human Resource Management**
- **Employee Hiring, Training & Mentoring**
- **Project Lifecycle Management**

NON-PROFIT EXPERIENCE

Texas State Director

K9s FOR WARRIORS

4710 State Highway151
San Antonio, Texas 78227
Supervisor: Patty Dodson – Chief of Staff (904.686.1956)

JUN 2019 to MAR 2020

50 Hours per week

Plan and coordinate all development and community engagement activities. Develop and grow community relationships with donors, volunteers, community organizations or representatives. Build relationships with community stakeholders to advance the mission. Coordinate with the Development team by, researching funding opportunities, compiling donor information and assisting with grant writing and applications to gain sponsorship and donations and managing volunteers. Oversee Kennel Operations Manager and staff (including hiring full and part time kennel assistants). Participate in special projects and take on additional tasks as requested. Maintain good communication with kennel staff and management. Maintain good working relationships with all kennel and organization employees.

GOVERNMENT EXPERIENCE

City Manager

CITY OF NEPTUNE BEACH

116 First Street
Neptune Beach, Florida 32266
Supervisor: City Council (904.270.2400)

JUL 2015 to JUN 2019

50 hours/week

Chief Administrative Officer in charge of managing a full-service beachfront municipality. Responsible for the day-to day city-wide operations with a permanent population of approximately 7,200 with 75 employees, operating budget of \$5.3 million and fifteen (15) separate funds totaling over \$12 million. Prepare budget and business plan for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and analysis of programs and services. Represented the City to business organizations, civic associations, developers, other governmental entities and the public. Develop programs for grant applications

and provide policy recommendations to the City Council. Interact and build partnerships with local/state/federal elected officials and maintain involvement in government, outside group, and private industry discussions on issues involving the City.

Accomplishments

- Successful in saving dollars by utilizing staff for projects like installing new sidewalks, parking spaces without going through the RFP process
- Restructured top tier of Police Department
- Successfully negotiated the Bargaining Agreements with the FOP and Local 630 Employee Union.
- Developed a plan to create additional parking spaces in the Town Center
- Negotiated a new Solid Waste contract with Waste Pro
- Restructured organizational chart to include Deputy City Manager, Deputy Director, Commanders without adding additional positions
- Prepare five (5) year strategic plan
- Developed Park Master Plan
- Completed construction on a community building
- Successful in several grants for the park and infrastructure.
- Developed Goals, Objectives and Performance Measures for each department to better track the progress of the departments and to assist in the evaluation of each employee.
- Resolved Tipping Fee issue with the City of Jacksonville, along with the City Attorney
- Established a format for evaluating each employee annually to include performance measures. Annual evaluations take place September
- Developed the following policies: Whistleblower, Compensatory Time, Internal Control, Cell Phone, Ethics, Take Home Vehicle, Compute/Internet Use, Cell Phone Use, Merit Increase, Social Media, Tobacco Use
- Worked with staff in preparation of and clean up of Hurricane Matthew and Hurricane Irma

City Manager

CITY OF EAST RIDGE

1517 Tombras Avenue

East Ridge, Tennessee 37412

Supervisor: City Council (423.867.7711)

OCT 2013 to JUN 2015

50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and business plan which included goals and objectives, develop programs for grant applications, and provide policy recommendations to the City Council. Gather data from various sources to be included in position papers in response to the Councilman's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Accomplishments

- Successful in negotiations with Developer for the Jordan Crossing development to include a Bass Pro store.
- Successful in negotiations with Developer for a Wal-Mart Neighborhood store.
- Received Local Parks and Recreation Fund grant for playground.
- Implemented Border Region Legislation.
- Created an effective communication tool by preparing a monthly publication to the Council regarding organizational progress and upcoming projects and concerns.
- Implemented a merit-based Performance Measures evaluation program.
- Recruited and hired a Police Chief, Fire Chief and City Treasurer.
- Reviewed and rewrote City Employee Handbook.
- Revived Industrial Development Board (IDB).
- Developed inventory for leasable/for sale/or sale-lease space.
- Instituted a Pay Plan which includes Grades and steps for budgeting purposes.
- Oversee multiple projects throughout the city to include Economic Development/Redevelopment, Parks & Recreation, Paving/Resurfacing, Traffic light installation.
- Project Manager for relocation of a Fire Station.

**City Manager
CITY OF FAIRVIEW**

7100 City Center Way
Fairview, Tennessee 37062

Supervisor: Board of Commissioners (615.387.6084)

JAN 2010 to OCT 2013

50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and strategic plan, oversee development of programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Accomplishments

- Prepared Five-Year Strategic Plan.
- Empowered staff to implement changes within the organization by including them in executive decisions.
- Received a Local Parks & Recreation Fund grant for a Greenway Project.
- Received funding for Safe Routes to Schools sidewalk project.
- Received funding from MPO Active Transportation Program for resurfacing.
- Met with and prepared communications to U.S. Senators and Congress on policy issues (e.g., economic/community development, funding sources). Brief elected officials on policy impact of appropriations.
- Consistently meet 24 to 48-hour deadlines for information on issues from prospective industries/businesses requiring utility and tax information.
- Reduced tax rate by 7.5% in FY 2012.
- Improved employee morale by utilizing walk around management style.
- Instrumental in establishing Economic Task Force.
- Spearheaded project management efforts for design of 1,046-acre office/industrial park.
- Successful in negotiations with Landowner and Wal-Mart for construction of the Fairview Super Center.
- Obtained TDOT R.O.W. mowing contract.
- Received 4.17 out of possible 5 on 2012 Performance Evaluation (December 2012).

**City Manager
CITY OF ETOWAH**

415 Tennessee Avenue
Etowah, Tennessee 37331

Supervisor: Board of Commissioners (423.263.2202)

OCT 2007 to DEC 2009

50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and 5-year strategic plan, develop programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Member of Executive Committee of McMinn County Economic Development Authority, Director of the Emergency Operations Center, and Project Manager for 2 renovation projects – Streetscape and Community Center. Oversee Finance, HR, Building Inspection, Zoning, Code Enforcement, Fire, Police, Parks & Recreation, Purchasing, and Library. Departments. Educate, develop, train, and mentor staff. Develop and implement programs based on new or revised laws/regulations.

Accomplishments

- Prepared standard operating procedures manuals for each position in the city with all necessary components (e.g., City Mission, Department Mission, Position Purpose, Employee Evaluations/Training, Organizational Charts, etc.); actively involved in analyzing and revising SOPs and operational policies as necessary.
- Prepared first balanced budget (FY10) in eleven years, since FY00.
- Generated total cost savings of over \$90K by creating temporary concrete finisher and carpenter positions.
- Delivered cost savings of over \$5K annually by leasing a vehicle for City travel – reducing the number of claims for mileage reimbursement and \$400 car allowance for City Manager.
- Received grant for a Wellness Center and obtained a \$75K, 3-year grant for hiring a Recreation Director – representing a cost savings of \$50K over 2 years for the City.
- Reduced overtime 67.17% in 1 fiscal year.

- Created an effective communication tool by preparing a monthly publication to the Commissioners regarding organizational progress and upcoming projects and concerns.
- Empowered staff to implement changes within the organization by including them in executive decisions.
- Strengthened employee performance and morale; emphasized the importance of immediate and constant feedback to employees and investigated employees' complaints/concerns with the highest attention to detail.
- Met with and prepared communications to U.S. Senators and Congress on policy issues (e.g., economic/community development, funding sources). Briefed elected officials on policy impact of appropriation.
- Briefed Commissioner on a pending sale of a county-owned hospital to private investors; sale of the hospital was successful and is proving to be a beneficial deal for the community.
- Consistently met 24 to 48-hour deadlines for information on issues from prospective industries/businesses requiring utility and tax information.

Community Development Manager**CITY OF DEERFIELD BEACH – PLANNING AND GROWTH MANAGEMENT DEPT.**

150 SE Second Avenue

Deerfield Beach, Florida 33441

Supervisor: Jerry Ferguson, Director (954.480.4211)

MAR 2004 to OCT 2007

45 hours/week

Managed a diverse range of initiatives for this beachfront community, including fiscal analysis, program budgeting, and economic development functions. Provided fiscal oversight for grant funded programs and produced information on grant opportunities and programs to management, other organizations, and City Commission. Provided Commissioners with information on HUD and State Housing Initiative Partnership programs to answer constituent concerns. Represented the City Manager and Director of Planning on boards, commissions, and committees. Team leader in preparing short/long-term goals, and key member of the management staff and liaison for citizen advisory boards; brainstormed with management team on issues affecting the community. Supervised and evaluated the performance of a 4-person staff. Member of Emergency Operations Center team and member of the Hurricane Emergency Preparedness team. Interfaced with federal, state, and local officials.

Accomplishments

- Delivered savings of over \$20K in consulting fees for the City by taking the initiative to author its 5-year (2005-2009) Consolidated Action Plan.
- Initiated, obtained, managed and administered federal, state, and county grants for programs/projects, including Community Development Block Grant (CDBG), State Housing Initiative Partnership (SHIP), and First Time Homebuyer/Home Rehab programs.
- Grew the number of first-time homebuyer recipients over 400% in 1 year.
- Increased minor home repair recipients over 600% in 1 year.
- Increased productivity and reduced time spent on a waiting list from 2 years to 12 weeks by restructuring the division and assigning specific duties.
- Allowed a free flow of space, created atmosphere of cooperation and teamwork, and reduced application/waiting period by 40% through spearheading a reorganization of the office.
- Acted as a liaison between City Manager's office and community members affected by proposed programs.

Sales Consultant**GOBER ENTERPRISES**

7501 Philips Highway

Jacksonville, Florida 32256

Supervisor: Rob Walker, Owner (904.296.1356)

JUL 2002 to MAR 2004

45 hours/week

Provide consultation and sales presentations to homeowner's and businesses throughout Northeast Florida. Prepare production orders and follow up with production progress. Interact with manufacturing personnel on production of shutters and blinds. Prepare quarterly sales projections.

**Senior Administrative Assistant, Human Resources
CITY OF JACKSONVILLE – PARKS AND RECREATION DEPT.**

117 West Duval Street
 Jacksonville, Florida 32202
 Supervisor: Debra Igou, Director (904.630.1287)

APR 2000 to JUN 2002
 45 hours/week

Drove HR initiatives that had a tremendous impact on improving organizational performance. Handled primary HR functions, including personnel, payroll, permitting, purchasing, employee relations, training, EO/EA, ethics, permitting, budget/cost control, employee evaluations, Adopt-A-Park Program, and citizen communications. Implemented, analyzed, and evaluated program effectiveness on an ongoing basis.

Incorporated laws related to Ethics, EEO, ADA, and Sexual Harassment into the organization through staff education and training. Performed contract administrative functions, including the monitoring of bids to ensure adherence to contract requirements. Participated in various committees (e.g., Training, EEO, Employee Satisfaction, Ethics); Sterling Quality Award team member for the City of Jacksonville.

Accomplishments

- Played a key role in improving the City into a quality organization. Worked on the Sterling Quality Human Resources Team while the city competed for the Sterling Quality Award; advised senior staff on necessary changes.
- Saved the city over \$5K annually by implementing a paperless format system for tracking evaluations, discipline, leave time, and training for all employees' department-wide.
- Produced and completed reports within tight deadlines for upcoming legislative meetings.
- Formulated ethics policy for the entire city (including elected officials) affecting over 8500 employees.
- Prepared new employees for success by creating an evaluation document that was adopted by the Sterling Quality team to be used as a communication tool during new employees' 6-month probation period.
- Secured funding for City projects by interfacing and forming partnerships with local/federal government officials.
- Enabled management to execute informed hiring decisions by compiling and presenting thorough information on potential candidates.

**Administrator
SOUTH AIKEN CHRISTIAN SCHOOL**

980 Dougherty Road
 Aiken, South Carolina 29803
 Supervisor: School Board (803.648.7871)

JUN 1994 to DEC 1996
 45 hours/week

ADDITIONAL EXPERIENCE

CITY OF CLEVELAND, TN/UNIVERSITY OF TENNESSEE AT CHATTANOOGA, TN (AUG 1998 to MAR 2000)

- Graduate Assistant (AUG 1998 to DEC 1999) University of Tennessee at Chattanooga
- County Planning (JUL 1999 to DEC 1999) Bradley County, Tennessee
- City Manager's Office (JAN 2000 to MAR 2000) City of Cleveland, Tennessee
- Conducted research for tenured professors, assisted in annual budget and capital improvement projects; prepared 2020 growth plan.

PRIVATE INDUSTRY (1994– 1979)

CARLISLE GEAUGA COMPANY (Injection and Blow Molding) Trenton, SC
 PILLOWTEX (Textiles) Dallas, TX
 INTERFACE, INC (Textiles) LaGrange, GA
 MILLIKEN & COMPANY (Textiles) LaGrange, GA
 WEST BUILDING MATERIALS, (Building Materials) Cleveland, TN
 SCHERING PLOUGH, INC, (Foot Comfort Products) Cleveland, TN

EDUCATION

UNIVERSITY OF TENNESSEE AT CHATTANOOGA, TENNESSEE

Master of Public Administration

Bachelor of Science, Political Science: Public Administration

CLEVELAND STATE COMMUNITY COLLEGE, CLEVELAND, TENNESSEE

Associate of Applied Science, Business Management

MEMBERSHIPS

- International City Manager Association (Member since 1998)
- Tennessee City Manager Association (Member 2007 – 2015)
- Florida City/County Manager Association (Member since July 2015)
- Beaches Chamber of Commerce Board of Directors (Member July 2015 - June 2019)

ADDITIONAL CERTIFICATIONS

ICMA Credentialed City Manager January 2019
National Incident Management System (NIMS) Certified

JACOB ISRAEL

786-973-3410
jisrael82@gmail.com

19431 ne 18th place
North Miami Beach FL
33179

Education

Florida International University BA in Lit 2007

Experience

Area Manager, John Varvatos, Miami Beach, FL 2013-2019

- +13% to target in 2018 and number 1 in KPI performance for 2 consecutive years in east coast and 3rd in the company.
- Ensured that all stores shifted from “red” to “green” in inventory shrinkage. Performed in +5% on all stores.
- Best operations superlative in Retail Summit 2019
- Aided with set up and on boarding of 4 stores in the Southeast market

General Manager, G-Star Raw Aventura, FL 2012-2013

- Top ranked store in Florida in both sales and KPI's.
- Began to work with team on clientele and raised the repeat client base to 23% within the first 6 months.
- Strong partnership with DM and helped on all overseeing in his absence.

Owner, Vaultbox.me Miramar FL, 2009-2012

- Developed a mobile app for iPhone and lead the team of 2 developers, UI and graphic designer from start to launch on mobile.
- Solution was eventually bought by a large scale insurance company for integration within their own mobile application.

Operations Manager, Jimmy Choo Bal Harbor FL, 2007-2009

- Complete operational restructure for both South Florida stores.
- Helped rebuild and restructure operational flow, allocation issues and team issues along side the general manager.
- Implemented changes that brought the store from -4% down to both stores finishing +10% for 2008.

References

Available upon request

Alan D. Lanning

P.O. Box 882204
Steamboat Springs, CO 80488
(970) 875-4854 (C)
e-mail: lanning1724@gmail.com

Career Objective

I am seeking a professional level position in management utilizing my private and public management experience.

Education

University of South Dakota, Vermillion, SD Degree: Master of Public Administration, May-1992
Specialization: Public Management

South Dakota State University, Brookings, SD Degree: Bachelor of Arts and Science, Conferred 1982
Major: Political Science. Minor: Economics/Education Teaching Credentials

Professional Experience

City Manager

Employer: Cordova, AK

Dates: October, 2016 – October, 2019 Salary: \$136,000

Duties: Cordova is a Home Rule, rural Alaskan community on the eastern side of Prince William Sound and a leading commercial fishing port. Cordova hosts a significant public harbor, with 700+ commercial fishing vessels and hosts 3 large processing plants. To accommodate the fishing industry, Cordova grows from 2,300 permanent residents, to nearly 5,000 during fishing season. Salmon fishing is the staple industry of the community, with recreational tourism becoming more important and viewed as an area of potential growth. Cordova is a full-service community, employing 60 staff, 5 enterprise funds and one collective bargaining unit, representing all, but 16 staff. Cordova has an annual budget of \$14 million, with major income streams coming from property taxes, sales taxes and raw fish tax. Several important tasks were undertaken or completed, including:

- Comprehensive and complete strategic planning and visioning process, with formal Council adoption.
- Renewed focus on building community partners and collaborative project development.
- Improved relationships with various community groups and the Community, utilizing public engagement methodologies.
- Pursuing major funding to complete major harbor renovations, a large hydro project and other community improvements.
- Revamping staffing and services to accommodate losses in federal and state funding, intended to make Cordova self-sufficient.
- Streamlining departments and service delivery mechanisms utilizing work flow analyses and improved strategic planning.
- Complete rebuild of the City budget, including revenue forecasting models, capital project planning and staffing models.
- Comprehensive Plan update, several code revisions.
- Completed ICS 300 and ICS 400 training.
- Applied for 38 million in various grant funding sources, both State and Federal.

City Administrator

Employer: Lake City, MN

Dates: July, 2014 – July, 2015 Salary: \$109,011

Duties: Lake City is a designated Charter City. Served as the City Administrator providing a wide range of administrative duties, including budget preparation and monitoring and supervising the services of a full service community of over 5,000 residents. Lake City is working to transition, to a more tourism focused economy, utilizing the assets of the Mississippi River corridor to supplement a strong manufacturing base, consisting of Federal Mogul and Hearth and Home. My focus was to guide that transition, working with various community groups and interested citizens. Several important tasks were completed, including:

- Public Library Renovation
- Visioning Process with the City Council
- Improved relationships with various community groups.
- Completed ICS (Incident Command System) Certifications

City Manager

Employer: Central City, CO

Dates: August, 2010 – March, 2014 Salary: \$116,783

Duties: Central City is an historic mining town which implemented voter approved, limited stakes gaming in 1993 and expanded to 24-hour gaming in 2007 and hosts over 1.3 million visitors annually. Central City provides police, fire, community development, public works, water, engineering, finance, municipal court and city clerk functions and supervised a total staff of 25. Served as the City Manager, providing a full range of administrative duties including budget preparation and monitoring (7.5 million/3.5 million GF), organizational management, economic development, project management, zoning related issues, development and supervise 6 direct reports, grant writing, working with the casino community, Central City Opera and acted as Historic Preservation Officer:

- Reorganized several City departments, addressing staff expertise, created Operations Director position.
- Implemented financial controls, addressing ongoing and significant budgetary pressures due to reduced gaming revenues.
- Completed annexation for large development project, negotiated development agreement, strong Historic Preservation experience.
- Completed several important City projects, including a new City parking lot, water plant improvements, Parkway improvements, streetscape project, sign code re-write, clean up of two historic dump sites, implemented water metering plan.
- Complete remodel of City Hall and developed employee housing. Completed energy audit and related improvements.
- Refinanced several bond offerings, saving \$80,000 in costs and improving cash flow, eliminating bonded debt in 2013.
- Improved Council relations leading a Council Visioning process. Improved relationship with casino owners and lead a Business Community Visioning process. Improved community relations. Fostered public/private partnerships.
- Developed and implemented new transportation system for City, implemented in 5 weeks at a cost savings.
- Received **Governor's Award for Excellence** for Best New Development or Infill Project for mainstreet, streetscape project.
- Received **APWA** (American Public Works Association) award for Best Design and Installation for Water Projects in the small City category.

City Manager/Program Director

Employer: CH2MHILL

Dates: December, 2008 – March, 2010 Salary: \$110,000

Duties: Served as the contract start-up City Manager for Castle Pines North, a newly formed statutory city in CO. CH2MHILL through its Municipal Services division provides a wide range of municipal services and is providing a full-service "start-up" for Castle Pines North, including interim City Management Services. Served as the City Manager providing a wide range of administrative services, reporting directly to the Castle Pines North City Council supervising a staff of 6 department level professionals and 1.8 million budget. Successfully completed two large annexations totaling 3,850 acres, designed to have 2,700 housing units and 3.2 million s.f of retail/commercial space. In addition, reduced the "start-up" debt from 1.2 million to \$0 with very limited resources. Additionally, developed and implemented a complete set of City ordinances, resolutions, Council policies and procedures, and other regulations specifically designed for a newly formed statutory City, including numerous contracts for services with private vendors. All services were provided by contract.

City Manager

Employer: City of Steamboat Springs, CO (Ski Town USA)

Dates: July, 2006 – July, 2008 Salary: \$133,200

Duties: Steamboat Springs is a Home Rule-Council/Manager (ICMA recognized) community of 12,000 residents with seasonal populations up to 50,000 and one of the Big 4 ski resort towns in Colorado. Served as the City Manager providing a wide range of administrative services, which included budget preparation (53 million/27 million GF), financial planning, policy implementation, staff supervision (staff of 300/10 direct reports), economic development, organizational management, project management, zoning related issues, development related issues, transportation issues, water rights, airport related issues, recreation related issues, Historic Preservation issues.

- Reorganized several City departments, addressing ongoing and significant growth pressures.
- Purchased and developed hotel for affordable, community-wide work force housing.
- Improved Council/staff relations, including re-introduction of Governance Model, Improved employee morale.
- Developed/implemented Watershed Protection Ordinance and Historic Preservation Ordinance utilizing citizen's committee. Improved Vacation Home Rental Ordinance.
- Implemented Inclusionary Zoning Ordinance and Commercial Linkage Ordinance.
- Shared responsibility for construction of LEED certified Community Center.
- Commissioned comprehensive Economic Development Study.
- Worked with Staff and developer on proposed 700 acre, 2000 unit annexation, negotiating development agreement.
- Presenter (Gaining Public Support For Public Projects) at ICMA Conference in Pittsburgh.
- Executive Director of SSRA (Steamboat Springs Redevelopment Authority), negotiating and planning for complete Base Area redevelopment with over 1 million square feet of commercial and residential development planned.

- Implemented expansion of the Parks and Recreation office and maintenance facility.
- Invited to apply as a **Gates Fellow** to the **Senior Executives in State and Local Government** program.

City Manager

Employer: City of Brookings, South Dakota

Dates: April, 2004 – June, 2006 Salary: \$88,950

Duties: Brookings is a Home Rule-Council/Manager (ICMA recognized in 2000) community of 18,504 residents with a Division I-AA University of 12,000 students, municipally owned and operated utilities division, airport and a designated Preserve America community. Served as the City Manager providing a wide range of administrative services, reporting directly to the Brookings City Council per Charter and included budget preparation (19.5 million/10.3 million GF), policy implementation, staff supervision (staff of 113/13 direct reports), economic development/redevelopment, job creation/retention, airport issues, landfill issues, organizational management, project management, university relations, housing and historic preservation related issues, negotiating labor contracts, airport issues, municipally owned utilities division and hospital, recreation related issues.

- Co-developed and implemented new economic/promotional/industrial development model, including regional partners on a county-wide basis. Directly responsible for large retail recruitment.
- Developed and implemented regional plan for combating West Nile Virus. Partners included all municipalities, Brookings County and South Dakota State University.
- Successfully planned and financed Aquatic Center, streetscape project and community center project.
- Brookings is home to Daktronics, Larson Manufacturing, 3M, Rainbow Play Systems and other manufacturing leaders.
- Developed and implemented several new revenue sources.
- Developed and implemented new investment policy, which included an innovative on-line bidding process.
- Assisted in securing new Essential Air Service. Worked on new airport Master Plan and feasibility/site selection study, the airport expansion is currently proceeding, based upon the study. Staff secured \$1,000,000 FAA/AIP grant for fire truck and building.
- Significantly improved Council/Manger relations, community relations, relations with other government entities.
- Successfully negotiated with **Lowe's, Inc.** to locate a retail store in Brookings, SD which re-developed an existing and abandoned K-Mart property. The project was referred and approved by the voters.
- Significant planning and zoning experience, including growth management, capital projects and drainage plan.
- Served on various regional and State boards.

Town Manager

Employer: Town of Minturn, Colorado

Dates: May, 1998 – March, 2004 Salary: \$72,000

Duties: Minturn is a Home Rule-Council/Manager (ICMA recognized in 1999) mountain community of 1,200 residents immediately adjacent to Vail, CO and on a Scenic By-Way. Served as the Town Manager providing a wide range of administrative services, reporting directly to the Minturn Town Council per Town Charter. Responsibilities included budget preparation (1.2 million GF) and direction, policy implementation, staff supervision (staff of 12/5 direct reports), economic development, zoning issues, development issues, project management, organizational management, water rights.

- Made significant budget and facility improvements, injecting \$4.9 million in grants and other “free” sources of funds into the Town budget. Successful Fire District Inclusion Election, three successful TABOR elections. Completely revamped all fee schedules.
- Formed the Minturn Visioning Committee, which provided the lead on a number of community projects, including a very successful Farmer’s Market (Featured in Colorado Municipalities Magazine and ICMA’s, Ideas in Action) and other economic development issues. Market nominated for 2002 **Innovations in American Government** Award.
- Successfully planned and financed new Town Center, Public Works Facility, Fire Station, River Restoration. Developed and financed Town owned employee housing units. Settled large water lawsuit with Vail Resorts.
- Significantly improved Minturn’s local/regional status and implemented improvements in all aspects of personnel.
- Significantly improved Council/Manger relations, improved community relations, improved relations with other local governments, state and federal agencies. **Minturn voted “Best Local Government” in the Vail valley for 2000.**
- Significant planning and zoning experience, including growth management issues and significant “water rights” experience.
- Served on numerous regional and State boards.

Administrative Assistant to the Moffat County Commissioners/Planning Director

Employer: Moffat County Board of Commissioners, Craig, Colorado

Dates: January, 1996 – December, 1997 Salary: \$36,000

Duties: Served as the Administrative Assistant to the Moffat County Commissioners, reporting directly to the Commissioners and served as the Chief Administrative Officer for Moffat County, Colorado with overall management and administrative responsibilities for the departments of Administration, Planning and Zoning, Risk Management, Budget, Personnel (183 staff) and grants.

- Worked directly with the Board of County Commissioners, Elected Officials, and Department Heads.
- Developed and implemented policies as directed by the Board of Commissioners.
- Researched and administered grants (Energy Impact grant \$382,396, GOCO grant \$60,000, foundation grant \$60,000).
- Served on the Great Outdoors Colorado Trust Fund (GOCO) grant review committee.
- Preparation, administration, and monitoring of the annual County budget (26 million/7.5 million GF).
- Experience gained in financing capital projects (Public Safety Center, Youth Care Center, Library expansion).
- Developed a personnel policy and procedure manual for all Moffat County Departments and Elected Officials.
- Served as Risk Manager, Directed the County Planning Department.

Community Facilities Development Director:

Employer: Pinetop-Lakeside, AZ

Dates: January, 1998-May, 1998 Salary: \$40,000

Duties: Worked a short-term contract to construct a “state of the art” Commerce Park with local, State, Federal and private partners in order to attract high-tech industry to Pinetop-Lakeside.

Programs and Projects Specialist II (Evaluation Specialist)

Employer: Arizona Department of Economic Security (DES), Office of Evaluation, Phoenix, AZ

Dates: November, 1992 – January, 1996 Salary: \$35,600

Duties: Worked as a Project Leader performing complex duties related to development and implementation of program evaluations/organizational assessments.

- Developed program evaluation design, survey instrument design, data collection, data analysis, developed recommendations, wrote final evaluation reports.
- Experience gained in the areas of report writing, strategic planning, management analysis, budgeting, prioritizing multiple tasks and special assignments, writing formal reports, formal presentations, writing and evaluating RFPs.
- Major projects included evaluations in the areas of Developmental Disabilities, JOBS, Welfare Reform, Interagency Case Management Plan, Data Network for Human Services, and other special assignments.

Research Assistant:

Employer: Governmental Research Bureau, University of South Dakota:

Dates: 1990-1992.

Duties: Various research related projects. Experience gain in program evaluation design, survey instrument design, data collection, data analysis, writing final evaluation reports, strategic planning, management analysis, budgeting, prioritizing multiple tasks and special assignments, writing formal reports, formal presentations, writing and evaluating RFPs.

Manager/Private Sector: **Employer:** Various **Dates:** 1981 – 1990 **Duties:** Personnel, production, financial.

Honors and Activities

ICMA (International City/County Managers Association) Full Member-Credentialed (2006-2010)

CCCMA (Colorado City/County Managers Association) Member, AML Member

CAST (Colorado Association of Ski Towns) Member

CML (Colorado Municipal League-Policy Committee) Member/AML Member

GOSCCMA (Great Opens Spaces City/County Managers Association) Board Member

Gilpin County Ambulance Authority Board Member

ECO (Eagle County Transportation Authority) Board Member

SSRA (Steamboat Springs Redevelopment Authority) Executive Director

Governor’s Award for Excellence for Best New Development or Infill Project (Central City-2012)

APWA (American Public Works Association) award for Best Design and Installation for Water Projects (Central City-2012)

ICS Training: 029, 100, 200, 300, 400, 700, 800

<https://www.linkedin.com/in/william-lawrence-3a0904b3>

SUMMARY: Accomplished municipal manager seeking a great community that fits my skill set as a visionary, innovator and creative problem solver. I am passionate about serving the public and offering the best service that enhances the quality of life to its citizens.

ACCOMPLISHMENTS:

- Increased Law Enforcement clearance rate from 9% to 47%
- Decrease Crime rate by 15%
- Established Community Policing Programs
- Budget Management by reducing budgets by as much as 20% and increase revenue
- City of Bowling Green is operating with a surplus for the first time.
- Job Creation by bring in 5 retail stores that created 90 jobs
- Promoted community events that draws people to town such as sporting events and parades.
- Promoted the community using the media and social media outlets
- Created new personnel policies

EXPERIENCE:

04/2019 to present: **City Manager of Bowling Green, Fl. Salary \$70,000**

- Prepare & Present operating Budget
- Manage day to day operation
- SRF Funding & CDBG grant for a new Wastewater Plant
- SRF Funding for a new Nano System Water Plant
- USDA Grant for new Community Center
- FDOT SCOP Road resurfacing projects
- FRDAP Grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new Wastewater Plant at 4.8-million-dollar project
- EDA Grant for \$247,000 for Pyatt Park Improvements

Reason for Leaving: I do not share the same views as the Mayor and believe they should have a City Manager that aligns with his views. The City is in better shape than when I arrived.

06/2016 – 03/2019: **Town Manager for the Town of Warren, Me. Salary \$70,000**

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations
- Personnel Director – Treasurer-Tax Collector- Road Commissioner
- Negotiate contracts with unions and vendors

- Grant writer currently received DOT Bridge Grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region
- General fund grew to cover 5 months of operating expenses.
- Moderate growth with new residential single-family housing added 3 million value in past 12 months.
- New Personnel Policy

Reason for Leaving: To move closer to family in Florida. The Town of Warren is in better shape than when I arrived.

07/2015 – 6/2016: Town Manager for the Town of Howland, Me. Salary \$58,500

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscataquis River that will allow the Atlantic Salmon to migrate up the river.
- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in \$375,000 in revenue.

Reason for Leaving: Howland had searched me out based on my reputation in budgets & economic development: After these tasks were accomplished, I was offered another opportunity with a larger community that paid more. Town was left in better shape than when I arrived.

07/14 – 6/2015: Town Manager for the Town of White Springs, FL. Salary \$49,000

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FLDOT SCOP grant for road resurfacing.
- Coordinate with the Town Attorney and Council on legal matters.

- Attracted Businesses
- Supervised Water / Wastewater Utilities

Reason for Leaving: Our house was not selling in Maine and move to Florida to help sick father-in law who passed away. The Town of Howland reached out to me and offered more money to come back to Maine. Town was left in better shape than when I arrived.

04/2011 – 07/2014 **Police Chief/Town Manager for the Town of Lincoln, Me. Salary \$71,500**

- Manage the day to day operations of a full-service municipality. Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated Police, Fire & Public Works union contracts
- Negotiated contracts for Tiff's on Economic Development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.
- Written COPS Federal Grant and several smaller grants.
- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

Reason for Leaving: My father in-law was sick in Florida and was offered a position there. Our family always comes first and made the decision to move. Town was left in better shape than when I arrived.

02/2003 – 04/2011 **City of Bangor Maine Police Department Salary \$50,000**

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses and the housing authority which led to the decrease in crime in the public housing neighborhood.

05/1996-04/2003 **Adjunct Instructor for Beal College** in the Law Enforcement Program.

- Instructed several courses and classes on a part time basis for over 7 years.

02/1996 – 2/2003 **Lieutenant Patrol, Penobscot County Sheriff's Office. Salary \$40,000**

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

3/1990 - 2/1996 **Chief of Police for the Town of Pittsfield Maine Salary \$32,000**

- Managed a 17 member police department

7/1978 – 3/1990 **Police Officer/ Detective with the City of Bangor Maine Salary \$24,000**

- Patrol Officer 7/1978 to 12/1980 Detective 12/1980 to 3/19

High Lights of Skills:

- **Creative Problem Solver:** Largest employer shut down. We worked with State and Federal agencies to get the laid off workers signed up for benefits and retraining programs, we kicked off an economic development program that created 90 jobs in the community.
- **Fiscal Management:** I have prepared and presented 8 municipal budgets. These budgets have shown increases in revenues and some reductions in expenditures. When I started in Lincoln Maine, I was tasked to fix a 1,300,000 shortfall in the budget.
- **Proven Economic Development:** We created over 90 jobs in 18 months by 5 new businesses locating in our community.
- **Project Manager:** I had started a 1,800,000-road widening project in Lincoln, Maine. In White Springs we received a CDBG grant to replace our old sewer lines and building of a new fire station. In Howland Maine, I oversaw a Tannery Mill site cleanup. Warren Maine constructed Smart Stream Bridge replacement project. City of Bowling Green construction of new sewer and water plant.
- **Investigations: Criminal and Personnel**
- **Computers:** I have worked with Microsoft products since 2000 and webmaster.
- **Knowledge of Municipal Programs:** Maine and Florida
- **Grant Writing and Administering** for State and Federal Programs such as COPS Fast, DOT, DEP and USDA grants.
- **Labor Contracts Negotiating:** I have negotiated contracts for Police, Fire and Public Works.
- **Collaborative Management Style:** I allow input from the staff to encourage buy in and team building. I believe in praise and recognition and have an open-door policy for staff, elected official and citizens.
- **Public Speaking:** I have been requested to speak at School Events, Hospitals, Businesses and Civic Organizations.
- **Land Use, Planning and Zoning** experience when I was working for the Towns of White Springs, Howland, Warren, and City of Bowling Green.

Education:

- University of Maine: Degree in Criminal Justice
- University of Louisville Southern Police Institute: Homicide Investigation
- National Fire Academy: Arson Investigations

- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass.

Awards:

- Community Policing Fellowship Scholarship: University of Maine
- Special Recognition by the Lincoln Town Council for serving as Interim Town Manager
- Policy King from Partnership for Healthy Northern Penobscot
- Resolution from the Town of Howland serving as Town Manager
- MTCCMA Special Recognition for Leadership Service as Town Manager
- Ridge League of Cities Florida Scholarship

Memberships:

- Maine Municipal Association (MMA)-Past Member
- International City Manager Association (ICMA)
- Maine Town, City, County Management Association (MTCCMA)- Past Member
- Florida League of Cities
- Ridge League of Cities
- Hardee County Economic Development Authority Board Member
- Florida City & County Management Association
- Community Recreation Council Hardee County Board Member

References:

- *Chris Stevens*, Lincoln Council 207-631-5614
- *Steve Clay*, Lincoln, Maine Council Chair, stphn.clay@gmail.com, 207-794-2941
- *Mark Fucile*, Police Detective, 207-217-5171
- *Josh McNally*, Fire Chief, 207-592-4739
- *Wayne Luce*, Warren Maine, Town Select Chair, 207-542-6088
- *Roger Peabody*, Warren Maine, Town Select Chair, 207-542-3637

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- *Wayne Luce*, Warren Maine, Town Select Chair, 207-542-6088
- *Roger Peabody*, Warren Maine, Town Select Chair, 207-542-3637



Camilo Lopez, Architectural Designer + Urban Designer/Planner

7823 nw 68 ave
Tamarac, FL 33321

954.696.4106
clopezdx@gmail.com

Skills

AutoCAD, Adobe Suite, Sketch-up, Illustrator, Photoshop, Research, Concept Design, Design Development, Zoning, Powerpoint, Graphics, story-telling diagrams and Microsoft Office.

Collaborations

RMA / Urban Designer

06,2016 - Present , POMPAÑO BEACH FLORIDA

AWI - Arcwerks Inc. / Achitectural Assistant

03,2016 - 06,2016, PEMBROKE PINES FLORIDA

Work in collaboration to assist principal architect and project manager with drawing [CAD] production, schematic [pre] Design, design Development, and construction Documents.

Lang + Diaz Architects/ Achitectural Assistant

01,2016 - 03,2016, BOCA RATON FLORIDA

Work in collaboration to assist principal architect and project manager with drawing [CAD] production and construction Documents.

HENN Architekten/ Intern Designer/Researcher

10,2015 - 01,2016, BEIJING CHINA

Project research/design, concept development - schematic design, space layout - human scale analysis, and design design development/innovation.

Grasshopper's Landscape + Design/ Design Assistant

03,2015 - 10,2015, DELRAY BEACH FLORIDA

Assisted landscape architect with the development of landscape plans, visuals, and site visits.

The Corradino Group / Intern Urban Designer/Planner

03,2014 - 03,2015, MIAMI FLORIDA

Assisted principal planners with the development of urban studies, such as, concept plans, land development regulations, master planning, transportation, code compliance, CRA's, market studies among other tasks.

Freelance/ Architectural Designer/ Urban Designer/ Researcher

2014 - 2016, MIAMI FLORIDA

Collaborated in projects with Bell David Planning Group, Alex David & Associates, Carras Community Investment Inc., 100 Architects.

Education

Florida Atlantic University / Bachelor's in Architecture

08, 2009 - 12, 2014, BOCA RATON FLORIDA

Florida Atlantic University / Bachelor's in Urban Design

08, 2011 - 12, 2014, BOCA RATON FLORIDA

VICTOR MAY/TIMOFEEV
9117 Froude Ave.
Surfside, FL, 33154
(305) 878 1229 | moxidel@gmail.com

PROFILE SUMMARY:

Results oriented Surfside resident with over twenty five years progressively responsible experience in business managing responsibilities in own private corporation. Demonstrated proficiency in coordinating programs and interfacing with professionals of all levels; coupled with strong ability to assess services and support. Profound knowledge of business pertaining to budgeting and accounting coupled with outstanding knowledge of municipal election laws and procedures. Highly skilled in company planning, economic development, and personnel management, eager to possess strong concepts of all State and Federal laws and regulations. Good working experience on MS Office (Word, Excel, PowerPoint and Outlook). Multi-lingual: Able to communicate in English and Russian.

WORK EXPERIENCE:

Retired
City of Surfside, Florida 12/2008 – Present

- Attended most of town meetings, board, committees, budget meetings, special Master hearings, etc., presenting concepts of town developments, solutions;
- Participated in 3 Mayoral campaigns, trying to wake up Surfside public attention to present problems and possible solutions;
- Performed financial and managerial analyses for the Mayoral campaigns, for the Mayor and Commissioners pertaining to town operations water bill, powerline undergrounding, flooding under consideration;
- My achievements:
Stop of Red-light Program, <\$270k annual savings
Slowdown of Code Compliance Program,
Budget Committee Creation,
Inspiration of residents to fearlessly enter municipal politics and bring changes

Memo/Declaration is attached.

PowerPoint presentations are available on website www.may-or.com

- Sewed the town against 15 top-rated Counselors for obvious elections violations.

EXECUTIVE MANAGER
FITSKI WORLD CORP., NEW JERSEY 04/2006 – 12/2008

EXECUTIVE MANAGER
MOXIDEL CORP., CANADA 11/2005 – 04/2006

EXECUTIVE MANAGER
MOXIDEL CORP., RUSSIA 05/1995 – 11/2002
Same as Moscovia Corp.

EXECUTIVE MANAGER
MOSCOWIA CORP., RUSSIA 10/1990 – 05/1995

- Tourism. Tourist Department served a full cycle for German tourists to former Soviet Union Republics, including transfer by plane, train or bus, accommodation, dining, tours guide, transportation, interpreters, and so on.
- Developer. Construction Department performed all functions of a Developer of 2 big projects.
- Commodities Department (fertilizers, cotton, metal in thousand tons);
- Venture. Financed new ideas, instruments, participated in Aero-Space Expo in Moscow.
- Charity. Financed Russian ballet troops, tours abroad, volleyball, skateboard teams competitions abroad;
- First tanning saloons in Moscow, business from the start
- Leased rooms in two Moscow hotels for tourist and Moscow guests. Izmailovskaja and Saljut
- Built an industrial zone
- Had permits for construction of 5 car washing stations.

Head of Labor Bureau at University
Moscow, Russia 03/1988 – 09/1990

- Organized labor of 5 thousand students of Moscow State University of International Relations, on a daily, monthly, vacation basis, sending students teams to Soviet Republics, Far East, Siberia, the Caucasus, Foreign countries like Hungary, East Germany, Poland, Bulgaria, Romania, Czechoslovakia.

Student team (strojotrjad) commander at University
Moscow, Russia Summers 07/1985 – 03/1988

- All organizational skills of team leader with one goal to earn money for a year living. We built houses, cow-sheds, fixed them after winter, roads, elevators, everything on demand.

Strojotrjad member (foreman)
Moscow, Russia Summers 05/1984 – 07/1985

- See above

Soviet Navi
Vladivostok, Russia 05/1980 – 05/1983

Served as a steer man in the Navigation Department on a big anti-marine warship. Finished as a navigator team sergeant.

Tuner at Tashkent factory
Tashkent, Uzbekistan 06/1978 – 04/1980

Produced consumer goods, like meat grinder, cauldrons, machinery parts

VOLUNTEER ACTIVITIES:

Community Chairman

1996 – 1999

- All functions of the Chairman,
- Built water grid from scratch, including 100 m deep well, water tower, caisson, street draw-wells, plastic pipes laid into 6 ft deep trenches, reaching every house,
- Electric night lighting, electric transformer change and permits,
- Gated community, security,
- Garbage removal,
- Fixed roads;

EDUCATION:

- A Graduate of Moscow State University of International Relations (1983-1990), Specialist on International Relations with 2 foreign languages, Singhalese and English. Officer (Interpreter) in reserve.
- a Master's degree in **TACIS "Technical Assistance to the Commonwealth of Independent States"** Programme, Risk Management (1999-2000) with 6 months internship in Finland.
- Microsoft Training Programs, Web-Master, B-2-B (2001)
- Cadastral Engineer (2015) Certification and License. Russia. The cadastral engineer knows the land, civil, housing, urban, water and forest laws, has the skills to work with geodetic instruments used to perform geodetic measurements, and owns the appropriate software for the production of cartographic materials and technical plans of the object. Temporarily self-withdrawal.

Declaration/Memorandum

Looking forward for years to come, I declare welfare, health and safety of RESIDENTS, **NOT** developers are my major priority.

Gated Community

Will increase security, property value of residential area.

Planning and Zoning

To preserve the height, density, lot layouts, designed by Father Founders, which makes our lovely town unique, and charm.

To preserve property taxes on the same level having in mind tax cut, low maintenance.

No more hotels, motels in the town. Taxes cover all town needs. Developer Impact fee.

Every resident, tourist or beach visitor shall have equal access and rights on the clean, well-groomed beach. No overnight lounge storage on the beach.

To continue talks with several options for reconstruction of Business area, such as, either to knock down 4 business blocks and build new mall/health, beauty, rejuvenation center with underground parking, or to preserve as it is with deep renovation.

Hanging over town **wire** spaghetti shall be underground. The conduits are in place, funds are available. 4 concepts.

Flooding area must be fixed. 4 concepts.

No bacteria in the ocean. The task is to find the source of leakage and fix it.

Finance

All contracts, expenses must be transparent. Money-in must stay in the town and work for the town and citizens.

Budget Committee will control the government and issue opinions on the budget.

Office reform intends to cut unnecessary positions and create new ones reflecting the realities of today and tomorrow.

Jobs are for RESIDENTS of Surfside at first.

Residents shall cover expenses for utilities the sum necessary to maintain, develop the town's infrastructure. Water bill needs revision and correction. Different scenarios after appointment.

Parks and Recreation.

The lack of parks in town and offer to buy-out/exchange the land of 94th street block between Harding and Collins Ave. in order to create park area with play grounds, amphitheater, outdoor gym, and dance floor. As well as 96st Park renovation.

Code Compliance

The Charter shall pursue the provisions of Florida Statutes. Nobody shall humiliate taxpayers with excessive fines. Civil fines shall not exceed \$5000 per violation in total. All illegal leans on houses shall be revised and removed.

Police

Police shall have all necessary means to protect the community, temples, residences and the beach utilizing state-of-art gadgets and equipment.

Public Works

The town shall pay more attention to recycle, cleaning, beautifying streets and the beach.

Victor May

Scott D. McClure

771 Park Place S., Monmouth, OR 97361 | 971-273-6042 | sdmccclure706@gmail.com

Objective

A professional, challenging position in local government management.

Skills

- Highly knowledgeable in all aspects of city management
 - Excellent leadership and communication skills
 - Ability to create a long-term vision and strategically implement the vision
 - Very involved in the community and forges strong partnerships
-

Experience

City Administrator
City of Canby, OR (Pop. 16,950)

10/19 - 2/20

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and support all City operations, including serving as Public Works Director; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Set up systems for department head communication and established team expectations
- ✓ Completed extensive community outreach to citizens, businesses, partner organizations and City advisory committees
- ✓ Enhanced city's external and internal communications
- ✓ Gained approval for a new Planner position to help keep up with rapid growth and multiple development projects
- ✓ Maintained progress on all assigned projects

Scott D. McClure

City Manager
City of Monmouth, OR (Pop. 9,890)

1/07 - 10/19

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and support all City operations; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Moved organization from a status quo position to dynamic and vision-focused
- ✓ Maintain excellent financial position through a recession and ongoing cost pressures
- ✓ Transformed the Downtown area
- ✓ Upgraded City utility systems, infrastructure and parks
- ✓ Built a new Police Station and electric utility headquarters, and expanded the Senior Center
- ✓ Supported actions to improve and expand the community's broadband system
- ✓ Led a highly successful and innovative community engagement project

City Manager
City of Coos Bay, OR (Pop. 15,376)

11/04 - 9/06

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and oversee all City operations; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Corrected a significant budget imbalance
- ✓ Developed City's first system development charge programs
- ✓ Helped acquire and reopen a closed historic movie theater
- ✓ Acquired and prepped site for a new historical museum
- ✓ Started redevelopment planning for a neglected portion of the town
- ✓ Oversaw negotiations and planning for a complex development project

Scott D. McClure

City Administrator
City of Brush, CO (Pop. 5,117)

7/98 - 11/04

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and oversee all City operations; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Strengthened City's water rights portfolio
- ✓ Led complex negotiations for the expansion of a locally owned power plant
- ✓ Worked with a new company and State agencies to reopen a private prison
- ✓ Updated the City's compensation system
- ✓ Protected the City's water source from a pipeline development project

Assistant City Administrator
City of Brush, CO (Pop. 5,117)

5/96 - 7/98

Key Responsibilities: Manage building and planning functions; serve as Risk Manager; supervise front office staff; complete special projects.

Significant Accomplishments:

- ✓ Developed suite of new risk management policies and upgraded safety practices
- ✓ Assisted with enhancements to the annual budget process
- ✓ Managed recruitment for new Parks and Recreation Director
- ✓ Developed new City Comprehensive Plan

Management Analyst, Budget Analyst, Administrative Aide
City of Gresham, OR (Pop. 75,000)

7/89 - 4/96

Key Responsibilities: Provided a variety of general administrative support to City departments, including budgeting, capital improvement planning, citizen involvement and Council support.

Significant Accomplishments:

- ✓ Tightened procedures for the Sister City Program and added a new city
- ✓ Participated in a complete redesign of the City's budget process
- ✓ Coordinated development of Oregon's second Stormwater Utility
- ✓ Continually improved City's capital improvement planning

Scott D. McClure

Intern
City of Gladstone, OR (Pop. 10,163)

1/89 - 6/89

Key Responsibilities: Provided a variety of administrative support to the city administrative staff.

Significant Accomplishments:

- ✓ Enhanced presentation of annual budget
 - ✓ Developed draft grant format for development of an industrial park
-

Education

Master of Public Administration
1989
Portland State University

Bachelor of Science, Political Science
1986
Portland State University

Affiliations/Community Involvement

Current

International City/County Management
Association, Member

Oregon City/County Management
Association, Member

Previous

City/County Insurance Services, Trustee,
Past President and Vice-President

Chemeketa Cooperative Regional Library
Service, Board Member

Monmouth Independence Networks
(Telecom), Vice-President, President

Monmouth-Independence Chamber of
Commerce, Board Member

Oregon Municipal Electric Utilities Assoc.,
President, Vice-President, Board Member

Monmouth Business Association,
Secretary, President, Vice-President

Scott D. McClure

Affiliations/Community Involvement (cont.)

Monmouth-Independence Rotary Club,
Treasurer, President, Vice-President

Bay Area Chamber of Commerce, Board
Member

Salem Health West Valley Foundation,
Vice-Chair, Board Member

Colorado City/County Management
Association, President, Vice-President,
Board Member

Smith Fine Arts Series, President, Vice-
President, Board Member

NE Colorado RC&D, President, Board
Member

Western Oregon University Foundation,
Board Member

EDWARD McGOVERN

1521 SW 153rd Path, Miami, FL 33194 | 954.665.4565 | edward@ceraapp.com

A proactive leader with extensive experience in planning, staffing, coordinating, reporting, and budgeting across organizational levels. Has strong interpersonal skills and the ability to solve problems with tact in emergency situations. Highly skilled at creating, implementing, and supervising goals, policies, and procedures for safety and security functions and programs. A persuasive communicator with a deep understanding of cross-functional collaboration, proficient at leading and motivating teams through knowledge transfer, leadership, training, and coaching programs.

KEY SKILLS

Budget Development	Analytical & Organizational Skills	Quality Control Management
Process & Project Management	Crisis Management Experience	Communication Skills
Leadership & Staff Development	Financial Services & Fraud Investigation	Training Development

PROFESSIONAL EXPERIENCE

Skillset, LLC | Miami, FL Jul. 2017 – Present

Founder & Chief Executive Officer, Lead Creative Developer

- Lead strategy, development, design, and use of mobile applications for Law Enforcement services; direct product processes, coding management, and testing
- Manage staffing and education programs; train and evaluate personnel to ensure that the business is staffed with high quality, competent employees; mentor personnel growth and retention
- Create partnerships with external stakeholders; conduct specialized public symposiums on school safety initiatives

Hallandale Beach Police Department | Hallandale Beach, FL Jul. 1999 – Present

Major: Investigations & Support Services

Jan. 2019 – Present

- Serve as proactive operational commander during the Covid-19 Pandemic; established crisis and safety protocols to mitigate exposure and threats of Covid-19
- Act as Chief Planner of personnel deployment, scheduling, and services; managed hiring, staffing, coaching, and educational training programs for highly competent officers
- Create, manage, and oversee several projects, including but not limited to budget implementation, eco-friendly initiatives, and creation of Police Department's General Orders; managed and oversaw \$20M department budget
- Designed Operational Planner to combat crime and ensure safety and security; created and obtained federal resources to reduce violent crime and fraud
- Lead Law Enforcement Manager of all Agency State and Federal Grants; applied, submitted and managed Federal and State Law Enforcement Grants
- Command and lead cold case investigations; acted as Operational Commander of Investigative Services, SIU, Narcotics, and Records Administration

Captain: Investigations & Support Services

Oct. 2017 – Dec. 2019

- Managed planning and maintenance of the annual budget for the Support Services Division; identified and directed the use of the physical resources of the department; created threat assessment and emergency response planning
- Investigated and managed department-wide cases related to child exploitation, child pornography, and information technology-related crimes

Sergeant: Uniformed Patrol Operations, Vice, Intelligence & Narcotics, Street Crimes

Mar. 2014 – Oct. 2017

- Led proactive operational planning, seizures, and arrests of narcotics and traffickers; managed State and Federal Case preparation in conjunction with the Florida State Attorney’s Office and US Attorneys; testified and prosecuted drug traffickers and violent career criminal offenders
- Oversaw undercover operations, including informant management and targeted investigations; supervised enforcement of quality-of-life crimes and high visibility enforcement
- Directed crime enforcement units; managed federal funding from Organized Crime Drug Enforcement Task Force (OCDETF), Law Enforcement Trust Funds (LETF), and Federal Equitable Sharing Funds

Detective: Vice, Intelligence & Narcotics, Computer Crimes & Crimes Against Persons Jan. 2004 – Mar. 2014

- Developed intelligence and investigative leads regarding criminal drug trafficker, fraud, and violent offenders; managed requests and complaints to facilitate operations
- Created and oversaw Tactical Operational Statistics and Plans, Lead Sniper Deployment, Instructions of Breaching, and High-Risk Entry Tactics; worked in lead undercover capacity in high level narcotics cases for State and Federal prosecution
- Drove outstanding cooperative relationships with Local, County, State, and Federal Law Enforcement Agencies; became a respected leader in the State and Federal Law Enforcement and Military community

Uniformed Patrol Operations Jul. 1999 – Jan. 2004

- Created policies, procedures, and regulations in compliance with safety and security functions and programs; patrolled jurisdiction to reduce crime and capture criminal offenders
- Worked closely with other detectives to investigate crimes; solved and cleared multiple cases
- Scheduled and coordinated daily operations for public safety; ensured appropriate distribution of department-wide operational and incident reporting activities; developed street-level operational plans to combat crimes within the city

HONORS & AWARDS

Meritorious Service	20 Awards
Lola Salzman Award for Excellence in Policing	2012
United States Attorney’s Office: Outstanding Law Enforcement Officer of the Year	2005, 2010
Unit Productivity & Achievement	2004, 2009
Unit Citation	2007
Life-Saving Award	2006

CERTIFICATIONS

Grant Management USA, Grants Management Certificate of Completion Miami, Florida	2018
Homeland Security Administration, FEMA/NIMS Miami Florida	2005

EDUCATION

University of Louisville Southern Police Institute Louisville, KY	March - July 2014
Command Officer Development Course	
Union Institute & University Miami, FL	May 2008 - April 2009
Bachelor of Criminal Justice Administration	

RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

905 Brickell Bay Drive # 323 Miami, FL 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than 3 years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF HARRISBURG, PA, 2012-2013

Chief Operating Officer and Chief Financial Officer

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations reducing structural deficit and balancing the budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation
- Negotiated CBA with three Unions, FOP, IAFF, and AFSCME and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.

- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.

- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel) generating significant cost savings, helping to balance the budget and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

City of Sweetwater, Director, Finance Department, Sweetwater, Florida, 2014-2016

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was select by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies including State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City in distress avoid financial default; State Oversight Board; stiff penalties from creditors and agencies including IRS; renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws, and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical needs and priorities. **Achievements include:**

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed and implemented a successful financial recovery plan tailored to City needs avoiding default and State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting while enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's' financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in City's history
- Developed in-house capacity to complete future audits on time earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely enabling prompt/key decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow effectively avoiding financial default and disruption of vital and necessary services
- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures

- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step including all finance-staffing issues
- Forecasted City revenue accurately helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare City the budget in accordance with the most critical priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up-to-date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bringing the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allows maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely including Office of the Auditor General
- Eliminated chronic delays submitting reports timely e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations in accordance with ICMA, GFOA, and AGA guidance
- Led the RFP process, negotiated with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources by correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009

Chief Administrative Officer

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources, and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.

Achievements:

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance

- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007

Director, Program Management Department

Population: 1.4M Budget: \$2.5B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

Achievements:

- Delivered all projects on time and received praises from Oversight Committee and *The Palm Beach Post*
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

CITY OF MIAMI BEACH, FL, 1999-2001

Director, Public Works Department

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department operations, oversee implementation of a \$250M Capital Improvement Program (CIP), and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation and administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

Achievements:

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government

- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

MIAMI-DADE COUNTY, FL, 1993-1999*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several County Committees. Played a lead role in review and approval of the largest residential, commercial, and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services and facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

Achievements:

- Accomplished significant savings in County's financial resources while negotiating important agreements with federal, estate, and local officials including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to successfully coordinate with local, state and federal agencies
- Ensured developers fair share contributions to public infrastructure saving substantial County financial resources
- Completed county projects timely while leading a senior team of professionals during fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in data processing

OTHER PROFESSIONAL EXPERIENCE**Vice-President/President/Forensic, RA Consulting Engineers/Civil Infrastructure Corporation/Donan, Miami, Florida, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county and municipal projects and programs

Project Executive, Roger Development / Keyes Company, Coral Gables, Florida, 2002-2005

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Successfully accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants and bankers

EDUCATION**Master of Business Administration – Magna cum laude – Finance & Management, 1996**

University of Miami, Coral Gables, FL

Bachelor of Science Civil Engineering, 1987

Florida International University, Miami, FL

LICENSURE / REGISTRATION / CERTIFICATES

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

PROFESSIONAL AFFILIATION

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

Alex Morales

790 Hyde Park Avenue, #26
Boston, Massachusetts 02136
Telephone: 305-303-0358
alexmorales39@hotmail.com

June 14, 2020

Town of Surfside
Human Resources Department
9293 Harding Avenue
Surfside, Florida 33154

Re: Surfside Town Manager Position

Dear Sir/Madam:

My 30+ years of experience in government, social services, and non-profits is an excellent match to the qualifications you are seeking in your Town Manager. I bring to the table a record of outstanding compliance with Federal, state, local, and agency regulations, reduced spending, increased efficiency, and increased customer and employee satisfaction.

At the Bergen County Board of Social Services I led a transformation effort that included:

- Streamlining a top heavy organization to reduce expenses and improve customer service.
- Implementing a new service delivery model that reduced time to issue benefits from over 180 days to 30 days.
- Managing design construction (rehab) of 55,000 sq. ft. of office space - completed on time and under budget.
- Coordinating move-in of 240 employees with no disruption to customer service.
- Repairing working relationship with community partners

From 2002 to 2009 I worked as Executive Director of the Hialeah Housing Authority, leading an overhaul of the physical inventory, policies, and internal controls that achieved:

- High Performer designation from HUD in the Public Housing Program.
- High Performer designation from HUD in the Section 8 Program.
- 25% improvement in Customer Satisfaction Surveys.
- Over 1 million dollars in grant funds during the 2009 fiscal year.
- Investment of over 25 million dollars in capital improvements.
- Financial stability and viability for all lines of business obtaining program reserves of over \$10 million.

At the Bergen County Board of Social Services I oversaw an agency with 240 employees that serves over 30,000 families and administers over \$600 million dollars annually in Food Stamps, Medicaid, TANF, General Assistance and related programs. At the Hialeah Housing Authority I oversaw a wide range of programs that included over 1,100 Public housing units, 545 Affordable housing units, 300 workforce housing units, over 4,300 Section 8 vouchers, 10 elderly meals sites serving over 1,000 people per day, FSS program, Senior Activities Program, Adult Day Care Center, and Child Day Care Center. I am certified as a Public Housing Manager (PHM – NAHRO) and a Senior Housing Manager (NAHRO).

At the City of Boston, Bergen County Board of Social Services, Hialeah Housing Authority and previous employers, Goodwill Industries, the American Red Cross, PCA Family Medical Centers, and the City of Hialeah, I gained valuable experience analyzing work processes, procedures, and resources and crafting solutions to improve productivity, profitability, and customer satisfaction. I believe this experience makes me uniquely qualified for the Town Manager position with the Town of Surfside. If you agree that a meeting could be to our mutual benefit, please contact me at 305-303-0358 or email alexmorales39@hotmail.com. I look forward to speaking with you.

Sincerely,



Alex Morales

Enclosure: Resume

ALEX MORALES

790 Hyde Park Avenue, #26 ♦ Boston, Massachusetts 02136 ♦ 305-303-0358 ♦ alexmoraless39@hotmail.com

A highly experienced Executive who has demonstrated the ability to lead diverse teams of professionals and non-professionals to new levels of success in a highly regulated, fast-paced environment. Strong technical and business qualifications with an impressive track record of more than 30 years of successful, profitable, experience in organizational management, communication, grant management, and project management. Proven ability to successfully analyze an organization's critical requirements, identify deficiencies and potential opportunities, and develop innovative and cost-effective solutions for enhancing competitiveness, increasing revenues, and improving customer service offerings. Demonstrated history of revitalizing distressed lines of business and obtaining efficiency, profitability, and improving resident/customer satisfaction.

ACCOMPLISHMENTS

- Successful collective bargaining negotiations.
- Reduced time to issue benefits from over 180 days to 30 days
- Managed construction (rehab) of 55,000 sq. ft. of office space which was completed on time and under budget.
- Coordinated move-in of 240 employees with no disruption to customer service.
- Significant reductions in Health and Worker's Compensation Insurance costs
- High Performer designation from HUD in the Public Housing and Section 8 Programs.
- Obtained 25% improvement in Customer Satisfaction Surveys.
- Over 20 million dollars in grant funds secured during my tenure.
- Directed investment of over 25 million dollars in capital improvements.
- Directed operations of over 220 employees and \$50 million annual budget
- Expanded services to hundreds of new families.
- Financial stability and viability for all lines of business obtaining program reserves of over \$10 million at the Hialeah Housing Authority.
- Facilitated the Strategic Planning process for the Board and established long term plans for the agencies.

PROFESSIONAL EXPERIENCE

CITY OF BOSTON, BOSTON CENTERS FOR YOUTH AND FAMILIES, Boston, MA

2017 - Present

Regional Operations Manager

• Responsible for the supervision and overall operations at nine community centers in the City of Boston which address community needs through a variety of programs. Ensure programming offers opportunities to youth, families, and elderly resident including Arts, Sports, Community Service, and Educational opportunities. Other responsibilities include Grant writing and management, personnel functions, and community relations. Create and implement policies and procedures to streamline operations and improve accountability.

BERGEN COUNTY BOARD OF SOCIAL SERVICES, Rochelle Park, NJ

2012 - 2016

Interim Management Consultant

• Reporting to a ten member Board, I was responsible for supervision of all 240 employees, including planning and directing the work of all administrative, management, supervisory, and security personnel, and contracted services. Responsibilities included preparation and monitoring of the annual operating budget; administration and monitoring of all agency programs; providing professional and technical advice and presentations to public officials and private organizations relating to the agency and its programs. Also responsible for grant management, oversight of all personnel functions, and labor relations.

PROFESSIONAL EXPERIENCE (CONTINUED)

ABBIE J. WEIST, INC., Fort Myers, Florida

2010 - 2015

Grant Writer/Consultant

- Research, prepare, organize, write, format, and submit detailed and comprehensive funding applications in accordance with instructions and notices of funding availability issued by federal and State agencies. Perform program development services, provide technical assistance, evaluation, and studies.

BARBIE BAKERY, Hialeah, Florida

2010 - 2012

Administrator

- Manage all retail and production operations. Hire, train, supervise, reward, and discipline a work force of thirty employees. Assess and analyze customer feedback and achieve improved customer service. Sales have increased 8%-11% each year. Manage purchasing and inventory.

HIALEAH HOUSING AUTHORITY, Hialeah, Florida

2002 - 2009

Executive Director

- Reporting to a five member Board of Commissioners, I was responsible for overall agency operations administering a budget of over \$50 million and 150 employees. Oversaw the strategic management and planning for the agency and oversaw operations and service delivery in order to provide streamlined operations, reduced operating costs, and greater customer satisfaction. Interfaced with employees, community partners, Board Members, public officials, and customers to develop and maintain organizational strategies, operational efficiencies, and outstanding services. Provided professional and technical advice and presentations to public officials and private organizations relating to the agency and its programs. Other significant responsibilities also included grant management, oversight of all personnel functions, and labor relations.

EDUCATION

Master of Arts - Political Science, (1990)

THE JOHNS HOPKINS UNIVERSITY, Baltimore, Maryland

Bachelor of Arts - Politics and Public Affairs, (1987)

UNIVERSITY OF MIAMI, Coral Gables, Florida

Additional Skills

Bilingual - Fluent in Spanish, both verbally and written.

Salary Requirement: Negotiable

Senior Administrative & Operational Executive

Blended C-level Experience: CAO, CEO, COO & Executive Director

Operations | Organizational Management | Quality Assurance

Transformational Leader Promoting Success Through Effective Management & Strategic Decision-Making

Strategic Executive Administrator with 7+ years' experience reporting directly to C-Level executives while leading daily operations and promoting organization-wide success via quality / operational improvements and long-range planning. Strategic leader with 15+ years' expertise optimizing organizational performance, driving sustainable business growth, and delivering customer satisfaction while building cultures of accountability, commitment, and success. Decision-maker adept in partnering at all levels to effect change, directing management teams, utilizing resources efficiently, and planning to anticipate organizational needs. Bilingual in English & Spanish.

BUSINESS DEVELOPMENT: ANALYTICS • BUSINESS INTELLIGENCE • BUSINESS MANAGEMENT • CONTRACT NEGOTIATIONS • CUSTOMER RELATIONSHIP MANAGEMENT • DATA ANALYSIS • FINANCIAL ANALYSIS & REPORTING • FORECASTING • MARKETING • NEW PROGRAMS & SERVICES • NETWORK DEVELOPMENT • POPULATION FORECASTING • STAKEHOLDER RELATIONS • STRATEGIC ALLIANCES & MANAGEMENT • STRATEGIC PLANNING

LEADERSHIP: COACHING • CONFLICT RESOLUTION • CONSENSUS BUILDING • HUMAN RESOURCES • MENTORING • TALENT DEVELOPMENT & PERFORMANCE

PROGRAM & OPERATIONS: BUDGET OVERSIGHT • CHANGE MANAGEMENT • CONTRACT NEGOTIATIONS • KPI DEVELOPMENT • PROFIT & LOSS • PROCESS IMPROVEMENT • PROGRAM DEVELOPMENT • QUALITY ASSURANCE / IMPROVEMENT • REGULATORY COMPLIANCE • RISK MANAGEMENT • VENDOR NEGOTIATIONS

Executive Benchmarks

\$11M

Business Growth in 2019

U.S. Bureau of Indian Affairs /U.S. Health and Human Services / Seminole Tribe of Florida

\$395K in Grants for 3 years

21st Century, Ahfachkee School

\$2.5M Adult & Higher Ed. Grants

Johnson O'Malley

\$8M in Grants for 5 years

Project AWARE / Health & Human Services

Efficiency Increases

- ✓ Streamlined internal contract / RFP processes to achieve **25%** increase in new vendors, **\$35K** service cost reduction, **more expedient** vendor selection, and **1-week reduction** in RFP turnarounds.
- ✓ Developed and implemented comprehensive 5-year resilience and strategic plans, determining essential business needs while identifying **cost savings of \$10M+**.

Operational Excellence

- ✓ Swiftly minimized operational expenses **up to 20%** via comprehensive strategic performance realignment.
- ✓ Instituted protocols to increase **ease of communication across statewide** organization.

Team Leadership

- ✓ Guided **12 departments & 650+ staff** encompassing Executive Administrative Office across multifaceted entity; oversaw operations at 5 locations.
- ✓ **Navigated political and organizational complexities**, leading efforts, fortifying senior management team, replacing change-resistant underperformers, and coaching leaders to drive change initiatives / implement vision-driven strategic plan.

Professional Experience & Achievements

Seminole Tribe of Florida • Hollywood, FL, 2016–2019

Senior Director of Administration | *Role Equivalency: Assistant Town Manager/ Assistant City Manager/ Chief Operating Officer*

Led operations across 12 direct service departments and 650+ employees within Chief Executive Administrative Office, oversaw \$150M budget, \$½B in asset administration, ensured alignment with Tribal Council guidelines. Directed management team / operations across 5 reservations statewide, consistently implementing highest resource use, ensuring exemplary service quality.

Served as Acting Chief Executive Administrative Officer and Acting Executive Director of Administration during planned executive absences; Interim Director of the Center for Student Success and Services for 8 months to create structure and drive strategic vision.

BUSINESS DEVELOPMENT: Forged and drove cross-functional and departmental partnerships to re-define organizational culture and help identify new opportunities, ultimately **increasing business by \$1M**. Developed strategic partnerships throughout various sectors in community to enhance services; negotiated contracts and agreements to **achieve cost savings of \$1.5M+**.

"ARIEL WORKS COLLABORATIVELY WITH HIS TEAM, ENGAGES THEM, AND EMPOWERS THEM TO DO THE BEST THEY CAN."

—CHIEF EXECUTIVE ADMINISTRATIVE OFFICER, SEMINOLE TRIBE OF FLORIDA

Professional Experience & Achievements, Continued

CONTRACT MANAGEMENT: Streamlined internal contract/RFP processes to achieve **25%** increase in new vendors, **\$35K** service cost reduction, more expedient vendor selection, and **1-week reduction** in RFP turnarounds.

EXPENSE/COST REDUCTIONS: Cut overall operational costs **up to 8.5%** organization-wide; implemented review process of overtime expenses and reduced unnecessary use **85%**. Identified **\$445K** unnecessary expenses/revamped incorrect accounting practices.

OPERATIONAL IMPROVEMENTS: Spearheaded significant improvements **30 days** after implementing KPIs across 9 departments. Revamped procedures to decrease travel reservation errors **65%**, increased reservation turnaround time **15%**.

PERFORMANCE ENHANCEMENTS: Improved staff performance **within 90 days** of identifying gaps in performance evaluations. Reduced employee attrition **10%** via new employee onboarding/orientation process subsequently adapted by HR across all departments.

PROFESSIONAL & TALENT DEVELOPMENT: Implemented new Learning Management System and spearheaded training development to **1K+** users. Initiated comprehensive personnel development process, developing/conducting leadership training for department heads.

SERVICE UTILIZATION GROWTH: Increased tribal members' engagement in services **45% in just 90 days**. Created committee tasked with researching and developing market strategies that successfully promoted involvement.

TALENT/ORGANIZATIONAL REALIGNMENT: Identified **25%** of workforce with skills essential to future service delivery before promoting staff to managerial positions to facilitate success. Developed/deployed training for leadership in conjunction with HR.

Florida International University – Director of Clinical Support Services & Quality Management • Miami, FL, 2015–2016

Within the Health Care Network, improved service quality and ensured regulatory compliance at Herbert Wertheim College of Medicine, facilities with multi-specialty services, impacting 45K students and 5K potential patients. Secured 6 new partnerships, increasing potential patients 25%.

REVENUE GROWTH: Captured **\$500K** in lost revenue by revamping inefficient billing practices. Conducted needs assessment, identifying **25%** potential revenue growth in key service areas.

SERVICE ALIGNMENT: Reduced duplicative services **30%**; increased service offerings **20%** with rollout of new performance guidelines.

WORKFLOW REALIGNMENT: Slashed clinical staff overtime **65%** and reduced patient wait time **70%**, while increasing productivity throughout clinical support and operations.

Healthy Start Coalition of Miami-Dade, Inc. • Miami, FL, 2012–2015

Director of Quality Assurance & Quality Improvement • 2014–2015

Implemented policies and procedures impacting 350 employees, 20 community partners contracted with HSCMD, and 1,200 personnel statewide. Elevated presence with emerging professionals and positioned organization as a leader in Public Health by forming internship program with 3 universities/colleges and mentoring graduate-level students as Preceptor.

Served as Acting Chief Executive Officer during planned executive absences.

ENGAGEMENT IMPROVEMENT: Amplified client engagement **30%**, staff website utilization for content use with clients **20%**, and overall staff website satisfaction **100%** by modernizing and aligning website to vision, mission, and values.

REPORTING CONSOLIDATION: Slashed reporting times of program management staff **85%** and condensed administrative reporting time **34%** by streamlining reporting processes and mechanisms for 12 contracted providers.

REVENUE INCREASE: Secured **\$1.8M** in revenue by identifying client sources and tracking and analyzing revenue data.

Interim Director of Programs • 2013–2015

Managed daily operations, components, and case file quality of 4 programs with **\$10M+** in grants. Furthered organization's mission through collaboration with governmental and community partners.

COMPLIANCE IMPROVEMENT: Achieved **100%** compliance by aligning programs to regulatory guidelines and supplying workflow processes, training, and program control mechanisms.

EXPENSE REDUCTION: Diminished operating expenses **25%** by creating, gaining consensus, and implementing cost saving initiatives.

"ARIEL ADDS VALUE TO AN ORGANIZATION AND STRIVES TO ENSURE HIS EMPLOYEES ARE EMPOWERED TO CONTRIBUTE. HE MAKES POSITIVE AND LONG-LASTING IMPACTS WITH HIS LEADERSHIP." —STAFF MEMBER, SEMINOLE TRIBE OF FLORIDA

Select Prior Experience

Healthy Start Coalition of Miami-Dade, Inc. – Program Manager • Miami, FL, 2012–2014

Miami-Dade Area Health Education Center, Inc. – Program Consultant • Miami, FL, 2012

FL Department of Health, Miami-Dade County – Management Review Specialist/Program Supervisor • Miami, FL, 2008–2012

FL Department of Children and Families – Child Protective Investigator • Miami, FL, 2003–2008

Additional Leadership Experience

O3 Consulting Group – Chief Executive Officer & President • Miami, FL, 2012–Present

Facilitate success by maximizing operations, optimization, and organization via effective business management, process improvement, and quality assurance. Key clients include:

Private Transportation Company

BUSINESS DEVELOPMENT: Boosted bookings **40%** in 6 months by honing in on untapped markets and initiating recruitment strategies.

EXPANSION: Led realignment to support expansion across South Florida. Increased personnel **35%** to meet growing service demand.

OPERATIONAL REVIEW: Identified **\$20K** in cost savings after implementing new processes during administrative cost review.

Non-Profit Organization

FUNDING INCREASE: Secured **\$15K** in funding for events by assisting in solicitation, review and submission of grant applications.

NETWORKING: Grew board memberships **10%** and boosted community event participation **20%** through increased networking.

PROGRAMMING EXPANSION: Supplemented services to underserved communities and provided additional programming, forging **5 strategic partnerships** with colleges/universities, non-profits, and private companies.

Various Small Businesses

STRATEGIC PLANNING: Developed strategic plan that resulted in **4 new clients / \$85K revenue growth** in 60 days at shipping company.

PROCESS IMPROVEMENTS: **Re-engaged 20% of former clients** in 30 days; **trained staff in 60 days**; drove **30% overall growth** within 90 days of implementing changes to enhance customer support, marketing, and workforce development / training at local pet company.

Education & Professional Development

Master of Business Administration

National University, San Diego, CA, 2017

Master of Science, Criminal Justice

Florida International University, Miami, FL, 2009

Bachelor of Arts, Political Science

University of Florida, Gainesville, FL, 2002

Bachelor of Arts, History

University of Florida, Gainesville, FL, 2002

Neighborhood Leadership Academy

City of Miami Beach, FL Government, 2017

Six Sigma Yellow Belt Certification

Florida Sterling Council, Miami, FL, 2014

Global Impact on Quality Seminar

American Society on Quality, Dallas, TX, 2014

Certificate, International Relations

University of Florida, Gainesville, FL, 2002

Board Leadership

Director, Board of Directors across organizations including:

Prospanica, Association of Hispanic Professionals, 2019–2020 | American Society for Public Administration (ASPA), 2018–2019

Local Political Organization, 2016–2018 | Unity Coalition, Inc., 2015–2017 | Healthy Start Coalition of Miami-Dade Inc., 2012

Vice President / Interim President, Local Political Party, 2018–Present

Select Activities, Awards, Presentation & Publication

LIFETIME MEMBER – Sigma Beta Delta (ΣΒΔ) International Honor Society for Business, Management and Administration, 2018–Present

LIFETIME MEMBER – Golden Key International Honors Society, 2009–Present

LIFETIME MEMBER – University of Florida Alumni Association, 2003–Present

MEMBER – National & Florida Association of Healthcare Quality, 2015–2017

EMPLOYEE OF THE MONTH (MAY), FL Dept. of Health, 2011 | **TEAM AWARD OF EXCELLENCE**, FL Dept. of Children & Families, 2008

PUBLICATION: *Transition to Electronic Case Assignment Abstract*, 1,000 Day Summit in Florida, 2015

PRECEPTOR, Florida International University, 2016; Healthy Start Coalition, 2013–2015

PANELIST, “The Mindset of the Millennial,” Kelly Merbler Co., 2019 | **PRESENTER**, FL Assoc. of Healthy Start Coalitions, 2010–2014

“ARIEL IS PASSIONATE ABOUT ELEVATING ORGANIZATIONS TO THE NEXT LEVEL AND USES HIS EXPERTISE TO FINE-TUNE OPERATIONS.”

—STAFF MEMBER, SEMINOLE TRIBE OF FLORIDA

AGATHA MUSE-SALTERS

1845 Copper Axe Trail

Tallahassee, FL 32303

Cell: (850) 545-3092

E-mail: museag@hotmail.com

AREAS OF COMPETENCY

- Forty-two+ years' experience in financial management, auditing (internal & external), evaluation, grant management and writing, monitoring, analyzing and tracking legislative issues, organizing and planning meetings for Advisory Councils & Boards, and supervising contracts; experience in budget preparation, policy formulation, research, revenue forecasting, statistical analysis, program development, goal setting, strategic planning visionary leader, affirmative action planning, and developing policies, and procedures;
- Competent, reliable, professional with a proven record of assuming increased levels of responsibility and a;
- Outstanding organizational, supervisory, and resource management skills;
- Reliable and adaptable; learns new systems quickly, and takes initiative;
- Excellent communications skills and written and verbal presentations; and
- Knowledgeable of technology for use in presentations and work performance.

PROFESSIONAL EXPERIENCE

August 2019 – January 2020

Town of Pembroke Park; Pembroke Park, Florida

Town Manager

Served as the Chief Administrative Officer of the town and responsible to the Town Commissioners for the administration of all town affairs by and under the Town's Charter, ordinances, and all applicable laws, resolutions and codes; Appointed, suspended and/or removed any Town's employee other than appointive administrative offices serving at the pleasure of the Town Commission, except as otherwise provided by Charter, by law or personnel rules adopted pursuant to the Charter; Attended all Town Commission meetings; Represented the Town at all non-town local, state and national meetings; Directed and supervised the Charter officers and the administration of all departments, offices and agencies of the town, except as otherwise provided in the Charter or by law; Saw that all laws, provisions of the Charter and directives of the town commission, subject to enforcement are faithfully executed; Recommended to the Town Commission for adoption such measures as deemed necessary or expedient in the interest of the Town; Prepared and submitted the three year planning annual budget and capital program to the Town Commission in accordance to the Florida Department of Revenue's Truth in Millage (TRIM) Act; Administered through department heads such functions as budgeting, finance, human resources, purchasing, planning, building, code enforcement, park and recreations, roads and streets, waste water sewer and storm water management; Served as the purchasing agent of the Town, by whom all purchases of supplies were made for the Town of Pembroke Park; Made reports to the Town Commission concerning the operations of the town departments, officers and agencies; Kept the Town Commission fully advised and made recommendations as to the financial condition and future needs of the Town; Established policies and procedures to improve the operation of the Town; Implemented and monitored the strategic plan and goals of the Town; and Performed all other duties as specified in the Charter or required by the Town Commission.

July 2017 – June 2018 (Returned to Retirement)

Gadsden County Sheriff's Office; Restoring Families Program; Quincy, Florida

Program Director

Oversaw all aspects of the Restoring Families Program; performed the JJIS data entry to enter the students enrollment and PAT (Prevention Assessment Tool) into the JJIS system; facilitated connections and communications between school staff, family, and other resources; coordinated placement and selection of students in the program; provided fiscal management, hired and supervised staff, provided direction and guidance for staff and students, monitors ongoing evaluation of project, effectiveness, maintained records, developed all forms to track the program deliverables; prepared and provided applicable monthly reports to the Department and to DJJ; wrote and implemented the grant.

September 2011 – September 2016 (Retired 9/30/2016)

Department of Transportation; Equal Opportunity Office; Tallahassee, Florida

DBE Certification Consultant

Served as a DBE Certification Consultant for the Florida Department of Transportation's Disadvantaged Business Enterprise (DBE) Program; Processed the application forms for firms seeking DBE certification ensuring that they are eligible according to Code of Federal Regulations Title 49: Transportation Part 26; Performed on-site visits as part of the certification process to the Firms to ensure that they are certified DBE Businesses; Evaluated and monitored all programs and areas of the DBE Program; Developed and modified monitoring tools, policies, and procedures for monitoring and conducting on-site reviews for the DBE Program; Monitored and reviewed all DBE Firms certification eligibility files; Responsible for writing various correspondences and monitoring reports for the Department

December 2008 – July 2011

City of Midway; Midway, Florida

City Manager

Served as the Chief Administrative Officer of the city and responsible to the City Council for the administration of all city affairs by or under the City's Charter; Appointed, suspended and/or removed any City employee other than appointive administrative offices serving at the pleasure of the City Council, except as otherwise provided by Charter, by law or personnel rules adopted pursuant to the Charter; Attended all city council meetings; Directed and supervised the Charter officers and the administration of all departments, offices and agencies of the city, except as otherwise provided in the Charter or by law; Saw that all laws, provisions of the Charter and directives of the city council, subject to enforcement are faithfully executed; Recommended to the City Council for adoption such measures as deemed necessary or expedient in the interest of the City; Prepared and submitted the annual budget and capital program to the City Council; Made reports to the City Council concerning the operations of the city departments, officers and agencies; Kept the City Council fully advised as to the financial condition and future needs of the City and made recommendations to the City Council concerning the financial affairs of the City; Saw that all terms and conditions imposed in favor of the City or its inhabitants in any public utility franchise were faithfully kept and performed; Served as the purchasing agent of the City, by whom all purchases of supplies were made for the City of Midway; In the capacity of purchasing agent, conducted all sales of personal property which the City Council may authorize to be sold as having become necessary or unfit for the City's use; Ensured that all sales conformed to regulations of the City Council; Ensure that the limitations or criteria is established by ordinance, including but not limited to bidding requirements; Established policies and procedures to improve the operation of the City, Implemented and monitored the strategic plan and goals of the City, Performed all other duties as specified in the Charter or required by the City Council.

January 2008 – January 2009

Leon County Tax Collector (Business Tax Receipt Division); Tallahassee, Florida

Customer Services Representative, Business Tax Receipts

Assisted with the administration, coordination and management of the Business Tax Receipts Division for the Leon County Tax Collector; Administered the tax by enforcing the statutes and county ordinance, and by collecting fees and issuing tax receipts to the various businesses; Developed policies and procedures for the Business Tax Receipts Division; Certified new businesses for a business receipt and re-certified existing businesses; Processed payments received from the business tax receipts.

June 2006 – December 2007

Leon County Tax Collector (Accounting Division); Tallahassee, Florida

Customer Services Representative, Accounting

Coordinated, developed and organized the work for the Meta-Enterprise Electronic System; Prepped the documents to be scanned by hand and the high speed scanner; prepared documents to be placed in the electronic filing system for the customers and the staff; Trained staff to retrieve documents from the Meta-Enterprise System; Tracked payments for Tax Bills, Tax Certificates, Tourist Development Tax Records, and Business Registration Certificates; Developed procedures and maintained the Meta-Enterprise Electronic System; Audited, monitored and tracked payments and taxes for all governmental entities; Prepared the money received from the nine (9) agencies to be deposited into the bank.

March 2001 – November 2005

Leon County Board of County Commissioners; Tallahassee, Florida

Leon County Minority/Women Business Enterprise (M/WBE) Division

Minority/Women Business Enterprise Director

Supervised, managed and directed the work of the M/WBE Division, which included the development of training, standing operating procedures and budgetary responsibility; Administered and enforced County Policies and Personnel Procedures; Proposed policy revisions as needed and ensured proper implementation of the M/WBE policy adopted by the Board; Ensured compliance with federal, state and local laws and regulations related to the M/WBE Program; Provided M/WBE analysis of vendors for bids and proposals and, in accordance with policy and disparity study; Prepared M/WBE documentation for Commission agenda items; Facilitated and provided administrative support to the M/WBE Citizens Advisory Committee by preparing meeting agendas and minutes; Determined the eligibility of M/WBE status for certification and re-certification; Developed and maintained the M/WBE tracking system; Provided technical assistance to M/WBE vendors and small businesses seeking to do business with Leon County; Assisted businesses with the development of business plans and financial statements to obtain loans and/or financial backing for their business; Partnered as a consortium member with the City of Tallahassee and Leon County School Board; Served on the Small Business Week and the Minority Enterprise Development Week advisory committees.

June 1996-March 2001

Leon County Board of County Commissioners; Tallahassee, Florida

Leon County Office of Management & Budget,

Senior Management & Budget Analyst

Developed, planned, prepared, analyzed, approved, and implemented various departmental budgets; Coordinated, developed and implemented the annual Capital Improvement Program and Capital Budget; Conferred with all levels of County government to ascertain needs and recommended solutions; Participated in the analysis of agency operations to determine conformance with the approved budgets; Coordinated preparation of semi-annual reports, including revenue and expenditure forecasts, analysis

of the capital budget, and performance monitoring detail; Coordinated and performed complex management review analysis studies and prepared written reports, including recommended strategies to increase operational efficiency and effectiveness of the County's programs; Performed revenue forecasting and debt management; Assisted in the preparation of the annual operating and capital improvement budget document; Prepared the budget load for the operating and capital budget; Prepared the TFA (Transaction, Function, Activity Summary); Coordinated and facilitated the carry forward and year end closeout process for the County; Acted for the Budget Director in his/her absence.

October 1983 - June 1996

Leon County Board of County Commissioners; Tallahassee, Florida

**Leon County Department of Job Training,
*Contract Manager***

Hired, trained, and supervised staff for the Management Information Unit; Developed instructions and procedures for the unit; Served as contract manager for all subcontractors; Processed all contractors' payment request and monitored their expenditures and program performance; Maintained financial records on all subcontractors; Evaluated and monitored all programs and areas of the Department; Developed and modified monitoring tools, policies, and procedures for monitoring the Department; Monitored and reviewed all participants eligibility files; Trained staff on eligibility determination for JTPA programs; Documented and reported findings and recommendations resulting from monitoring visits; Provided technical assistance to subcontractors and staff; Prepared statistical evaluation and performance reports for the Service Delivery Area (SDA); Served as staff person for the Private Industry Council's Monitoring and Evaluation Committee; Coordinated the quarterly meetings for the Monitoring and Evaluation Committee; Acted as the EEO officer for the Service Delivery Area; Developed the Affirmative Action Plan for the SDA; Handled the processing of the State and Federal Audits for the SDA.

March 1980 - October 1983

Leon County Board of County Commissioners; Tallahassee, Florida

**Leon County Department of Human Resources,
*Program Evaluator II***

Supervised, directed, and coordinated the Independent Monitoring Unit of the Leon/Gadsden Consortium, a Comprehensive Employment and Training Act (CETA) program; Hired, trained, and supervised unit staff; Developed the operational systems manual and the monitoring tools and procedures for the Independent Monitoring Unit; Monitored financial records, personnel and purchasing procedures; Supervised and provided instruction for the Department of Labor's Internship Trainee Program; Assisted the Federal Representative in the monitoring activities; Coordinated the Advisory Council's monitoring subcommittee; Developed the Affirmative Action Plan; Developed, up-dated, and wrote the Complaint and Grievance Procedures; Developed annual and quarterly performance reports; Modified contracts and budgets; Conducted leave audits of all the Department's Personnel; Documented and reported findings and recommendations resulting from federal monitoring visits; Provided technical assistance to the subcontractors and the staff.

October 1979 - March 1980

Leon County Board of County Commissioners; Tallahassee, Florida
Leon County Department of Human Resources,
Program Evaluator I

Evaluated manpower training and employment programs for compliance with the Comprehensive Employment and Training Act (CETA) rules and regulations, policies, contracts, and other applicable guidelines; Performed evaluations of all the subcontractor's programs; Monitored all programmatic, administrative, and fiscal systems; Documented and provided a written report of all findings and recommendations resulting from monitoring reviews.

May 1978 - September 1979

Leon County Department of Human Resources,
Leon County Board of County Commissioners; Tallahassee, Florida
Research Assistant

Provided technical support, performed compilation and analyzed research data; Researched and interpreted federal statues, rules and regulations for the CETA program; Complied labor market information, and demographic characteristics; Performed on-site monitoring and prepared reports of findings and recommendations; Formulated contracts, addendums, and non-financial agreements for approval by the Board of County Commissioners.

ADDITIONAL TRAINING AND OTHER RECOGNITION

- Certified Public Manager in the State of Florida
- Member of American Contract Compliance Association (ACCA)
- CCA (Certified Contract Administrator) & MCA (Master Contract Administrator)
- Member of FAMBEO (Florida Association of Minority Business Enterprise Officials)
- Served as a member of Leon County's Performance Measurement Team
- Served as a member of the Leon County's Quality/Diversity Initiative Team #5 - Employee Relations Trust and Fairness
- Performance Measurement Workshop - Southeast Evaluation Association
- JTPA Monitoring Workshop - Train the Trainer Training Session (Monitoring), 1993
- JTPA Financial Management Workshop, 1993 & 1992
- Supervisor Workshops/Seminars, 1993,1992,1991 & 1990
- Complaint Investigation Procedures for EEO/AA
- Governmental Budgeting
- Performance Contracts & Audit Workshop
- Conduct Training Sessions & Workshops on Monitoring
- Notary Public
- Deputy for Voters Registration (Register to Vote)
- Girl Scout Leader for nine years
- Over forty-one years of involvement with the Youth Department and Education Committee at St. Luke Primitive Baptist Church
- Forty-two years performing public service for Delta Sigma Theta Sorority, Inc.
- Thirteen years performing public service for Pilot International; Served as the Governor of forty-six (46) Clubs for the Florida District
- Twenty-two Years on The Tallahassee Ballet Board of Directors (Served as President and Treasurer)

TECHNOLOGY COMPENTENCY

Extensive use and experience entering and retrieving data from Microsoft Word, WordPerfect, Microsoft Excel, BANNER Finance System (Leon County's Financial System), Microsoft Access, Microsoft Power Point, Harvard Graphics, QuickBooks, and Microsoft Front Page (Wed Pages).

EDUCATION

Florida State University, Tallahassee, Florida;
Studies toward Masters in Public Administration

University of Florida, Gainesville, Florida
B.S., June 1977; Major Political Science

Certified Public Manager
Florida State University

REFERENCES

References will be provided upon request.

RODDY MYERS

RKMNOVEMBER@GMAIL.COM | 919-809-0505

MASTER OF BUSINESS ADMINISTRATION-MASTER OF URBAN PLANNING

EXECUTIVE SUMMARY

Dynamic and competitive senior executive possessing an extensive track record of leadership and proven results. Known as a pioneer of innovation who leverages a wealth of expertise to influence sales, operational performances, while maximizing productivity, driving organizational growth, and maintaining safety standards. Demonstrates strong analytical skills and is successful in leading and developing high performing teams for complex organizations.

AREAS OF EXPERTISE

P&L - Operations Management – Lean Manufacturing- Supply Chain – Customer Service – Change Management Reporting – KPI Management - Integrations- Strategic Plans – Continuous Improvement – Risk Management Safety - Budgeting - Product Management - Business Strategy – Performance Management- Business Development

PROFESSIONAL EXPERIENCE

38, INC. – CHICAGO, IL

Nov 2014-FEB 2020

A leader in predictive analytics. Through innovative software and services 38, INC empowers and inspires customers around the word to transform data into intelligence.

CHIEF OPERATIONS OFFICER AND CHIEF STRATEGIC OFFICER

- Building Management Structures - Effective Operational Controls - Core Values
 - Client Care - Valuation Management - Service Level Agreements
- Championed the role of COO and effectively coached the CEO and Board of Directors on building management structures which created a team-oriented environment.
 - Skillfully implemented efficient operational controls, financial systems, administrative/reporting procedures, and people systems.
 - Managed and assessed all sales, RFP responses and government contracts.
 - Tactically drafted thorough Scope of Service Agreements and Scope of Work Agreements for all projects.
 - Fostered a coaching/leadership centric environment which mirrored the mission and core values of the company.
 - Notably drove the company to achieve and surpass sales, profitability, cash flow and business goals/objectives.
 - Evaluated the measurements and effectiveness of all processes internal and external.
 - Pioneered the development and application of effective growth strategies and processes.
 - Launched an infrastructure of accounting systems, business processes, and people systems to accommodate the rapid growth objectives of the company.
 - Attracted, recruited and retained required members of the team not in place; provided mentoring as a cornerstone to corporate structure.
 - Led customer service efforts as a "Client-Care Officer" through direct contact with every client and partner.

- Successfully raised additional capital at appropriate valuations to enable the company to meet sales, growth, and market share objectives.
- Fostered a success-oriented, accountable environment within the company.
- Represented the company with clients, investors, and business partners.

PRUDENTIAL REAL ESTATE FRANCHISE – ORLANDO, FL

SEPT 2002-Nov 2014

A designated International Fine Homes franchise dealing exclusively with high net worth individuals and large-scale development projects. An industry leader of luxury home sales in golfing, aquatic communities and large-scale condominium developments.

CONTROLLING PARTNER AND CHIEF OPERATIONS OFFICER

- Multi-Site Management
- Increased Profitability
- Community Involvement
- Brand Development
- New Markets
- Compliance
- Directed sales, training and operations/management functions of a multi-site real estate firm with 250 employees.
- Deployed effective branding, financial systems, HR, compliance and operational systems.
- Uncovered creative ways to increase profits while minimizing staff reductions.
- Reviewed financial reports budget estimates and profitability reports.
- Orchestrated extensive research and analysis studies.
- Developed and implemented community involvement projects.
- Identified and researched potential new markets.
- Oversaw all corporate operations.

ADDITIONAL CAREER HIGHLIGHTS

- An industry recognized writer in the field of RFP responses and Scope of Service Agreements.
- Skilled contract negotiator and compliance officer in the field of government contracts.
- Superior team building and project management skills.
- Highly effective as a member of the Board of Directors.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION AND MASTER OF URBAN PLANNING

The UNIVERSITY OF MICHIGAN

BACHELOR OF ARTS

The UNIVERSITY OF MICHIGAN

Christina Napoliello

Address: 3139 Virginia Street - Coconut Grove, FL - 33133

Phone: 305-608-7127

Email: ChristinaNapoliello@gmail.com

Education

2005-2006, Master of Business Administration, Nova Southeastern University

2000-2004, Bachelor of Science, Marketing, Barry University

1998-2000, Associate of Science, College of Southern Maryland

Languages

Spanish & Finnish

Memberships

BOMA & ICSC

Computer Software

Workspeed, Angus, Yardi, Adobe, InDesign, Microsoft Office, Workday, PeopleSoft

Work Experience

February 2019 – Present

Senior General Manager

Jones Lang LaSalle – Miami

www.us.jll.com

I currently manage several properties for the CMC Group, the properties include an 8-story office building with first floor retail in Coral Gables, a 4-story office building with first floor retail in Coconut Grove, a 3-story office building with first floor retail in Downtown, to several Luxury Car Dealerships in the Miami Area.

- Report directly to VP of Asset Management
- Monthly and Quarterly Financial Reports
- Budget Development and Oversight
- Construction Management
- Building Operations
- Vendor/Contract Management
- Meet the needs of the Property Owner and the Terms of the Management Agreement
- Build and Maintain Client and Tenant Relationships
- Supervision of a Team of Nine
 - (1) Assistant General Manager
 - (1) Chief Engineer
 - (2) Lead Engineers
 - (1) Tenant Coordinator
 - (4) Building Engineers

May 2018 – February 2019

General Manager

CBRE – Miami Beach

www.cbre.us

I managed 1 Block consisting of High-End Retail, Commercial Office, and the Iconic Herzog & De Meuron Parking Garage between Alton Road and Lenox Avenue located at 1111 Lincoln Road and 1664 Lenox Avenue.

- Managed a team of Four consisting of an Assistant Manager, Event Manager, Lead Engineer, and Maintenance Technician
- Work to Meet or Exceed the projected Annual Revenues of \$500K Annually for the Event Space located in the Parking Garage
- Attend Monthly BID Meetings and Maintain a close relationship with Executive Director
- Act as primary contact with Property Owners to ensure that Objectives are being Met
- Develop and Control Annual Budget for Operating and Capital Expenditures
- Forecast Management Plans and prepare Monthly Performance, explaining Variances
- Collect Rents and Pay expenses in compliance with Lease Terms
- Prepare required Legal Notices
- Review and Reconcile tenant rent and Common Area Maintenance recovery charges
- Negotiate early Termination of Lease
- Support all Property Sales by overseeing Due Diligence process and monitoring the activity of outside brokers

November 2013-January 2018

Assistant General Manager

Miami Design District Associates – Design District

www.designdistrict.net

I managed 18 Square Blocks of Luxury Retail and Commercial Properties.

- Reported to the VP of Property Management and CEO
- Management of (4) Largest Contracts: Security, Janitorial, Parking, and Valet
 - Security 2,000 Hours per Week, 400 Cameras, and 24/7 Operations Center
 - Janitorial 2,200 Hours Bi-Weekly
 - 6 Parking Garages 300 Hours per Week
 - 8 Valet Stands 1,500 Hours per Week
- Strategize and Compare Crime Statistics monthly with Commander of Police and District assigned Police Officers who carry our radios
- Lease Administration and Enforcement
- Tenant Relations and Retention
- Aged Receivable Collection Work with Larger Corporate Entities
- Help in Development of Policies/Procedures and Implementation
- Construction, Event, Pop-Up Management
- Annual Budget, Capital Expenditures, and Financial Reporting
- Work with Marketing on Promotional Activities, Graphics, and Social Media
- Work with Leasing and Tenant Coordination on new Prospects/Buildouts

February 2012-April 2013

Property Manager

Colliers International South Florida - Coral Gables

www.colliers.com/Markets/Miami/

I managed 13 properties from South Miami to Boca Raton.

- Prepare Monthly Financial Reports to the owner for each Property
- Review and Approve all invoices for assigned Properties
- Prepare Annual Operating and Capital Expenditure Budgets
- Manage Aged Receivables
- Insure Financial Stability of Assigned Properties
- Conduct Weekly Property Tours
- Make certain New Tenants are welcomed and initiate Tenant Relations
- Assist in New Business Development Proposals for the Company in InDesign

September 2011-January 2012

Director of Operations

Anex Office/1000 Fifth Street Corporation - Miami Beach

www.anexoffice.com and www.thyssenbuildings.com

I managed an “A” class building for a private owner, and the day-to-day operations of an executive suites company specializing in short term leases.

- Building Operations
- Vendor/Contract Management
- Lease Proposals and Contract Drafting
- Build and Maintain Client and Tenant Relationships
- Supervision of Administrative, Engineering, Security, Accounting, and Parking Staffs
- Construction Management
- Create and Maintain a Standard Operating Procedures Manual

February 2010-September 2011

Property Manager

Pointe Group Advisors – Coconut Grove

www.pointegroupadvisors.com

I oversaw approximately 500,000 square feet of class “A” and “B” commercial property for a private institutional owner.

- Monthly and Quarterly Financial Reports
- Non-Financial Ownership Reports
- Budget Development and Oversight
- Construction Management
- Building Operations
- Vendor/Contract Management
- Meet the needs of the Property Owner and the Terms of the Management Agreement
- Build and Maintain Client and Tenant Relationships
- Supervision of Administrative and Engineering Staff

References - Will be furnished upon request

PATRICK K. PENDLETON

165 providence Dr.

Covington, GA 30016

Home (571) 830-4080 Cell (404) 229-2252

Profession23@icloud.com / pkpendleton@yahoo.com

I believe the top two qualities that I possess as a current leader in my agency and as an Administrator/Manager/Director with an analytical and strategic state of mind. I have over 20 years of experience refining these qualities in myself personally and professionally. I have 8 honorable years of experience with the US Navy, serving my country by leading, teaching, and mentoring young men and women. My 12+ years of specialized experience in Human Resources and Government Financial Budgeting are with:

- The state of South Carolina as an Administrator at the Department of Disabilities and Special Needs (2008 - 2011)
- The City of Alexandria, VA as an Operational Division Chief at the Department of Emergency Communications/Public safety (2011 – 2017)
- The City of Virginia Beach, VA as an HR Director/Administrator at the Department of Human Services (2017 -2018)
- Fulton County, GA Sheriff Office as the HR Manager/Director (2019 –Present)

Why I am the best candidate for this position? My work experience and specific areas of certified expertise from different communities and states (SC, VA, and GA) in enhancing the reputation of my agency's and divisions that delivers exceptional services in an effective, efficient, and fiscally responsible manner based on survey data responses. I have directed the implementation, maintenance, and enforcement of City policies, Divisional Standard Operational Procedures (SOP), and practices as prescribed by the County Boards and City Council. I have addressed the City Council on the behalf of my department heads on Financial decision and RFP projects and represented the City Council/County Board decisions on personnel matters to City/County employees, community groups/partners, and individual members of the public and other governmental agencies. I have attended County Board/ City Council meetings and participates in discussions as necessary. I have and still do oversee all agency/department goals and objectives outlined for each are achieved. I do provide leadership to develop a high performing, ethical, diverse, analytical, and customer service-oriented environment. I have provided regular financial reports, project and program updates, and needs assessments to the department heads. Advised leadership/command on possible solutions to resolve any issues identified. I am considered an expert on talent acquisition by selecting and hiring leaders and management staff that best match our current and future goals. My communication and collaboration efforts are well received and effective with department directors to employ and to develop personnel needed to provide all required services. Evaluates, mentors, promotes, disciplines, or terminates department directors or other personnel as needed. As a Division Chief, Administrator, and HR Director, I have enforced and administers revisions of the laws and ordinances of the City. I have engaged actively with the City and County Managers and the members of County Board and City Council to ensure alignment of priorities before the finalization and adoption of the City's strategic plan. I have created awareness for community issues that should be addressed in the strategic planning and divisional work-plan processes.

The quality of leadership is represented by my work ethic of leading by example in “walks the walk” in front of my peers during working hours and off. My accountability, accessibility, and reliability are attached to my leadership qualities in being there when the senior staff and my employees need me the most. I am a true advocate and mentor for my staff and employees by assess the situations and listening, which helps me establish a professional relationship that is impactful in meeting the needs of the many with efficient and effective recommendations. This leads me to my style of leadership, which I deem as effective and efficient. I rather hold people accountable and allow them to develop a performance system with my guidance that is most effective for them to be successful instead of micromanaging their every task around our mission, vision, and goals. My experiences of dealing with a variety of different personalities and personal beliefs allow me to be creative and utilize their work performing concepts in evaluations. I have found out that this leadership style decreases the working environment negativity and increase the effectiveness of work performance by creating measurable. This also holds me accountable for meeting set goals and providing career development training opportunities, tools, and access for staff members.

The quality of an analytical state of mind is represented by my preparation of materials, paperwork with the creation of a message that includes measurable data to answer and justify all the responses to questions that may be asked in a Human Resources (HR) and Budgetary process. I have ensured that the annual budget and long-term capital improvement plan aligns with the priorities established in the strategic plan; focuses the energy of staff on meaningful capital projects that add to the community’s already high quality of life. Great preparation only has to clarify and not be modified for implementation and understanding. I believe clarity and transparency keeps a message consistent and accurate to SOP’s and city AR’s, where messages that are modified for simplistic understanding are contradictive and inaccurate. I understand these concepts and it helps my HR processes run very smoothly and impactful as a result-driven philosophy with positive outcomes. The HR Analytical process comes from a lot of benchmarking from similar organizations for message justification by translating statistical data. I also believe my style allows me to step back and see multiple sides of a grievance, complaint, and disciplinary action for effective recommendations, because of the impact that it may have on the department and its employees.

I exemplify these two qualities defined above in my character, which is why I believe I am the best candidate for your position. “The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” (Martin Luther King) I believe this to be very true in any leadership position where one will be challenged and must manage, mentor, and inspire those beneath or above during moments of difficulty to be consistently successful. As your new employee, I will lead by example and represent you at the highest level of professionalism. I have a strong understanding of working in Human Resources, Finance and Accounting, Managerial duties. I will also keep the message consistent and fair according to Departmental and City and Federal regulations, and laws.

Thank you for this opportunity!

Patrick Pendleton, MBA, IPMA-SCP, RPL, and CAC



Expertise:

Leadership, Management,
Administration, Human
Resources, Strategic
Planning, Budgeting

Education/Certifications:

Saint Leo University MBA,
Lynchburg College BA, HR
IPMA-SCP, RPL, Cornell Univ.
PENN State University Budgeting
Supervision and Strategic planning
Leadership and Command
Certifications, and FEMA NIMS Cert.

Industry Experience:

City, State and Federal
Management Regulations,
Analytical and Performance

Memberships:

SHRM, IPMA, FEMA, APCO,
CALEA

Patrick Pendleton is a certified IPMA Human Resources Senior Certified Professional and a Registered Public Safety Leader with the Association of Public Safety Communication Officials (APCO). He also has an MBA with a Healthcare Management (HCM) concentration from the University Of Saint Leo, FL. Patrick is certified in Law Enforcement Budgeting, High Impact Supervision, and Leadership and Command strategies by the University of Penn State, PA. Patrick has enhanced his expertise gaining certifications with Cornell University in Human Resources Strategic planning and the Economic Research Institute as a certified Compensation Analyst. He is a current member of APCO, CALEA, IPMA, FEMA, and SHRM.

Patrick Pendleton is a Human Resources and Fiscal subject matter expert on delivering accelerated results through creative thinking and creative problem-solving. He is an employee engagement specialist who has delivered on meaningful human resource processes that have positively affected those agencies he has served. With over 20 years of administrative leadership and supervisory experience and 15 years of organizational budgetary and human resources experience in Federal, State and Local governments (US Navy, State of South Carolina, City of Alexandria, VA and City of Virginia Beach, and Fulton County, GA – military spouse), Patrick integrates purpose, processes and coordinates career development workshops that are creative and interactive with his staff. Patrick has a passion for accelerating performance and is result-driven. He is an analytical and strategic thinker who serves those with a genuine need for *meaningful change*.

Since 1999, Patrick has worked in federal, state, and local government as a senior manager, a part of their leadership teams. He continues to accelerate results with all of those agencies, including:

- Government:** Department of Disabilities and Special Needs Administrator, Human Services Human Resource Administrator, FEMA Incident Commander, Public Safety Division Chief, City Offices of Management and Business management analysis.
- Military:** Coxswain Instructor, Major Programs within the U.S. Air Force and Navy, including programs in Warfare Systems Research and Development, Chemical, Biological, and Radiological (CBR) readiness, Visit, Boarding, Search, and Seizure (VBSS), Mine Countermeasures, as well as Safety & Information Technology training.

In a numbers focused world, Patrick has demonstrated how to apply value to everything from risk, decisions, and time, to administrative regulations. Patrick is a firm believer in justifications with

statistical forecasting data benchmarking. He has used human resources data to create processes and models to increase retention and stability. Patrick is very innovative and knowledgeable about municipality regulations and processes. He looks forward to being a part of the team.

PATRICK K. PENDLETON (MBA/HCM, IPMA-SCP, RPL, and CAC)

165 providence Dr.

Covington, GA 30016

Home (571) 830-4080 Cell (404) 538-7250

Profession23@icloud.com /pkpendleton@yahoo.com

Highlights of Qualifications and Professional Experience

- ✓ **My reference will confirm my 20 years of specialized experience and 15 years of Human Resource Executive experience**
- ✓ **Mental Health First Aid Certification**
- ✓ **Master's in Business Administration with a concentration in Health Care Management**
- ✓ **Human Resources Strategy experience in organizational development and performance programs**
- ✓ **Compensation Analyst Credential (CAC) for Compensation Planning**
- ✓ **Provides installation/department level human resource advisory services to management at all levels.**
- ✓ **Performs program evaluation of a full range of HR programs and develops and executes improvement/enhancement plans.**
- ✓ **Prepares and delivers written reports, correspondence, and oral presentations.**
- ✓ **Human Resources Certifications by the International Public Management Association (IPMA) Senior Certified Professional (SCP) and Cornell University, Strategic Human Resources Leadership program**
- ✓ **Project Management experience**
- ✓ **Data Analytics and dashboard creation**
- ✓ **APCO Registered Public-Safety Leader (RPL)**
- ✓ **SHRM Member**
- ✓ **Chief of Ethical Conduct and investigations**
- ✓ **Budgetary forecasting**
- ✓ **Compensation market analysis**
- ✓ **Employee Relations training (Disciplinary and investigation processes, FMLA, ADA, HIPPA, and EEO)**
- ✓ **Policy and Process improvement experience**
- ✓ **Talent Acquisition and Recruitment processing**
- ✓ **Payroll and incentive pay processes and programs**
- ✓ **Over 18 years of Executive Leadership and Supervisory experience**
- ✓ **Act as a catalyst for the development and implementation of department-wide HR initiatives and policies**
- ✓ **FEMA IS100 – IS800 level Certifications**

Core Knowledge & Skills:

Leadership Development	Policy Creation and Management	Facility Management
Materials Management	Distribution Center Management	Operational Leadership
Business Process Improvement	Project Management	HR & Technical Instruction
Strategic Planning	Vendor Management	Logistics Management
Procurement & Contracting	Inventory Management	Diversity and Inclusion

Completed Education:

- (2019 – 2019) Economic Research Institute (ERI), Compensation Analyst Credential (CAC)
- (2018-2018) Cornell University, Strategic Human Resources Leadership Management Credential
- (2009-2010) MBA/HCM, Saint Leo University, Saint Leo, Florida; 3.5 out of 4.0 GPA; 42 Credit Hours
- (1992-1996) BA, Communication Studies, Lynchburg University, Lynchburg, Virginia; 124 Credit Hours
- (2002-2003) Law Enforcement Specialist Certification (US Navy), Technical and Tactical, Emergency Training, Miramar College; San Diego, California 40 Credit hours; 4.0 out of 4.0 GPA
- (2015 – 2018) Human Resources IPMA-SCP Certification
- (2016) APCO Quality Assurance and Quality Improvement and RPL Certifications
- (2015) AMA Internal Investigation, Project Management, and Data Analytics certifications
- (2014) Human Resources Generalist Certification, Atlanta GA; Human Resource Certification Institute –HRCI
- (2015) FEMA, NIMS 100, 200, 700, and 800 level certification
- (2016-2017) PENN State, High Impact Supervision, and Law Enforcement Agency Budgeting, and Leadership and Command Certifications

Computers Expertise:

Knowledge of ERP Financial Systems such as SAP, Oracle, People Soft, etc., Share Point, Munis Accounting/budget, NEOGOV, Legistar, and SCEIS/Kronos payroll systems, TALEO, Adobe design software and proficient in Microsoft applications; Excel Spreadsheets, Word and PowerPoint presentations, also proficient in all forms of communication software; email, web chat, text and teleconferencing, Map Infor Analyst/DISC, and Power BI

Professional Experience:**Fulton County Sheriff Office Human Resources Manager**

City of Atlanta, GA 2019 - present (50+ hours per week)

- As the HR Director/Manager I provide overall administration of departmental human resources functions that include but are not limited to investigations, background checks, recruiting, personnel transactions, payroll preparation, new employee orientation, training and certifications, employee relations, and accreditation for 1100 employees. Responsibilities include staffing a 24 hour/7 days a week operation for the Fulton County Jail, staffing security personnel for the various Fulton County courts and the Justice Center Complex, overseeing training functions in-house and at the Fulton County Public Training Center, designing and directing human resources projects, preparing departmental staffing budgets, and managing human resources and administrative support staff as assigned. As

the Chief Ethics Officer I investigate or oversee investigations of complaints of fraud, waste, ethical violation or unlawful conduct for disciplinary recommendations. Designs and directs human resources projects and prepares assigned departmental staffing budget. Develops and implements activities related to staff development and discipline. Interprets and disseminates personnel-related information and regulations. I also, consult with department and County legal staff on various personnel matters to provide technical advice, consultation, and assistance to the Sheriff and Division Chiefs on personnel matters and issues.

To provide FCSO with:

- Customer Focus (Reducing complaints and increasing FCSO morale)
- Integrity & Trust (Credibility and confidence in all FCSO HR processes)
- Manage vision & purpose (Setting Expectations on performance)
- People & Relationships (Motivation, feedback on professional growth, and training)
- Resources management (Being efficient and effective)
- Decision Making (Targeting the source of issues with data analytics)

Human Services HR Director/Administrator

City of Virginia Beach Human Services

2017 – 2018 (50+ hours per week)

Supervisor Director of Human Services Danette Smith Contact (704) 726 - 7265

As the HR Director, I have directed a full range of comprehensive/innovative Human Resources (HR) programs in support of over 1500 employees. I supervise a staff of 16 employees on 3 different HR teams (Employee Relations, Recruitment, and HRIS teams). I direct a full range of human capital management programs, including organizational design, position management, recruitment and staffing, performance management, employee and labor relations, classification, compensation, and benefits, and integrate human capital resource planning, management and utilization with other phases of planning and analysis to meet mission requirements. I ensure that tools are in place for the assessment of individual and organizational performances. I evaluate and make recommendations concerning overall plans and proposals for highly complex, controversial or sensitive agency HR projects impacting the accomplishment of strategic directives. I plan, coordinate, and direct the various aspects of comprehensive human resources programs including; recruitment, staffing and operating pay matters; classification and position management; employee relations and labor relations; employee benefits & work life; performance management ; training and development; Human Resources Information Technology (HRIT), and personnel action processing. I have ensured that the right people with the right skills are in the right place at the right time through effective application of HR programs including, but not limited to: classification and compensation, staffing and recruiting, test development, employee relations, training and development, equal employment opportunity, occupational health, occupational safety, benefits, official personnel records management, and member communications. I have used feedback and input from throughout the organization and provide recommendations to the City Manager Office on HR program/policy innovations, changes, and enhancements. I also lead organizational initiatives and assignments to support and address HR common issues that serve the needs of our teams and committees, and partners with various departments and agencies for more efficient and effective results. I work with the budget in dealing with compensation issues of compression and develop information on new initiatives and programs creating communication mechanism.

Duties:

- Provide leadership training with my Comprehensive knowledge of the specialized principles and practices of public HR administration, including recruitment, selection, testing, classification, compensation, employee relations, training, occupational health, and occupational safety, benefits, and records management.
- Provide counseling with my knowledge of the qualifications and characteristics of major occupational groups.
- Employee Relations and Supervisory Conflict management Training
- Provide support with my thorough knowledge of local government organization and operations.
- Provide guidance with my knowledge of federal, state, and local laws pertaining to all phases of public HR administration.
- Provide analytical data for effective and efficient decisions with my knowledge of the department's Core Strategies and of Quality Government Organization principles and practices
- Directs the activities of the Human Resources department to all divisions within Human Services; labor relations, compensation, benefits, employee relations, performance management, and training and organizational change management.
- Ensure department compliance with City policies and labor laws; independently manages and respond to EEOC and DOL charges, generally without attorney assistance.
- Determines and recommends employee relations practices necessary to promote high levels of employee retention, morale, and motivation.
- Chief Ethics Officer I investigated or oversaw investigations of complaints of fraud, waste, ethical violation or unlawful conduct
- Leads implementation of continuous system improvement projects including HRIS, performance management, online application, employee portal, and benefits systems and related technology and user interfaces.
- Leads the ongoing development and facilitation of in-house leadership training, legal update workshops, Department Customer Services training and other related HR training and department career development education.
- Designs and manages processes of organizational development such as Success/Succession planning, comprehensive customer service, workforce development, and employee retention.
- Prepares information and advises on the department budget.
- Performs all other duties as may be required to meet organizational needs

Division Chief

City of Alexandria's (E911), Alexandria VA 2011 – 2017 (40+ hour weeks)

Supervisor City of Alexandria's Public Safety Deputy Director, Joseph Barasoain Contact (571) 355-5086

As a Division Chief of HR and Budgetary Ethics for the City of Alexandria, I have to multi-task between Human Resources and Budget related duties including (VEC) unemployment Hearings and recruitment policy changes and the reporting of vacancies and Budget expenditure reports to City. Plan, coordinate, and direct the various aspects of comprehensive human resources programs including; recruitment, staffing and operating pay matters; classification and position management; employee relations and labor relations; employee benefits & work life; performance management ; training and development; Human Resources Information Technology (HRIT), and personnel action processing. Evaluates and makes recommendations concerning overall plans and proposals for highly complex, controversial or sensitive agency HR projects impacting the accomplishment of strategic directives. I am also in charge of the preparation of requisition

packages, PO's and RFP's and all procurement processes, and interviewing of applicants; employee performance evaluations, administration of the Family and Medical Leave Act, (FMLA), preparation and maintenance of complex human resources records that must comply with various City, State, and Federal laws as well as licensing and accreditation regulations. I train others in structured interviewing techniques and assure compliance with City, State and Federal rules and regulations pertaining to equal employment opportunity (EEO) and disability accommodation (ADA). I do provide advice, guidance, and direction to Department managers on employee performance issues, including disciplinary actions, in coordination with the City's Human Resources Department and the City Attorney. I also direct the Department's payroll, leave and attendance record-keeping and processing functions. These include substantial budget preparation and oversight, payroll administration, accounting to include tracking of Special Revenue incomes, departmental expenditures, purchasing, oversight of information systems, and routine personnel administration functions. Tasks include comparing and developing revenue projections to expenditures, developing a structured plan to implement expenditures based on revenue, oversight of payroll activities, preparing budget information, and providing tracking and supervision for information technology functions. I coordinate performance analysis and statistical data for meetings and performance measures in creating SOP's and Directives based on the statistical data calculated. Then I track the impact of the increase or decrease of Human Resources issues and Fiscal expenditures to the department. AS the CMS Webmaster, I have set up the DEC Website as a Human Resources recruiting tool to inform future candidates. I have also updated and maintain the site to include recruitment procedures, pictures, and announcements about our New Department and information from our Director. Research, interpret, develop, and advocate policies programs and performance management initiatives. Coordinate and consult with directors, senior staff and unions to ensure effective optimization of performance and productivity of their workforce Establish and maintain effective relationships with and gain the cooperation of supervisors, managers, and co-workers on complex, controversial or sensitive issues. Develop information on new initiatives and programs creating communication mechanism.

Results:

- I direct the full range of human capital management programs, including organizational design, position management, recruitment and staffing, performance management, employee and labor relations, classification, compensation, and benefits, and integrate human capital resource planning, management and utilization with other phases of planning and analysis to meet mission requirements. Ensure that tools are in place for the assessment of individual and organizational performance.
- Oversee the design, implementation, and evaluation of employee development and training programs for the department, including all law enforcement technical training as well as other managerial, administrative and employee development programs. Manage training needs assessments, identification of external and internal training resources, training budget justification, development and delivery of internal training courses, and evaluation of training programs.
- Direct the development and/or revision of human capital policies and procedures to meet internal and external requirements. Oversee the review of best practices in other organizations and identify those with potential application to our agency. Evaluate policies following implementation and determine requirements for revision based on changing law and regulation or department programs and priorities.
- Manage and supervise staff, administer leave policies; counsel employees and determine training and developmental goals and requirements; establish priorities, assign work and evaluate collective and individual performance; and implement programs for awards and recognition, equal

employment opportunity, and affirmative action. Manage department contract staff, assuring that contract specifications are met and that contractor services are effectively integrated with in-house work.

- As Chief Ethics Officer I investigated or oversaw investigations of complaints of fraud, waste, ethical violation or unlawful conduct
- Creation of New Job Classification/Title, which changed from Emergency Communications Technicians to Public Safety Communications Officers (PSCO)
- Creation of a Career Ladder and promotional opportunity for Supervisors, which gave our employees the opportunity to advance their career within our department instead of at another center
- Creation of filters in NeoGov to recruit E911 experienced candidates, which have reduced the training time and increased retention; because of those candidates were aware of this environment and culture
- Creation of a Position Number Tracking report, which tracks vacancies and evaluation due dates, So vacancy approvals are completed faster and evaluations are completed on time
- Creation of a Condensed Promotional and Hiring Process, by setting up all the scheduled test and exams, interviews and final offer within a 4-5 day process once that candidate is selected, instead of a 3-4 week process like our competing local 911 centers for recruits
- Creation of New Medical Standards which reassures the department that a candidate is fit for duty
- Creation of an Internal Human Resources Department with Hours that covers both shifts to gather all paperwork and meet the staffing needs who don't work City hours, which has increased morale
- Creation of a new internal Exit Interview process, which helps us address the reasons why employees are leaving and to gather negative or positive feedback to improve the center. I believe this will reduce the turnover rate as we address the reasons that we can control why people are leaving.
- Creation of Charts and Spreadsheets to track expenditures and forecast Budget cost, which has helped me balance the Department budget three out of the three years I have been employed and in charge of creating and managing the Departments Budget
- Negotiations with vendors on Contracts, which has helped me find language discrepancies and overpayments that have increased the efficiency of services to our department from vendors

Administration Officer (AOD)

South Carolina Department of Disabilities and Special Needs; 2008 – 2011 (40+ hour per weeks)

Supervisory, Director of Staff Development Rufus Britt contact (843) 873-5750

My job title is Administrator and Safety Officer during the week and Facility Director on the weekend for the Department of Disabilities and Special Needs at Coastal Center, SC. My biggest achievements are increasing personal safety by teaching PCM techniques and tools and writing and coordinating new State/Departmental Standard Operation Procedures (SOP's) that have reduced the worker's compensation (injuries at work) by 70%. I also maintained the Budget for Training personnel on campus. I also provided assistance with client behaviors, staff coverages and investigation paperwork for the entire Coastal Center that has increased the response time and turnover of all abuse cases. I had also trained employees to use radio communication for emergency situations efficiently. I oversaw 12 units/cottages with over 100 staff members and nurses per shift, and roughly 171 patients/clients. I was in charge of the campus security and Human Service Assistant (HSA's) Staff scheduling. I also provided Professional Crisis Management (PCM) and Fire Safety training as the lead Instructor for 516 staff members, classes of 150-200 students on an annual basis in helping redirect intense client behavioral outburst and

maintain a safe environment for a strong relationship between parents, staff, and clients. This PCM training certification ensures that the center complies with all policies, procedures and all state and federal regulations including OSHA, CMS, AAMI, HIPPA and QMRP's and SCEIS payroll system. The state has also multi-tasked me with the census to track all patients and their care every day. I was also coordinating program coverages and incident reports and investigations on patient abuse or staff abuse. I was in charge of keeping the environment calm and controlled by reviewing fire drills and evacuation safety protocols, developing ideas for redirecting behaviors, in which has made this facility one of the safest in the state of SC.

Operation Specialist/Master at Arms

United States Navy- Stateside and Overseas; 1999 – 2007 (60+ hour per weeks)

Navy/Military Police Officer (Top Secret Clearance - TSC) Supervisory (MAC) Senior Chief Marty Campbell Contact (619) 746-3210

Writing and coordinating, and following and teaching new Naval/Federal Standard Operation Procedures (SOP's) for new naval soldiers. Also as a Law Enforcement Specialist and Navy Command high stress and crisis Instructor/Mentor for 150-200 soldiers for monthly training, which was about 1800-2400 soldiers a year on duties that included deployment issues, Identifying multiple high risk areas, and job training on Task Force Command Satellites in the P3 Aircraft community, analyzing secret messages, information system technician and operation specialist for Anti-Submarine force, Control of Operations in the Arabian Gulf, Japan, Korea and Hawaii. I was the Command Duty Officer and Lead Force Protection Instructor of an Anti-Terrorism Unit in UAE, Bahrain Conducted Training in a high Tempo Anti-Terrorism/Force Protection area of Operations with Classes of 100-200 soldiers on a monthly bases. I can state with 100% accuracy that all of my missions sustained 0% casualties with 100% success as stated on my DD214, with RE-RI status. I was a Harbor Patrol Coxswain, Chemical, Biological and Radiological (CBR) and Visit, Boarding, Search and Seizure (VBSS) Instructor for 1000s of soldiers in Hawaii and UAE and Bahrain on a monthly base with classes of 50-100 soldiers. I was a Command and Control Officer in charge of the Tactical Operations and Intelligence Briefing training/coordination in Japan, Korea, Bahrain, UAE, California, and Hawaii. I also was certified in Global Command Control System-Maritime (GCCS-M), Radar Coordination for coalition/ U.S. forces, Supervised over \$100million in military asset and AFL (Japan) Semi-Pro Football TE and WR Coach.

References: Will be furnished on request.

CARLO PILGRIM

7 Abenaki Rd., Boothbay Harbor, Maine 04538
Telephone: (207) 380-9751 / E-mail: cpilgrim@roadrunner.com

EXECUTIVE SUMMARY

A quick study with 20 years of relevant experience, and a passion for public service success gained through collaboration, consensus building, research, and open communication with various resources. An innovator with the ability to identify organizational issues, develop solid goal-oriented solutions, and ensure achievement through management expertise and leadership, with experience in the following fields:

- * Economic Development
- * Public-Private Partnership Development
- * Strategic Planning & Tactical Implementation
- * Transparency & Accountability
- * Expeditious & Calculated
- * Project & Performance Management
- * Human Resources
- * Labor Relations

Note: Before managing towns and cities, I served as a budget technician for a \$25 M company.

PROFESSIONAL EXPERIENCE

Note: Dates below represent the period of service, not the time served. I retired from municipal government in June 2015.

TOWN OF DOVER, Dover, Vermont (2014 – 2015)

A four-season destination points with a Town Meeting-Select Board-Administrator form of government and a population of over 1600 and seasonal population over 100,000

Town Administrator

I reported to five-select board members. Responsibilities included researching, data assessing, recommending, and coordinating a budget of \$ 3 M. But I had no authority or control over employees. (Our work agreement ended after 16-months. Left because the position was not upgraded to a town manager, as told at first)

Significant Achievements:

- Planned, scheduled events and appearances for the Board;
- Developed a market-based employee compensation plan and performance management program;
- Researched and proposed a medical package that could save money and increased benefits for employees;
- Took part as a member of the Bi-Town Economic Development Board, which designed, developed a 6-mile walking trail linking 2-towns.

AWP, INC., Hermosa, California (2012 – 2014)

A consulting firm specializing in financial investments, marketing, and product development

Finance Officer

Handled accounts payable and receivables for various businesses

Significant Achievements:

- Organized the company's accounting model, including billing, budgeting, and staffing needs;
- Researched and resolved auditing issues;
- Simplified and increased repayments by converting check payments to ACH (Automated Clearing House);
- Lessened the company's penalties and fees by using on time, correct tax payments;

- Advised clients on financial obligations (for example, taxes) for start-ups and expansion.

SENIOR CARE, Boothbay Harbor, Maine (2009 – 2012)

I provided care for my terminally-ill mother. She died in 2012.

Caregiver

- Provided long-term home care and scheduled medical appointments and other needs;
- I handled financial custodianship and managed the estate.

CITY OF HOLBROOK, Holbrook, Arizona (2008 – 2009)

A City Council-Mayor-City Manager form of government with a population over 6,000

City Manager

I reported directly to the Mayor and 6-council members. Responsible for the oversight, performance of 7-departments with 80 employees and a budget of \$ 13 M. Handled the City’s economic development and carried out the Council’s policies, resolutions, and directives. (Our work agreement ended after 16 months)

Significant Achievements:

- Resolved regional transportation issues by providing bus service for Northland Pioneer College students;
- Planned a downtown redevelopment project to repair, remove abandoned buildings and houses. Qualified for a \$500 K State aid;
- Saved the City \$50 K by working with FEMA and the Army Corp of Engineers, repairing a water flow problem on a 6.5-mile levee;
- Applied for and got \$600 K Federal-aid fund for resurfacing an airfield tarmac and upgrading security;
- Worked with a state college and the State Housing Authority to reduce blight in town;
- Introduced and organized a plan to entice a \$300 M bottling company to move to the City.

TOWN OF BOOTHBAY HARBOR, Boothbay Harbor, Maine (2001 – 2007)

A coastal destination with a Town Meeting – Selectmen – Town Manager form of government and a population around 2,500. Seasonal population over 10,000 a day

Town Manager, Tax Collector, Road Commissioner, and Welfare Director

I reported directly to 5-board members. Responsible for the oversight, performance of 5-departments with 35 employees, and a budget of \$ 7 M. Carried out the Board’s policies and directives. (Served 5 yrs., 6-months)

Significant Achievements:

- Wrote and received a \$50 K planning grant for repairing, expanding a fish dock, and testing for future use as a terminal for cruise ships;
- Partnered with a nonprofit group to improve a home for limited needs living. First in the State;
- Helped launched a net-based computer program offering credited college courses to students and adults.

TOWN OF BOOTHBAY, Boothbay, Maine (1993 – 2000)

A destination points with a Town Meeting – Selectmen – Town Manager form of government and a population around 3,000

Town Manager Tax Collector, Road Commissioner, Police Commissioner, and Welfare Director

I reported directly to 5-board members. Responsible for the oversight, performance of 3-departments with 25 employees and a budget of \$ 4 M. Carried out the Board’s policies and directives. (Served 6 yrs., 4-months)

Significant Achievements:

- Created a Tax Increment Financing district (TIF) to aid local shipbuilders to develop roads, water, and sewer to their shipyards;

- Helped in setting up a 2-town multimillion-dollar water district;
 - Decreased tax rate by 30% over 3-years, while continuing high standards of service;
 - Built and managed a district gas, diesel refueling depot, saving 15% on fuel;
 - Promoted and set up a commercial development corporation involving 4-towns, inviting businesses to the region.
- Received approval for \$400 K in State aid.

TOWN OF NEWPORT, Newport, Maine (1987 – 1992)

A Town Meeting – Selectmen – Town Manager form of government and a population around 4,500

Town Manager, Tax Collector, Road Commissioner, Police Commissioner, and Welfare Director

I reported directly to 5-board members. Responsible for the oversight, performance of 4-departments with 20 employees and a budget of \$ 3 M. Carried out the Board’s policies and directives. (Served 5 yrs., 11-months)

Significant Achievements:

- Set fiscal, budgetary controls resulting in lower cost and service charges;
- Improved one of the nation’s most polluted lakes. Worked with DEP environmental cleanup program;
- Restructured 3-departments enabling higher productivity and efficiency;
- Created performance evaluations that allowed supervisors and employees to evaluate step progressions.

EDUCATION

Master of Business Administration (MBA) Degree
Chaminade University, Honolulu, Hawaii

Bachelor of Science Degree
East Tennessee State University, Johnson City, Tennessee

The University of Dallas, Dallas, Texas
Course work in business management, accounting, finance, and economics

MILITARY SERVICE

- Lieutenant Commander, USNR (served 12 years on active duty service, and eight as a reservist)
- Commanding Officer of a Military Entrance Processing Center • Assistant Human Resource Officer for a fleet command • Area Manager for the Navy Junior ROTC Program in eight states • Administration Officer for a Reserve Seabee Construction Battalion with 260 reservists • Awarded Navy Commendation Medal for Meritorious Service

TECHNICAL COMPETENCIES

Windows • Word • Excel • Outlook

Quintin D. Taylor
Baton Rouge, LA
901-236-2321
taylorq25@yahoo.com

Summary of Qualifications & Characteristics

Successful forward-thinking public affairs, workforce and economic development executive with a 17-year proven track record of successful results. Respected leader with a diverse combination of corporate, secondary and post-secondary education, governmental affairs, and professional sports experience. Consensus builder who excels at building brands and mutually beneficial business relationships. Leader at creating and implementing strategic plans and campaigns including media and public relations campaigns, awareness campaigns, fundraising campaigns, governmental affairs and advocacy communications, and community engagement. Thorough negotiator who manages with integrity and leads through instruction and motivation. Crisis Communications expert with robust research skills. Transparent communicator and ambassador for the organization focused on accomplishing the mission. Good decision maker and dedicated team player with excellent character.

Education

Louisiana State University, Baton Rouge, LA
Master of Public Administration (MPA) – December 2018

Bethune-Cookman University, Daytona Beach, FL
Bachelor of Arts Degree, Public Relations & Advertising – December 1999

Professional Experience

Louisiana Community and Technical College System, Baton Rouge, LA, 11/17 – Present, Salary \$156,900

Chief Public Affairs Officer:

- Responsible for all public affairs activity for the system office. Including communications, public relations, legislative communications, marketing, institutional advancement, alumni affairs, and professional development.
- During the 2020 Legislative Session successfully lobbied for the creation and appropriation of a \$10 million fund to support COVID-19 recovery efforts.
- During the 2020 Legislative Session, successfully secured an additional \$8 million to implement a statewide regional transportation and logistics workforce development program.
- Leading the system's newly created Diversity and Inclusion Task Force to study and implement training and programs that will lead to a more inclusive and diverse system that reflects the population of faculty, staff, and customer base.
- Successfully led the push for policy changes within the decades old Louisiana Board of Regents Support Fund Endowed Professorships and Scholarships Program. The intent of these programs is to pair public with private funds to create permanent endowments which generate supplementary and enhancing dollars to be used on an annual basis for student scholarship support, particularly in high-priority disciplines or fields, or by appointed faculty members to fund professional activities and enhance their academic and/or research productivity.
- Serve as system spokesperson and primary point of contact for media inquiries and Freedom of Information Requests.
- Responsible for creating legislative advocacy presentations, whitepapers, and assist with drafting legislative bills.
- Work with business and industry to create and implement statewide workforce development programs including Commercial Driving, Transportation and Logistics, and Process Technology.
- Liaison between the System Office and statewide and national business organizations to develop strategic partnerships.

- Successfully and strategically manage \$8 million annual budget.
- Manage System Foundation and \$48 million in assets.
- Led efforts to increase foundation assets from \$30 million in 2017 to \$48 million 2019.
- Responsible for the creation of executive communications for the System President and Board of Supervisors Chairman.
- Serve on Governor John Bell Edwards Communications Council which is comprised of the top communications staffers from 10 state agencies charged with providing communications strategy and collaboration among agencies.
- Established successful relationship with Country Music Television and Viacom Media for statewide Empowering Education Tour in spring 2018.
- Currently negotiating an additional Empowering Education Tour with Viacom Properties for future semesters.
- Supervise a staff of 18 full time employees.
- Currently implementing the system's first alumni affairs initiative.
- Manage various outside consultants. Including contract negotiations, scope of work, and productivity.

Louisiana Community and Technical College System, Baton Rouge, LA, 4/12 – 11/17, Salary \$114,000

Executive Director Strategic Communications & Community Engagement:

- Created and implemented comprehensive budget reduction communications plan to inform, engage various stakeholders regarding the state's \$2 billion fiscal year 2018 deficit.
- Managed creation and implementation of the system's first Women in STEM pilot program.
- Created comprehensive communications and community engagement plan to support the system's six year strategic plan [Our Louisiana 2020: Building the Workforce of Tomorrow](#).
- Implemented a strategic grassroots awareness and enrollment campaign targeted at potential Adult Education students without a high school diploma.
- Provide strategic and managerial leadership for the state's 12 community and technical colleges (39 employees) by establishing and implementing a common vision and direction for strategic communications, media relations, and public relations for the system.
- Provide governmental affairs, public relations and constituent services counsel to the System President and Board of Supervisors.
- Frequent interaction and collaboration with the Governor's Office, State Legislators, and respective staffers.
- Serve on Governor John Bell Edwards Communications Council which is comprised of the top communications staffers from 10 different state agencies charged with providing communications strategy and collaboration among agencies.
- Created and implemented first statewide Legislative Advocacy Campaign to support Legislative Agenda.
- Created and implemented strategic communications campaign to support Legislative Agenda, which has resulted in 219 individual stories and \$1,750,000 in earned media in four years.
- Created weekly Legislative Minute video which is distributed internally and externally to keep all constituents abreast of system legislative issues.
- In 2014-15 implemented a statewide strategic communications, marketing, and enrollment campaign entitled Be Wise. Spend Less. Earn More. The outcome increased enrollment and awareness of the benefits of attending a community and technical college. (www.bewisela.com) (#bewisela)
- Be Wise campaign yielded 35,700 inquires, 17,550 applications, and 8,382 new enrollments.
- Framed case for support for ACT 360 Capital Campaign a \$500 million statewide project that will lead to 29 new facilities statewide.
- Responsible for the day-to-day media and public relations function for the System office.
- Created and implemented system's first 12-month editorial calendar resulting in a 42% increase in earned media.
- Successfully pitch stories to local and national media that regularly result in published articles and features.

- Led the redesign and launch of system website through improved functionality, easier customer navigation, and relevant value add content.
- Promote professional development for media relations specialists at all System community and technical colleges.
- Analyze and evaluate the effectiveness of media relations for both the System office and member colleges.
- Provide state-wide leadership in implementing “best practices” in the area of media relations, customer service, and issues management.
- Plan, implement, and leads media strategies for the System.
- Write speeches, talking points, new releases, and articles on selected topics (through interfacing with other agencies, use of the internet, contact with LCTCS colleges and business and industry).
- Collaborate with member colleges to collect data, stories, and ideas to ensure that the story of Louisiana’s community and technical colleges are told at every opportunity.
- Implement and oversee crisis communications strategy.
- Plan and conduct special events and press conferences.

Memphis City Schools, Memphis, TN, 4/08 – 4/12, Salary \$85,000

Communications Coordinator:

- Successfully coordinated media relations activities and inquiries received by the Office of Communications, Marketing, and Development of Memphis City Schools.
- Coordinated and implement select internal and external communications strategies.
- Served as District spokesperson and primary media relations point of contact.
- Provided extensive communications and crisis communications counsel to Superintendent and Executive Cabinet.
- Developed and implemented the District’s Human Capital communications plan.
- Assisted with the development and implementation of a comprehensive multi-layered communications plan around the \$90 million TEI grant from the Bill and Melinda Gates Foundation which focuses on Teacher Recruitment, Teacher Development, Retaining Teachers, Teacher Quality, Measuring Effective Teaching, Tenure, and Teacher Compensation.
- Responsible for developing and implementing a comprehensive multi-layered communications plan around the \$124 million Race To The Top grant.
- Responsible for implementing a strategic Change Management system and communications plan.
- Managed daily communications efforts in large urban public-school district, which educates more than 112,000 students, in 200 schools, with 16,000 employees.
- Wrote speeches and talking points for Superintendent, School Board Members, and Executive Cabinet Members.
- Managed the District’s cable television station Cable 19 and radio station 88.5 FM.
- Create, implement and evaluate marketing and communication plans for District reform initiatives.

Miami-Dade County Public Schools, Miami, FL 4/07 - 4/08, Salary \$45,000

Media Relations Specialist:

- Responsible for all media relations activities and inquiries that are received by the Office of Media Relations of Miami-Dade County Public Schools, which has more than 350,000 students, 380 schools, and 50,000 employees, making it the fourth largest school district in the nation.
- Create press releases and media advisories related to District news and events.
- Create articles about District initiatives and programs for publication in trade publications, newspapers, and District newsletter.
- Pitch story ideas to local and national media outlets. Organize and manage all media conferences held by the District.

Taylor Made Public Relations & Sports Marketing, Miami, FL 10/02 - 4/07, Salary \$75,000

President:

- Responsible for all aspects of client public relations, media relations, and community relations. Negotiate and purchase media locally and nationally.
- Develop and implement public relations strategies for each client, which included arranging and negotiating client endorsement opportunities, appearances, manage client media relations efforts, manage and coordinate all public relations and publicity campaigns for client non-profit organizations and community outreach programs.
- Create client media kits, develop and execute comprehensive public relations, marketing, and promotional campaigns, both short and long term to increase client marketability.
- Successful relationships with The Miami Herald, South Florida Sun-Sentinel, South Florida Business Journal, New York Times Magazine, Ocean Drive Magazine, Travel Magazine, Maxim Magazine, ESPN, ESPN the Magazine, Chicago Magazine, Atlanta-Journal Constitution, NFL Network, NFL Films, KING Magazine, City of Miami Office of the Mayor, City of Hollywood Office of the Mayor, WPLG Channel 10, WSVN 7, WFOR CBS 4, and Ocean Drive Magazine.
- Former Client List: Patrick Surtain (KC Chiefs), Adewale Ogunleye (Chicago Bears), Sam Madison (New York Giants), Randy McMichael (St. Louis Rams), Chris Chamber (Miami Dolphins), Total Luxury Group, and All Secured Title & Trust Group.

Miami Dolphins, LTD, Davie FL 5/99 - 6/00, Salary \$25,000

Community Relations Assistant:

- Responsible for coordinating all player appearances, managing the organization's annual major special events (Kickoff Banquet, Fan Fest, Ring of Honor Ceremony, Awards Banquet, Fishing Tournament, Super Bowl of Fashion, and Day With The Miami Dolphins).
- Responsible for assisting director with the Miami Dolphins Foundation.
- Manage and organize the organizations daily and game day community outreach programs.
- Manage the organization's annual Junior Training Camp.
- Responsible for establishing and maintaining successful relationships with community and charitable organizations.

Computer Skills

- Proficient in Microsoft Office

Professional References:

- Dr. Willie Smith, Chancellor, Baton Rouge Community College, 337-258-7974
- Dr. Larissa Littleton Steib, Chancellor, Delgado Community College, 504-247-2602
- Meg Sunstrum, Deputy Commissioner Communications & Legislative Affairs, Louisiana Board of Regents, 225-978-6686
- Dr. Monty Sullivan, President, Louisiana Community and Technical College System

Personal Resume of Scott S. Randall

Present Address:

27550 Abril Drive
Cathedral City, CA 92234

Telephone: (303) 241-2356
E-Mail: Scottrandall1955@yahoo.com

Professional Summary:

Senior level executive with diverse experience in local government management; governmental finance, budgeting and revenue enhancement; creating effective public and private partnerships; implementing successful economic development projects; capital improvement planning and construction; and developing public education/community outreach programs.

Work History:

PGA West Master Association (11/16 – Present) – Serving as General Manager for a 3,200 household, gated, golfing community. Reporting to a seven-member elected Board of Directors, I am responsible for board relations, financial management, gates and security, landscaping and community outreach.

Holiday Retirement Corporation (3/15 - 11/16) – Served as General Manager of “The Camelot”, a 140-unit, independent living community for seniors in Hemet, CA. I was responsible for all operations including leasing, facility maintenance, housekeeping and dining services.

Los Alamos Commerce and Development Corporation (4/13 – 7/14) – Served as Executive Director of a multi-faceted, not-for-profit economic development agency responsible for business attraction and retention, job creation and increasing private sector investment for a community of 18,000. Principle activities included overseeing the Los Alamos Chamber of Commerce, Main Street and Creative District programs, operation of two visitor centers, comprehensive business assistance services and managing a diverse real estate portfolio, including the Los Alamos Research Park. Significant accomplishments included:

- Construction of Trinity Place, a 400,000 SF, Kroger-based, multi-tenant retail center
- Attraction of numerous new retailers, including Fusion Sports and UnQuarked, a multi-tenant wine tasting facility
- Creation of the innovative “Virtual Incubator”, in partnership with LANL and other regional entities
- Renegotiation of existing long term debt and lease agreements that resulted in annual savings in excess of \$150,000

Hot Springs Village, Arkansas (12/10 – 10/12) – Served as General Manager for a privately-owned, full-service, gated community consisting of more than 40 square miles and serving a constituency of 34,000 property owners and 15,000 residents; with oversight of a \$33 million operating and capital improvement budget and 550 employees. Significant accomplishments included:

- Reducing the annual operating budget by more than \$3 million by streamlining operations, staff reductions and renegotiating service agreements; reducing amenity subsidies through an increase in user fees; and disposing of assets; all resulting in a
- Developed an inventory of capital assets and a 20-year capital improvements program; and funded the first year, \$7 million CIP

- Implementing comprehensive marketing, community education and outreach efforts, including creation of a new, multi-tenant Visitor Center
- Developed a formal review process and negotiated the community's first commercial development agreement agreements resulting in two new multi-tenant, mixed-use buildings; and a new 99-unit assisted living facility

Town of Superior, Colorado (3/07 – 10/10) – Served as Town Manager for a young, upscale, suburban municipality in the Denver metropolitan area, with a population of 14,000; responsibilities include oversight of a \$33 million annual operating budget, lean staff and emphasis on providing exceptional community services through third-party vendors and intergovernmental service agreements. Significant accomplishments included:

- Developed and began implementation of an energy self-sufficiency initiative which included conservation, solar and wind components; resulting in the community producing 120 percent of its electrical consumption
- Initiated cooperative library service and code enforcement programs
- Led community visioning process for development of a comprehensive plan for Town Center development; negotiated annexation and development agreements for new residential subdivision; successfully recruited an array of new retail operations, including the Town's first hotel facility (Hilton Garden Inn); and retained Key Equipment Finance, the Town's largest employer

City of Auburn Hills, Michigan (12/04 – 5/06) – Served as City Manager for a fast-growing suburb of Detroit, with a population of 20,400 and a daytime population of 90,000; supervising 14 departments with 189 full-time personnel and a budget of \$69 million. Significant accomplishments included:

- Implemented a multi-faceted economic development program, including retail attraction and business retention components resulting in 1.2M SF of new commercial occupancy, \$350M in new investment and 1500 new jobs; and development of a regional business incubator in partnership with Oakland University
- Developed an array of property maintenance codes and a system for enforcement

Scott Randall & Associates (9/03 – 12/04) – Provided management consulting services to a variety of public and private sector clients. Engagements included interim municipal management, executive recruitment, association management, grant procurement and administration services.

City of Clayton, Missouri (6/97 – 9/03) – Served as City Manager for a progressive, upscale, inner-ring suburb of St. Louis, with a permanent population of 15,900 and a daytime population of 80,000; supervising seven departments with 185 full-time employees and a \$30.1 million budget. Significant accomplishments included:

- Leading the most prolific construction boom in the City's rich history, consisting of more than two million square feet of new commercial development and large scale multi-family dwellings in the central business district, continued reinvestment in high-end residential neighborhoods, and extraordinary institutional expansion; as well as the retention of St. Louis County, Enterprise Rent-a-Car and other commercial businesses within the City
- Initiated a regional (three community) study of cooperative efforts that resulted in more than two dozen intergovernmental agreements, with numerous service enhancements and cost efficiencies; and oversaw the introduction of regional light-rail transit
- Enhanced the City's financial position by introducing its first multi-year financial plan, reducing reliance on property tax, the strategic use of debt, and implementation of two (then) unique revenue enhancements (telecommunications tax on wireless and ROW degradation) all of which resulted in a significant upgrade in the City's bond rating
- Helped implement a multi-faceted public art initiative
- Built a \$20 million, 134,000 square foot, state-of-the-art community recreation center, in cooperation with the local school district.

Village of Inverness, Illinois (1/97 -6/97) – Served as the Interim Village Administrator for an upscale residential community of 6,500 located in the northwest suburbs of Chicago. Responsible for developing the community’s first operating and capital improvements budget, communications plan and code enforcement programs; and selection of a permanent Village Administrator.

Village of Streamwood, Illinois (11/92 -12/96) – Served as Village Manager of a fast-growing, full-service community of 33,600, supervising seven departments with 172 full-time employees and a \$27 million budget. Significant accomplishments included:

- Implementing a multi-year financial planning process, re-engineering various municipal services and a long-term CIP which ultimately led to a freeze in local property tax rates and the elimination of all existing debt
- Oversaw an aggressive economic development program including a successful (an unique) retail TIF district; the aggressive annexation of unincorporated property for residential development
- Improved employee relations within a heavily-unionized environment

Village of LaGrange, Illinois (1/88 – 11/92) – Served as Village Manager of a mature, full-service suburban community of 15,300; accountable for six departments with 96 employees and a budget of \$18.2 million. Principle accomplishments included:

- Initiated a successful economic development program including CBD TIF District, with streetscape, façade renovation and public amenity components; recruiting a myriad of new retailers to the Village; and an aggressive retention program for commercial and industrial operators
- Upgraded all municipal facilities, including construction of a new public safety facility
- Improved the budgetary and financial management systems by introducing a multi-year budget; elimination of one operating department and the merge of two others; reduction in number of employees; all resulting in stabilizing local property taxes, the elimination of all short-term debt and funding an aggressive CIP with funds on-hand.

Town of Normal, Illinois (6/84 – 1/88) – Served as Assistant City Manager, responsible for Town-wide administration including oversight of seven departments. In addition, assumed responsibility for economic development, community relations, risk management and labor relations. Significant accomplishments included:

- The successful recruitment of Diamond Star Motors, resulting in more than \$1B in new investment, construction of a 2M SF facility and 2900 jobs; and numerous ancillary developments
- Creation of the Municipal Insurance Cooperative (MICA), a multi-government self-insurance pool

City of Portage, Michigan (2/83-6/84) – Served as Assistant to the City Manager; responsible for general management, grant procurement, public information and special projects.

City of South Haven, Michigan (1/81-2/83) – Served as Director of Community Development; responsible for all economic development and community development activities including central business district revitalization, industrial park development and the administration of various state and federal grant programs.

Western Illinois Regional Council (7/78 – 1/81) – Served as Manager of Community Services, supervising a staff of seven and responsible for all local government technical assistance activities including planning, grantsmanship and grant implementation.

Community Activities (representative):

Los Alamos Main Street – President
Leadership Los Alamos
Superior Chamber of Commerce

Auburn Hills Boys & Girls Club
Clayton Recreation, Sports and Wellness Commission
East-Central Dispatch Consortium – Vice Chair
St. Louis Art Fair – Executive Board
St. Louis Jazz Festival – Board of Directors
LaGrange Area United Way
Fifth Ward Alderman – City of Macomb, Illinois (two terms)

Professional Memberships (representative):

CCAM – Community Manager (2019)
International City/County Management Association – Credentialed Manager
ICMA – Governmental Affairs and Policy Committee (2008-2010)
Colorado Municipal League – Fiscal Issues Committee (2007-2010)
Colorado City/County Management Association
National Renewable Energy Laboratory – Energy Executives – 2009
Oakland County (MI) City Managers Association – President
St. Louis (MO) Area City Management Association – Vice-President

Education:

(1978 – 1981) Western Illinois University
Macomb, Illinois
Completed 51 semester hours of instruction toward Master of Business Administration degree program

(1973 – 1978) Western Illinois University
Macomb, Illinois
B.A. Political Science
Baccalaureate Certificate in Public Administration

(1969 – 1973) Oak Lawn Community High School
Oak Lawn, Illinois

Tyler P. Reinagel, Ph.D.

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tyler.reinagel@gmail.com | 678.357.8589

Professional Experience

Georgia Department of Community Affairs | Atlanta, GA | June 2017-Present

Director, Office of Planning and Research

- Administer review and approval of local comprehensive plans, city-county service delivery strategies, municipal annexation, regional plans, and developments of regional impact in accordance with Georgia Planning Act, Georgia Service Delivery Act, and other associated statutes;
- Overhaul management and financial reporting requirements for over 1,200 local development, housing, hospital, and other types of local authorities in accordance with 2018 legislative act;
- Develop, maintain, and analyze annual financial, debt issuance, hotel-motel excise taxation, and service delivery surveys to 689 municipal, county, and consolidated governments;
- Administer \$1.1B in private activity tax exempt bond allocation in accordance with state and federal law, including industrial development, mortgage revenue, multi-family housing, and exempt facility bonds;
- Coordinate research and local support efforts with Georgia Department of Economic Development, Georgia Department of Transportation, Georgia Department of Revenue, Georgia Department of Audits and Accounts, Georgia Bureau of Investigation, and University System of Georgia entities;
- Develop and administer administrative rules, application process, and oversight of *Georgia Agribusiness and Rural Jobs Act*, providing \$100M in tax credits for small business job creation in rural Georgia;
- Advise Commissioner and Deputy Commissioner on proposed legislation and its impact, including completion of fiscal note analysis and the resulting financial impact on local governments and authorities;
- Ensure all statutory requirements are met regarding research functions, including all reports and correspondences that are required to be transmitted to the Governor, Lieutenant Governor, members of the General Assembly, local elected/appointed officials, local authorities, probate judges and others;
- Develop and enhance research relationships with external stakeholders including Association County Commissioners of Georgia, Georgia Municipal Association, Federal Reserve Bank of Atlanta, Regional Commissions, and local/state Chambers of Commerce and Convention & Visitors Bureaus;
- Prepare and administer annual planning, mapping, and research budget of approximately \$4.5M; and
- Oversee staff of 17 and ensure agency work, training, and discipline programs are followed by employees

Western Carolina University | Cullowhee, NC | August 2013-Present

Adjunct Professor, Department of Political Science and Public Affairs (2016-Present)

Assistant Professor, Department of Political Science and Public Affairs (2013-2015)

- Conduct and present academic/scholarly and practitioner-oriented research in the fields of intergovernmental relations, public budget/finance, economic development, local government management, citizen engagement, and public affairs/administration education;
- Serve as panel chair, discussant, and blind-reviewer for research conferences and journals;
- Develop and teach graduate (MPA) courses in Public Policy Formulation, Public Policy Analysis, Public Financial Management, Community Economic Development, and Public Sector Research Methods; and
- Develop and teach undergraduate courses in Public Policy and American Government

Office of Inspector General, United States Postal Service | Arlington, VA | February 2016-May 2017

Economist, Risk Analysis Research Center

- Conduct public policy research, econometric modeling, analytical techniques for public policy studies, and conducting analysis of financial, economic, business, and policy issues;
- Perform quantitative empirical research on operational, economic, and financial policies and practices of USPS, assessing implications of current practices and impact of potential policy changes;
- Develop relationships with postal industry stakeholders in the public, private, non-profit, and academic sectors and work collaboratively in policy research and recommendations for improvements in efficient and effective policy regarding postal economics and operations;
- Prepare briefing materials for Inspector General and other senior leadership; and
- Apply research in development of innovative approaches to new and existing issues in postal economics

Fanning Institute (University of Georgia) | Athens, GA | January 2009-July 2013

Senior Doctoral Fellow

The Fanning Institute is a public service and outreach unit, providing research, comprehensive planning, and stakeholder engagement support to local governments, state agencies, and non-profit organizations.

- Coordinate framework, data collection, community engagement, and preparation of comprehensive plans for parks and recreation, healthcare, land-use, and public facilities;
- Coordinate Georgia Department of Natural Resources composting regulation redesign, Georgia Hospital Authority curriculum redesign, and Georgia Development Authority training evaluation;
- Develop feasibility and long-term effectiveness studies for proposed city-county consolidation, with focus on existing service demands, revenue streams, demographic characteristics, and land-use practices;
- Track and analyze sales tax revenue trends; property tax valuations and revenue; and revenue diversity and stability for Georgia city, county, and school district governments; and
- Obtain grant-funding and devise research methodology for research on a) university-community relationships and b) stakeholder engagement in coastal Georgia policy development.

Georgia Municipal Association | Atlanta, GA | July 2008-January 2009

Research Associate

- Research and author studies on municipal employee layoffs, municipal governance and management structures, election administration, library funding/accessibility, and local government fiscal stability; and
- Co-develop “Downtowns as Building Blocks to Recovery” statewide economic development initiative.

DeKalb County (GA) Government | Decatur, GA | December 2007-July 2008

Research Assistant

- Co-authored case study, training guide, and white paper for 311 call center development, interdepartmental coordination, and staff recruitment and training, published ICMA; and
- Developed in-service training programs for county 311 (non-emergency) call center staff.

Bronx Borough President | Bronx, NY | August 2005-May 2007

Urban Policy Fellow

- Manage data and research for Borough President’s study of effectiveness and efficiency of Metropolitan Transit Authority (MTA) Express Bus Service between the Bronx and Manhattan;
- Manage data and research for study on pedestrian safety for Bronx children near their schools; and
- Data collection and research for 2006 and 2007 “State of the Borough” addresses

Education

University of Georgia	Athens, GA
Doctor of Philosophy (Ph.D.), Public Administration and Policy	May 2013
Dissertation: “Perceptions of Stakeholder Engagement in Coastal Georgia Policy Development”	
Master of Public Administration (MPA)	May 2009
Fordham University	Bronx, NY
Bachelor of Arts (BA), American Studies	May 2007

Peer Reviewed Journal Publications

Reinagel, Tyler P. and Christopher A. Cooper (2019). Assessing the State of Mandatory Fees in America's Colleges and Universities: Causes and Consequences. *Social Science Quarterly*. 100(7).

Gerlach, J.D. and Tyler P. Reinagel (2016). Experiential Learning in MPA Programs: A Case for Complementarity between Internship and Service Learning Requirements. *PS: Political Science & Politics*. 49(1).

Cooper, Christopher A. and Tyler P. Reinagel (2015). The Limits of Public Service Motivation: Confidence in Government Institutions Among Public Servants. *Administration and Society*. (47)5.

Reinagel, Tyler P. and John David Gerlach (2015). Internships as Academic Exercise: An Assessment of MPA Curriculum Models. *Journal of Public Affairs Education*, 21(1).

Reinagel, Tyler P. (2014). Budget Stability, Revenue Volatility, and District Relations: Determinants of Georgia ELOST Distribution to Municipal School Districts. *Journal of Education Finance* 40(2).

Reinagel, Tyler P. (2013). Divvying the Dollars: Intergovernmental Negotiations in Local Option Sales Tax Distribution in Georgia. *State and Local Government Review*, 45(1).

Awards and Recognitions

Bill Hardman Sr. Tourism Champion in Government

September 2019

Georgia Governor Brian P. Kemp and Georgia Association of Convention and Visitors Bureaus

Ph.D Student of the Year

May 2013

University of Georgia Department of Public Administration and Policy

Bruce Reynolds

Bar7x9@mail.umkc.edu • (816) 582-5731

EDUCATION

University of Missouri – Kansas City

Master of Public Administration with Emphasis in Urban Administration
3.85 G.P.A.

Graduated May 2020

Florida Gulf Coast University

Bachelor of Arts Political Science, Minor: Management
3.48 G.P.A.

Graduated December 2009

EXPERIENCE

Department of Homeland Security

Student Trainee, Records Management and Operations Branch, GS-07/03 Federal Grade, May 2017 to Present

- 3 separate awards in two years at National Records Center for work on the Historical Fingerprint Enrollment Project (HFE), Claims 4 Decommissioning Project (C4), and Lockbox files respectively.
- Served as National Records Center Project Coordinator for Annual Day of Caring Project in partnership with the Kansas City Federal Executive Board
- National Records Center iLEAD Program Participant in 2019 which consisted of over sixty hours of intensive executive leadership training
- Audit government contractor for federal government compliance with Performance Review Standards
- Support headquarters, field offices, and internal department through completion of special projects
- Utilize government analytical programs to research complex problems and develop actionable solutions with peers
- Use excel spreadsheets daily to track data and ensure its accuracy
- Have proficiency with various USCIS internal computer programs such as SMART, RAILS, CIS, EDMS, ELIS, and PCQS to complete job duties.

City of Blue Springs, Missouri

Development Advisory Commission, Board Member

May 2018 to Present

- Serve as a member of advisory board for the City of Blue Springs, Missouri
- Maintain working knowledge of Universal Development Codes (UDC)
- Advise Mayor and City Council and make policy recommendations based on items related to development
- Maintain Compliance with State and City Statutes governing boards and commissions

University of Missouri - Kansas City

Public Administration Student Association, President

May 2018 to May 2020

- Responsible for managing all activities of organization including strategic and financial matters
- Handle official correspondence of the organization with external stakeholders
- Provide leadership and direction to other officers
- Represent organization at official functions in the community

Pacific Architects and Engineers

Analyst

December 2016-June 2017

- Communicated with high-level government officials regarding project progression

- Supported government personnel as necessary as part of Operation JANUS which was initiated at the request of Congress and the Office of Inspector General
- Resolved issues which were elevated by lower level junior analysts for resolution

Federal Aviation Administration

Air Traffic Controller Trainee, Federal Grade AG-2152

April 2016-August 2016

- Air Traffic Controller in a fast-paced high stress environment
- Utilized complex reasoning to ensure safety and efficiency when managing aircraft speeds and altitudes
- Utilized math and analytical skills to make quick decisions while communicating with others
- Held a government Secret level clearance during employment as a Federal Employee

Michael Ringer

301-821-7774

Mpr0317@gmail.com

Security Clearance

Top Secret/SCI with FS Polygraph

Summary Statement

Adaptive, innovative, self-starting leader with an aptitude and desire to further the knowledge and capabilities of those in any environment while driving mission through a breadth of knowledge in technical and intelligence environments.

Skills

Network Exploitation
Digital Networks
Teaching and Training
U.S. Government Experience

Homeland Security
Cyber Security
Emergency Medicine
Emerging Tech Development

Counterterrorism
Data Analysis
Secure Communications

Professional Experience

Maxar Technologies (June 2019 – Present):

US Special Operations Command Geospatial Analyst / Data Scientist

- Served as the primary analyst for regional Special Forces groups, providing geospatial analytic support to tactical operations and strategic planning.
- Provided imagery analysis and product support utilizing Maxar imagery services to enhance operations capabilities of US Special Forces personnel.

US CENTRAL COMMAND HQ (June 2017 – June 2019):

NSA Counterterrorism Lead and Liaison Officer

- Lead joint-service team of SIGINT analysts in order to support strategic and tactical requirements of CENTCOM staff, ensuring successful intelligence support throughout the CENTCOM area of responsibility.
- Utilized subject matter expertise on communications infrastructure to teach and mentor junior analysts and customers on adversarial use of communications modalities.
- Drove mission requirements based on significant experience operating in a tactical and

operational counterterrorism environment in order to better support the combating of current threats to national security and ground forces.

- Supported threat finance investigations against counterterrorism targets.
- Served as subject matter expert and lead trainer on communications analysis and tactical targeting tradecraft.
- Adjunct faculty member for National Security Agency National Cryptologic School, teaching courses in Network Fundamentals and analytic tradecraft methodologies.

Joint Taskforce ARES (October 2016 – June 2017):

NSA Integrated Intelligence Lead

- Utilized cybersecurity and offensive cyber background to drive intelligence and operations in a concise, accurate, and effective manner against adversary targets.
- Advised on capabilities development to ensure offensive cyber capabilities matched requirements for operational effectiveness.

Department of Defense / National Security Agency (June 2014 – Present):

NSA Target Digital Networks and SIGINT Geospatial Analyst

- Conducted extensive data analysis and research on multiple target projects, using cutting-edge tradecraft and demonstrating mastery of skills in technical and geospatial analysis.
- Provided technical expertise on network security, exploitation, analysis, and new and emerging technologies.
- Utilized background in metadata analysis to enhance geospatial analysis capabilities to include convergence of technologies for greater accuracy and comprehensive views of target areas.
- Provided and spearheaded agency efforts in providing direct support to military operations against priority missions. Received Director's Award for efforts in supporting military operations.

JCPenney Company (June 2011 – March 2014):

Loss Prevention Specialist

- Protected the assets of a big box retail store through monitoring of CCTV and employee behaviors in order to prevent shrinkage and preserve inventory.

Education and Certificates

University of Maryland, University College (2015-Present):

90% Completion of courses towards Masters in Cybersecurity – expected MS graduation 2021

University of Maryland, University College (2011-2014):

Bachelors of Science – Cybersecurity with minor in Homeland Security

Profile / Summary

Senior Finance/Budget Manager and Certified Public Accountant (CPA) with 20+ years of public and private sector experience in multiple enterprises and business models. Skilled in financial data analysis/reporting, accounting controls, streamlining operations, optimizing performance, and strategic planning. Led projects to reengineer critical processes, enhance efficiency, strengthen risk management, and implement transformative technology to improve service, reduce costs, and increase value. Noted for identifying talented individuals and assembling effective teams. Experienced in Excel, Oracle ERP, QuickBooks, and Budget Maestro. Areas of expertise include:

- Financial Planning & Analysis
- Financial Reporting
- Auditing/Financial Forensics
- Budgeting & Forecasting
- Strategic Planning
- Management Accounting
- Fund Accounting
- Risk Management
- Internal Controls
- Technology Integration
- Process Reengineering
- Leadership/Mentoring

Professional Experience

Principal/Owner: Competitive Business Strategies, Inc., N. Bay Village, FL – 2016 to present

- South Florida-based financial/business consultancy providing CFO/COO and accounting services, Financial Planning & Analysis (FP&A), budgeting, strategic planning, audit, risk management, internal controls assessment, and software implementation support for small and mid-sized firms.
- Provides guidance to assess/assure accounting and financial reporting (GAAP/FASB/GASB/SOX) standards compliance. Manages implementation of Enterprise Risk Management (ERM) and information technology (COBIT/PCI) frameworks to mitigate risks of errors/fraud and promote transparency.
- Recent key engagement with a \$6 million multi-entity Miami hospitality business as CFO Consultant to optimize its business model by restructuring finance, accounting, strategy, and processes. Implemented steps to enhance customer experiences, improve efficiency, reduce inventory, and control costs. Also negotiated and closed significant financing to augment operating funds and support capital investments.

Various Job Assignments: Miami-Dade County, Miami, FL

Miami-Dade County (County), with 2.7 million residents is Florida's most populous county, 7th-most populous in the United States, and Florida's 3rd-largest geographically. With 34 incorporated cities and many unincorporated areas, the County provides comprehensive financial, administrative, public safety, mobility, and utility services.

Sr. Business Analyst: Public Housing and Community Development (PHCD) – 2016 to 2018

Miami-Dade PHCD is the 6th-largest U.S. public housing entity with more than 8,000 owned apartments; also provides financial subsidies and other support, including elderly assisted living facilities and tenant self-sufficiency and loan programs to over 18,000 families.

- Led mission-critical efforts to streamline Budget Management and Development, Loan Origination and Servicing, Procurement, and Accounts Payable.
- Managed successful budget software implementation and integration with ERP financial system. Trained a new Budget Manager to succeed the retiring long-time incumbent.
- Initiated Loan Processing software procurement, including developing Business Requirements Documents (BRDs) and Request for Proposal (RFP).

Assistant Inspector General for Audit: Office of Inspector General (OIG) – 2015 to 2016

The OIG is the County's audit/investigative entity, charged with identifying/mitigating fraud, waste, and abuse.

- Established an independent Audit Unit dedicated to conducting investigative reviews to ensure proper use of public funds. Recruited eight credentialed staff, authored a high-impact Audit Plan, and established the foundation for national accreditation.
- Two noteworthy engagements identified a multi-million-dollar misuse of restricted Transportation funds and failure to assess/collect materially significant business fees from a major Aviation supplier.

EDP Audit Manager: Audit and Management Services (AMS) Department – 1999 to 2015

AMS is Miami-Dade County's internal auditor, with 45 audit professionals and 4 administrative staff.

- Planned and managed financial, operational, and technology audits of Water and Sewer, Finance, Procurement/Contracts, Elections, Capital Projects, Permitting and Impact Fees, Pension Funds, Transit, Business Valuation, Vehicle/ Equipment Leasing, and Business Continuity.
- Led a multi-year comprehensive effort to reform Elections operations, including voting site processes, ballot handling and tabulation, logistics, and cost accounting. Audits resulted in strengthened controls, operating efficiencies, and enhanced public confidence in the electoral process.
- Spearheaded reform of Water & Sewer Department (WASD) Accounts Receivable to restructure processing, institute timely collections, recover delinquencies, and implement effective controls. WASD, with more than 400,000 retail customers and numerous wholesale municipal resellers, had a history of ineffective Accounts Receivable collections, with unacceptably high levels of long-term delinquencies that were deemed uncollectible.
- Applied professional standards of accounting (GAAP/FASB/GASB) and auditing (IIA/ISACA/GAAS/GAGAS) to identify and/or mitigate potential accounting errors/fraud, and assure the accuracy of financial reporting and related processes. Utilized COSO ERM and COBIT frameworks to evaluate process/organizational controls and alignment of business and IT strategies.

Additional Career History: Miami-Dade Transit Agency (MDTA)

MDTA is the 15th-largest U.S. public transit agency, operating 880 buses, 25 miles of heavy rail, and a 4.4-mile light-rail circulator service.

Y2K Task Force Coordinator, 1999

Led MDTA's comprehensive Year 2000 (Y2K) business continuity and information technology planning.

Acting Manager, Bus Operations and Maintenance Control, 1996 to 1999

Streamlined critical operating processes, implemented key performance indicators, and improved data integrity for enhanced analysis. Redesigned and managed vehicle Preventive Maintenance (PM) to improve reliability. Developed analytical and decision-support tools and trained staff.

Senior Systems Analyst/Programmer, 1983 to 1996

Managed a staff of Programmers and Analysts in designing, developing, implementing, and maintaining complex computerized decision-support systems. Defined business requirements, performed audits and statistical analyses, and provided IT and operational consulting support in the areas of vehicle/equipment maintenance, Finance and Accounting, Inventory Management, Fare Collection, and Human Resources.

Education, Credentials, and Certifications

Bachelor of Arts, Political Science, University of South Florida, Tampa, FL

Master of Accounting, Forensic Accounting, Florida Atlantic University, Boca Raton, FL

Certified Public Accountant (CPA), Florida Board of Accountancy

Certified Information Systems Auditor (CISA), Information Systems Audit & Control Association (ISACA)

Certified Inspector General Auditor (CIGA), Institute of Inspectors General

Organizations and Affiliations

American Institute of Certified Public Accountants (AICPA)

Florida Institute of Certified Public Accountants (FICPA)

Institute of Internal Auditors (IIA)

Information Systems Audit and Control Association (ISACA)

Association of Inspectors General

Association of Certified Fraud Examiners (ACFE)

Phi Kappa Phi Academic Honor Society

Vice-Chairman, Financial Advisory Board, North Bay Village, FL

Member, Business Development Advisory Board, North Bay Village, FL

Don L. Rosenthal

Florida 34655 donnierosenthal63@gmail.com www.linkedin.com/in/don-rosenthal (630) 742-6817

Dynamic leader with over 15 years of expertise in City and County Management contributing strategic, operational, and financial stewardship that supports the success of growing communities.

- ☑ Trusted leader who empowers people and innovates through vision, technology initiatives, strong community relationships, proactive government agency partnerships, and a dedication to serve.
- ☑ Forward-looking strategist who partners with community and department leaders to develop and implement projects that improve infrastructure, attract niche industries, support job growth, and improve quality of life.
- ☑ Expertise in applying technological solutions to enhance productivity, expand and improve services, and create new streams of revenue that add millions in surplus to City and County budgets.
- ☑ History of successful stewardship of communities ranging from rural areas with 50K residents to over 550K residents living in fast-growing metropolitan areas including the City of Atlanta.

Key Areas of Expertise

Governmental Operations, Strategic Planning & Operations, Financial Operations & Multi-Million Dollar Budgets, Customer Relations & Support, Accela System Design & Implementation, Program & Project Management, Multi-Department Leadership, Communications, Strategic Partnerships, Employee Training & Development

CAREER EXPERIENCE

COMMERCIAL/REDEVELOPMENT PROJECT LIAISON / Pasco County, Florida **2020 to Present**

Appointed to a newly created leadership position spearheading all new commercial and redevelopment projects in Pasco County, Florida. Partner with County Engineer, Design Professional, Developer, and Contractor to ensure cohesion and timely department action on all active development projects.

- Partner with the Office of Economic Development to collaborate in County Planning Meetings and ensure that all commercial and redevelopment projects are in alignment with the County's vision for growth.
- Serve as the Point-of-Contact for the public and ensure that contractors and developers have the knowledge and resources to navigate the permitting process with minimal confusion and delays.

ASSISTANT COUNTY ADMINISTRATOR / Pasco County, Florida **2014 to 2019**

Managed over 400 County employees and administered over \$347M in county funds for a region of over 550,000 residents. Directed the Office of Economic Growth, Building, Permitting, Plan Review, Unlicensed Contractors, Minimum Standards, Planning and Development, Long Range Planning, Metropolitan Planning Organization, Code Enforcement, Traffic Control/Monitoring/Signal Repair, County Engineer, Capital Improvement Plan, Stormwater, Road and Bridge, Real Estate, Survey, and Project Management.

- Identified over \$15M in USDA grants and county funds to provide clean drinking water and complete off-site road improvements for the Lacoche area of Pasco County. Transformed a blighted area into a new industrial zone that created 100 new full-time jobs with an additional 500 projected within 3 years of launch.
- Re-zoned 97 acres of the Old Pasco Road Spray Field. Secured a \$3M+ Florida DEO job creation grant, and sourced an experienced regional industrial park developer who will purchase the land at market value and build an 885,000 square foot industrial park generating approximately 1,500 full-time jobs.
- Obtained \$22M in federal funding to extend the airport runway by six hundred feet to allow corporate jets to utilize the airport facility at the Zephyrhills Airport and capitalize on access to an existing rail spur.
- Implemented the VuSpex System allowing Building Inspectors to conduct inspections via the contractor's smartphone, which delivers significant savings in travel time, gas, vehicle maintenance. The software was critical to maintaining business continuity during the Covid-19 social distancing period.
- Deployed the Accela software program to improve management of building projects and launch a customer portal. Improved reporting delivered over \$2M in recovered payments on delinquent accounts. Greater efficiency resulted in the county's building department accumulating over \$28M in surplus funds.
- Launched the *Open Counter* program, which uses Artificial Intelligence to keep itself up-to-date on construction, zoning or planning information, and accurately answers customer inquiries. Migrating customer inquiries from staff to the automated process saves \$95K per year with high customer satisfaction.
- Recipient of the Nov 2019 Innovation and Leadership Award from the Tampa Bay Builders Association.

DIRECTOR OF OFFICE OF BUILDINGS / Atlanta, Georgia

2010 to 2014

Managed a team of 115 including Inspectors, Plan Reviewers, and Certified Permit Technicians serving 500,000 city residents. Directed operations, process improvement, and budget administration for Permitting, Site Development, Zoning, Planning, Plan Review and Inspection functions for Public Works, Office of Buildings, Site Development, and Erosion Control.

- Established communication and productive relationships within the community including Attorneys, Developers, and Contractors who then supported much needed changes for the growth of the City.
- Gained approval from the City Council Board of the City of Atlanta to transition the Office of Buildings to an Enterprise Fund that was self-financed through fees to services to the public. Generated an average of \$12M in annual revenue creating a surplus to the department's \$6M in annual operational expenses.
- Led a \$1.1M project to implement Accela software. Trained specially assigned teams and strategically increased permit fees (that had not been increased in 20 years), which increased revenue from \$4.5M per year to up to \$15M per year depending on the level of construction activity each year.
- Led a 1-year project to transition from City Clerks to Certified Permit Technicians. Of 62 Clerks, 41 completed the Certification and earned a 50% salary increase while reducing overall labor costs for the City.
- Implemented a "triage process" that analyzed why submissions of development projects were failing by almost 70%. Used findings to conducted outreach to contractors and developers, which reduced the fail rate to less than 10% and also improved response turnaround time from 30+ days to 10 days.

BUILDING AND SAFETY MANAGER / Reno, Nevada

2007 to 2010

Managed the Building Department including Plan Review, Building Inspection, Permitting and Code Enforcement serving a population of 250,000 residents. Provided leadership and mentorship for a team of 140 employees and held financial stewardship over a \$6M budget and an Enterprise Fund of \$13M.

- Used existing training programs to fine-tune customer service performance resulting in turnaround times from 30 days to 10 days in Planning and Inspections.
- Optimized use of Accela software to support increases in revenue and ensure residents received top quality service that made them comfortable with fee schedules.
- Implemented zones of responsibility that allowed for better staffing in the Inspection Department. Reduced our roll-over rate (postponed inspections) to zero over a 90-day time period using the new zone approach.
- Invested in cross-training for trade inspectors to increase the inspector ability to inspect multiple trade work on projects, which increased department capacity and reduced labor costs.

DIRECTOR OF COMMUNITY DEVELOPMENT / Downers Grove, Illinois

2005 to 2007

Director of Code Services, Downers Grove, Illinois

2000 to 2005

Managed Community Development and exercised managerial responsibility for Building, Code Enforcement, Planning, Economic Development and Zoning departments serving a community of 50,000 residents. Led planning, development, and operations related to Community Development activities. Spearheaded greater understanding of urban renewal and housing/retail mixes to stimulate growth and development.

- Led large-scale projects generating taxes revenue that met and exceeded projections at the two-year mark.
- Consolidated departmental efforts and completed new projects made possible by incremental tax revenue.
- Created and deployed an in-house software program to optimize the building and planning process.
- Initially hired to lead the Code Services Department and subsequently promoted to an expanded role as the Director of Community Development.

EDUCATION

MBA in Finance and Accounting - Regis University
B.S. in Psychology and Military Science - Loyola University

PROFESSIONAL AFFILIATIONS

Certified Manager - ICMA-CM (International City/County Manager Association)
Certified Public Manager - State of Florida

Profile

Public Affairs Manager

Highly motivated Communications and Innovations Manager with two Masters degrees in Public Affairs and Public Health from Columbia University. Ten years professional work experience, including US Central Intelligence Agency, US Department of State and The White House. Further program management experience with United Nations, Council on Foreign Relations, Institute for Strategic Studies and the Stockholm International Peace Research Institute.

Education

Columbia University, New York, New York- School of International and Public Affairs (SIPA), School of Public Health

Master's Degree—Public Affairs, 2011 - 2013: Public Affairs and Security, Language Proficiency: French

Master's Degree—Public Health, 2011- 2013: Complex Emergency Management

Professional Experience

United States Central Intelligence Agency (CIA), Langley, VA | October 2016 – February 2020

Intelligence Officer, Public Affairs Manager

- Advised senior US policymakers and field locations on international communications and strategy issues
- Travelled extensively to conduct field reviews to determine best communications and program management strategies
- Conducted reviews of internal case materials and security protocols for senior US Government and CIA personnel
- Built cross-functional global partnerships to enhance strategic communications and media messaging

United States Department of State, Washington, D.C | January 2016 – October 2016

Advisor to the Special Envoy for Guantanamo Bay Closure, Office of the Secretary of State

- Advised and briefed the Special Envoy on international negotiations related to Guantanamo Bay Closure
- Led and collaborated with the US interagency security committee on Guantanamo Bay to process and debrief detainees
- Travelled extensively to South America, Africa and Europe to conduct negotiations with foreign reps on detainee transfers
- Liaised with visiting senior foreign diplomats, leading them on travel to Guantanamo Bay and facilitating detainee meetings

The White House—Executive Office of the President, Washington, D.C. | June 2015 – January 2016

Presidential Management Fellow, The White House, Office of Management and Budget

- Managed policy portfolios related to the Drug Enforcement Agency and the Centers for Disease Control and Prevention
- Negotiated with Executive Branch Agency leaders to designate policy priorities for the President's Budget
- Apportioned and monitored a budget of USD 14 Billion for Congressional appropriation
- Attended and participated in West Wing meetings and National Security Council interagency committees

United Nations (UN)/Earth Institute, Nairobi, Kenya | April 2014 – June 2015

Director of Security, Monitoring and Evaluation for East and Central Africa – UN Millennium Development Goals

- Devised monitoring and evaluation framework for UN Millennium Villages, the largest development program in history
- Led and collaborated with an international team of monitoring and evaluation specialists
- Travelled extensively to the most remote regions of sub-Saharan Africa to conduct focus groups and collect data
- Analyzed research findings on a rolling basis to ensure timely outputs for bi-annual reports

Council on Foreign Relations, New York, New York | December 2012 – January 2014

Consultant, Africa Program-Security Analysis

- Research, Analysis and Report writing, publishing numerous articles on foreign policy and diplomacy
- Monitoring of political violence and environmental threats in Nigeria and illicit trafficking in West/East Africa
- Organizing and attending Roundtable discussions for Senior Fellows and members - Editing and Maintenance of daily blog for Ambassador John Campbell

Institute for Strategic Studies, Dakar, Senegal | May 2013- September 2013

Junior Fellow, Conflict Management and Risk Analysis

- Writing literature synthesis reports on environmental threats and transnational issues
- Gave daily briefings on political, social and criminal developments in Nigeria, Guinea Bissau, and Mali
- Research and analysis on transnational organized crime, Chinese involvement in Africa, and illicit trafficking - Advised and communicated with supervisors about the direction of research projects

Central Intelligence Agency | December 2012- May 2013

Graduate Consultant on West African Security

- Team leader of a CIA commissioned report on political, health, and transnational influences in Mali
- Analyzed crises in West African States to create recommendations for analysts and policymakers
- Briefed senior and mid-level officers in New York City and Washington, D.C. on diplomacy and security threats to Sahel

Stockholm International Peace Research Institute (SIPRI), Stockholm, Sweden | Summer 2012

Global Health and Security Junior Fellow, Africa and South Asia

- Literature Synthesis Report writing on transatlantic security issues between South American and African nations
- Weekly briefings on research project developments
- Research and analysis on Transnational Organized Crime, Sanctions and Health, and Central Asian Smuggling

Published Works

- “The US-China Cold War in Africa,” ISS Today, Institute for Strategic Studies, August 2013
- “The US and Drug Trafficking in Guinea-Bissau,” Africa in Transition, Council on Foreign Relations, June 2013
- “The Great Green Wall of Africa,” The Christian Science Monitor, April 2013
- “Mediating Mali’s Future By Returning to Its Past,” Africa in Transition, Council on Foreign Relations, March 2013
- “The Growing Crisis in Central African Republic,” Africa in Transition, Council on Foreign Relations, March 2013
- “In Afghan Fields,” Stockholm International Peace Research Institute (SIPRI), June 2012
- “Transnational Organized Crime and Public Health in West Africa,” SIPRI Online, September 2012
- “Breaking the Cycle: Applying Lessons from West African Crises to Mali,” Columbia University May 2013

Security Clearance Level

- TS/SCI w/ Full Scope Polygraph

Achievements

- Safety and Security in the Third World Seminar Certification, Columbia University
- Board Member of Columbia University’s SEARCH Organization (Security, Experience and Responsibility in Conflict and Health)
- Awarded certificate of completion from International School of Law and Peace and Armed Conflict at Ruhr University
- Intelligence Tradecraft, multiple disciplines
- Awarded Presidential Management Fellowship
- Analytic Tradecraft, CIA
- Operations Security Tradecraft, CIA
- Security in the Developing World Training, US Department of State
- French Language Proficiency—Columbia University

Susan Ashley Stanton, ICMA-CM

2451 Ridge Road, Berkeley, CA. 94709

susan@stanton58.com 602-622-0682

June 26, 2020

Charles W. Burkett, Mayor
Town of Surfside,
9293 Harding Avenue
Surfside, FL 33154

Re: Surfside Town Manager Recruitment

Dear Mayor Burkett:

Please find the attached resume, salary history, and management statement highlighting my experience and education as a government administrator. I am a credentialed Manager with extensive experience managing communities in Illinois, Kentucky, and California but primarily in Florida. As an Atlantic Ocean coastal community, Surfside is a unique community that will benefit from a town manager with hands-on experience in government administration yet experienced in long-term strategic planning and community development gained from managing multiple communities in diverse regions of the nation. As a former resident of Florida, I am very familiar with the Biscayne Bay-Miami urban area and enjoy managing coastal communities. I moved to California in 2011 but would like to return home to be closer to my family and enjoy the Florida lifestyle.

During my entire career in public service, I have always presented open, balanced, and honest recommendations to every elected Council and Commission I have had the privileged to work for and partner with as their manager. I am very impressed with The Town Commission's commitment to public service and to provide policy guidance to the Town at a salary of one dollar per year. In every city I have had the honor to manage, I conducted weekly one-on-one meetings with each member of the Council to discuss city issues and sought their input and guidance. In addition to the published weekly manager's report to the community, I have always ensured that all town memorandums include a complete background of the issue, an analysis of the requested action's financial impact, and a well-written manager recommendation.

I have been a successful manager because I recruit, retain, and empower high performing employees with the right tools, resources, training, and responsibility to do their jobs. People who work with me know that my two most important management tools are the conference table in my office and a whiteboard on the wall. My best collaboration occurs during regularly scheduled meetings with elected officials, department directors, supervisors, labor leaders and employees, community leaders, and city residents. I manage by direct and frequent communication with people at all levels of the organization

Town of Surfside Town Manager Recruitment
Susan A. Stanton, ICAM-CM
June 26, 2020

irrespective of their job, title, or level of responsibility. I never talk to people sitting behind my desk, don't read my email when I am supposed to be listening and surround myself with people who are smarter than I am and tell me when they think I am wrong.

As indicated in my resume, to enhance my leadership skills in 2017, I took an extended sabbatical from local government to attend seminary in Berkeley, which I completed this May. While attending seminary is not the training most city managers seek, I believe this very specialized education has especially enhanced my skills and compassion as an administrator to get out into the community to listen, generate good-will with residents and create meaningful opportunities for elected officials to interact in the community and showcase the services offered by Surfside. Investing in my professional development has been critical to my effectiveness as a city manager. I am a graduate of Harvard University's Senior Executive in State and Local Government and the University of Oklahoma's Economic Development Institute.

As witnessed these past weeks, there is great suffering and torment in our nation that will challenge traditional ways of communicating with the public and the types of services expected from the town government. In this challenging time of pandemic and social change, I realize that the work before us as elected and appointed officials will be difficult. But it is fundamental to who we aspire to be as public servants in the community and what we seek for the communities we serve.

I am very interested in the Town of Surfside. I would welcome the opportunity to discuss the position in more detail if you feel my background and experience would be of interest to the Town Commission. I do not have a specific salary requirement at this time since my highest priority is to find a progressive community that is a good fit and will value my skills as an administrator. Please be assured that compensation will not be a deciding factor in accepting the appointment as the town manager if that were to happen after the assessment process.

Respectfully Submitted,



Susan A. Stanton, ICMA-CM

EXECUTIVE SUMMARY

A DYNAMIC AND EFFECTIVE MANAGER WITH EXCEPTIONAL INTERPERSONAL AND COMMUNICATIONS SKILLS COMMITTED TO CREATE AND FOSTER A WORK ENVIRONMENT WHERE COMPASSION, CULTURAL COMPETENCE, DIVERSITY, INCLUSION, AND RACIAL EQUITY ARE VALUED.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Seminarian, Church Divinity School of the Pacific, Berkeley, CA

2017-2020

To expand my leadership skills and ability to assist communities address the moral and civic dimensions of social change exemplified by the COVID-19 global pandemic and civic protest involving policing, completed a three-year graduate seminary program and awarded a Master of Divinity in May 2020.

Chief Operating Office, Santa Clara Water District, San Jose, CA

2017

The mission of the Santa Clara Valley Water District is to provide Silicon Valley safe, clean water for a healthy life, environment, and economy. With headquarters in San Jose, the District provides water supply, enhances streams and watersheds through creek restoration and habitat protection; provides flood protection for homes, schools, businesses and roadways, and partners with other agencies to provide trails and open space for the community. As a public agency with the current FY2017 \$523 million operating and capital budget and a staff of over 780 employees, the District is committed to being transparent and accountable regarding its operations and business practices.

Duties and Responsibilities

- Responsible and accountable for the planning, management, performance and improvement of the District's major administrative divisions and functions.
- Served as a key member of the executive leadership team and represents the CEO and the District in interactions with employees, the public, and other agencies and organizations.
- Directed four divisions: Financial, Planning and Management Services; Information Technology; General Services; and Human Resources with a total budget of \$102 million and a staff of approximately 180.

City Manager, City of Greenfield, CA

2012 - 2016

The City of Greenfield is a diverse community with a population of 18,000. Greenfield is centered in one of the most productive agricultural areas in the world. Known as the "Salad Bowl of the World," 80% of the lettuce grown in the United States is from the Salinas Valley and over \$2 billion worth of fruits and vegetables are shipped annually across the United States and abroad. The area around Greenfield is also the heart of Monterey County's premier wine grape growing region due to favorable soils and climate with over twenty vineyards and wineries within a thirty-mile radius. Vineyards, wineries, and wine tasting rooms continue to expand throughout the region.

Duties and Responsibilities

- Chief executive officer of a small municipal government with 51 full time staff. The City adopted a Biennial Operating Budget in FY 2016. The total FY 2016 operating and capital budget is \$28,700,000 and \$17,037,300 in FY 2017.
- Oversight responsibilities for the following functions: sanitary sewer and water utility system, police, streets, drainage, parks, recreation, planning, zoning, building, community development and finance.
- Serve on the Board of Directors for the Monterey Bay Area Self Insurance Authority, Chairperson for the Salinas Valley Enterprise Zone Advisory Board, Chairperson for the Monterey Bay Area City and County Managers Association and Committee member on the California League of Cities Revenue and Taxation Committee and Housing and Economic Development.

Achievements:

- Obtained voter approval for two Transaction and Use Tax measures removing a restrictive sunset provision and enacting an additional ¾ tax to supplement law enforcement and recreation service levels
- Reduced the City's Successor Agency total annual debt service by \$120,800 generating \$2,286,000 of net savings by refunding existing redevelopment debt.
- Improved fiscal health of the City resulting in an upgrade in Standard & Poor's bond rating from a "BB" rating to "A-" rating.

City Manager, City of Greenfield, CA (cont.)

- Negotiated a \$9.9 million Energy Management program to install a solar system and related energy conservation measures which will produce \$4.5 million of net benefits to the City over twenty-five years. Phase II includes installing automatic meter readers to generate \$138,000 of annual energy conservation savings and \$100,500 in utility management maintenance.
- Obtained a \$5 million CDBG grant for the construction of an \$11 million rental housing project to benefit low income families.
- Resolved a demand by DOF to disallow \$4.7 million of previous RDA expenditures and received a *Finding of Completion* and approval of a *Property Management Plan* transferring property to the City to finalize the dissolution of the RDA.
- Partnered with private developers to obtain low-income housing tax credits and construction of an affordable multi-family senior rental housing project. Negotiated a Disposition and Development Agreement for the purchase of property, an Affordable Housing Regulatory Agreement to restrict project occupancy to low income seniors and an Acquisition and Fee Deferral Loan to facilitate the development of the project.
- Obtained a \$1.4 million CDBG grant to rehabilitate the City's water supply, distribution, wastewater collection and treatment systems including master planning, conducting a revenue sufficiency study and revising a new Utility Rate Tariff.
- Presided as the City's chief labor negotiator to collaboratively negotiate six labor agreements to improve City Operations and establish high performance standards for city staff.
- Obtained \$465,000 in grants to launch a Housing Rehabilitation program to assist residents finance the costs of repairs and general property improvements; and a Homeowner Assistance program to assist with the purchase of a new home.
- Partnered with regional non-profit groups and Foundations to obtain funds to open the City's first downtown Cultural Arts Center.
- Strengthened professional city management by recruiting professional executive staff for Police Chief, Administrative Service Director, City Attorney, City Engineer, Community Service Director and Human Resource Manager.
- Eliminated political polarization in the community by instituting government reforms that promoted open and transparent city government dedicated to improving the quality of life in the community.

City Manager, City of Lake Worth, FL**2009-2011**

The City of Lake Worth is a diverse city with population of 35,800 and is located on the east coast in Palm Beach County, Florida. Since 2007, the City lost 50% of its total assessed land value and is challenged by substantial foreclosure of residential properties, slum and blight and a history of high turnover of its executive and management staff.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 318 full time staff with an FY 2012 Budget of \$172 million. Oversight responsibilities for the following functions: electric and water utility system, police, streets, stormwater drainage, sewer, parks, recreation, planning, zoning, building, community development, finance, library services, beach development and solid waste management.
- Administered the City during a State of Financial Urgency and restored fiscal solvency and financial discipline.

Achievements:

- Privatized and outsourced costly and ineffectively managed public service functions and reduced FY 2012 personnel expense by \$1.2 million without any reduction in service levels to the public.
- Implemented critical cost saving modifications to City's Pension program which saved \$1.3 million in FY 2012.
- Reduced the annual cost of police protection by \$2.3 million by collaboratively renegotiating a multi-year Law Enforcement Service Agreement without reducing levels of service.
- Reduced the cost of Fire and EMS service by \$11.8 million by renegotiating a ten year Fire and EMS Merger Agreement and removing excessive supplemental fire payments previously agreed to by the City.
- Declared a State of Financial Urgency which allowed the City to dramatically reduce personnel cost and expedite the resolution of a collective bargaining impasse with the City's three labor unions.
- Instituted the use of Financial Forecasting to identify and address projected long range deficits and accurately aligning projected expenditures with available revenues which empowered elected officials to make difficult economic decisions based on accurate financial data and reports.
- Renegotiated an agreement to secure a \$5 million grant from the Palm Beach County Cultural Facilities Bond for the redesign and redevelopment of the beach and averted the forfeiture of these funds due to inaction and indecision.
- Established a Utility Conservation Program to provide free residential and commercial utility audits and grants to qualified residents to reduce wasteful consumption of electric and water.
- Designed and financed the construction of a \$17 million Reverse Osmosis Water Treatment Plant and \$10 million Deep Well Injection system to improve the City's long term water system
- Developed a long-range Electric Improvement Plan that could be accomplished with in house staff and a city created apprentice program.
- Implemented the "Energized Lake Worth" plan which included GHG Emission Inventory of the City and Communities energy consumption patterns

City Manager, City of Largo, FL**1992-2007**

The City of Largo is a city with a population of 78,400 residents covering approximately 17 square miles. It is located in the State's most densely populated region in central Pinellas County, Florida. The City is known for being family friendly and dedicated to providing superior services to promote pride and enhance the quality of life to its residents. Hired as Assistant City Manager in 1990 and promoted to City Manager in 1992. .

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 882 full time staff with an FY 2016 General Fund Budget of \$67 million and total budget of \$147 million. Oversight responsibilities for the following functions: police, fire, EMS, advanced waste water treatment, solid waste, housing, streets, stormwater drainage, sewer, reclaimed water, parks, recreation, planning, zoning, building, community development, finance, library services, cultural arts and golf.
- Develop, implement, and evaluate redevelopment strategies to attract businesses by successfully adopting Community Redevelopment Districts which addressed conditions of slum and blight and supported private investment through plans, policies and programs that afforded maximum rehabilitation and redevelopment.
- Foster positive employer-employee relationships which promoted high employee morale.

Achievements:

- Demonstrated open and transparent communications with the Mayor, City Commission, employees, and community and exemplified the best principles and practices of the council-manager form of government;
- Prepared and shared information equally with all members of the City Commission; provided the Commission with alternatives, fiscal impact analysis and recommendations on all matters affecting the community.
- Planned, organized, and managed redevelopment projects to provide incentives and remove barriers for community redevelopment and reinvestment.
- Responsible for negotiating a private/public partnership that created a downtown mixed-use development which entailed retail and professional office construction with townhomes and apartments
- Expanded the City's economic and property tax value by \$330 million dollars by the establishment of a multi-year Annexation Management Program which started in 1997.
- Supervised the financing and construction of a \$22 million dollar library and the renovation of an \$11 million dollar city complex. Coordinated the purchase, acquisition, and financing of commercial and residential property for the construction of a regional park to stimulate reinvestment in the downtown.
- Instituted a comprehensive evaluation system of all employee positions, classifications and job structure and design to ensure personnel system was fair to employees and meeting current and future needs of the organization. The process included job restructuring, manpower forecasting and organization realignment.
- Created an innovative *program to increase productivity, reduce absenteeism and control preventable healthcare costs. The program consisted of* voluntary seminars throughout the year, an annual employee health screening event, employee assistance programs and the creation of participant wellness plans with specific goals to address health related risks and to promote healthy behavior and lifestyle choices.
- Established an innovative succession planning program designed to ensure stability and continuity in leadership and management functions in all work programs, divisions and departments. Program included the creations of leadership workshops for executives, supervisors and employees to prepare managers for future promotion and responsibility

OTHER PROFESSIONAL EXPERIENCE**City Administrator, City of Berea, KY****1986-1990**

The City of Berea, located in the Kentucky Bluegrass, is a college community with a population of 12,000 residents and an FY 1990 budget of \$7.2 million. In FY 1990, the City employed 85 employees in the departments of Administration, Finance, Police, Fire, Planning, Public Works, Solid Waste, Land Fill Management, Recreation, and Industrial Development. Developed a comprehensive economic development program in the creation of a large Industrial Park which resulted in four international manufacturing firms locating in the City.

Administrative Assistant to the City Manager, City of Champaign, IL**1984-1986**

The City of Champaign, home of the University of Illinois with a population of 60,000 residents and an FY 1986 budget of \$26 million. In FY 1986, the City employed 380 employees. Major accomplishments included coordinating a \$4 million dollar renovation project of City Hall and conducted and prepared policy analyses and recommendations for City Council consideration on issues relating to the operations, responsibilities and functions of city departments.

Administrative Assistant to the Borough Manager, Ketchikan, AK**1983-1984**

The Ketchikan Gateway Borough consists of several islands in Southeast Alaska's Inside Passage and the Tongass Narrows with a population of 14,000 residents and an FY 1984 budget of \$4.3 million. Accomplishments included acting as the Boroughs' primary representative for negotiating labor contracts with International Organization of Masters, Mates and Pilots (MMP) and the Inland

Boatmen’s Union (IBU) which reduced operating costs and strengthened management rights and conducted performance analysis of Borough operations and made recommendations for the reorganization of staff and management control systems.

EDUCATION

Church Divinity School of the Pacific	Masters of Divinity
University of Florida, Graduate School, Public Administration	Masters in Public Administration
University of Florida, College of Political Science	Bachelor of Arts
University of California San Francisco Medical Center	Clinical Pastoral Education Certificate
University of California Berkeley	
Goldman School of Public Policy, Executive Seminar	Continuing Education
Harvard University, John F. Kennedy School of Government	Continuing Education
Senior Executive in State and Local Government	
University of Oklahoma, Economic Development Institute	Continuing Education
University of Virginia, Weldon Cooper Center for Public Service	Continuing Education
Leading, Educating and Developing	

PROFESSIONAL AFFILIATIONS

- International City and County Managers Association
- California City Managers Foundation
- California City and County Managers Association
- Monterrey Bay Area City Managers Group

PERSONAL

Enjoy outdoor photography, writing in a personal journal, running and hiking. I am ordained as a member of clergy in the Episcopal Church and take pride in my son’s career as a Police Officer with the Pinellas County Sheriff’s Office in Tampa Bay, Florida.

References Provided Upon Request

Erik Taxon

917.299.4092 | eriktak@yahoo.com

GENERAL MANAGER

Dynamic, competitive management professional with 20 years of experience in the Hospitality business. An imaginative and innovative individual with proven management, sales marketing, and new business development skills. History of significant profit, volume and customer satisfaction, which illustrate the ability to combine cost control, revenue growth and process improvement through effective staff training and motivation.

Areas of expertise include:

- Highly engaged with associates and guests.
- Project Management
- High focus on associate development and progress.
- Good eye for the details
- Self-motivated and disciplined

Professional Experience

Shalel Restaurant, New York, NY
General Manager

2007 - Present

- Organize and execute day to day operations both FOH and BOH
- Coordinate and arrange daily staff meetings, weekly wine/liquor tastings, and monthly all-staff meetings
- Accountable for presenting daily, weekly, and monthly sales
- Train and development of both staff and floor managers
- Update and revise menus when necessary
- Responsible for the entire inventory of facility
- Guarantee room set up and service standards
- Establish and maintain a high level of satisfaction for regular guests

Marea(NY Times*, Micheline **), New York, NY**
Server

August 2009 to Present

- Day to day overseeing and serving 350+ guests
- Delivery of the highest possible levels of customer satisfaction
- Ensure room set up and service standards
- Responsible for service staff
- Organized and managed sales of events, corporate and private events in PDR

Country(NY Times*, Micheline *), New York, NY**
Server

September 2005 to March 2007

- Responsible for all aspects of service for both café and main dining room
- Accustomed to serving 300+ guests on both levels of the facility
- In charge of training new employees
- Update menu changes on a daily basis
- Attended and provided guests with first-class service
- Oversaw day to day floor operations

Caprice Café, New York, NY
Bartender

August 2004 to June 2005

- Provided excellent customer service by properly serving food and drinks
- Responsible for training and developing new employees
- Handled Micros computer system
- Managed staff on a few occasions

Mangia e Bevi, New York, NY
Server

September 2002 to August 2004

- Top promoter of the daily specials
- Served food and drinks to customers and provided excellent customer service
- Responsible for training and developing new employees
- Opened and closed cash register
- Occasionally in charge of staff management

Education

Master of Arts in Economics

Major in Economics and Business Management (July, 2013)

North Ossetian State University After K.L. Khetagurov, Vladikavkaz, Russia

Skills:

Aloha (FOH/BOH), Micros (FOH/BOH), MS Word, Excel, PowerPoint

Languages:

English/Russian/Georgian/Spanish

BOGDAN VITAS

Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com

PROFESSIONAL PROFILE

A local government executive with diverse experience in overseeing complex government organizations coupled with extensive private sector domestic and international consulting. Innovative results driven leader that strongly encourages team work and values individual performance with a collaborative management style to achieve organizational excellence. High-energy entrepreneurial professional skilled in business planning methodologies and fully capable of linking plans, budgets, programs and projects to achieve measurable results.

PROFESSIONAL AREAS OF EXPERTISE

- Strategic Management Planning
- Economic and Community Development
- Human Resources and Labor Relations Management
- Disaster Management & Technical Assistance, FEMA
- Coastal Management
- Financial Management
- Capital Improvement Planning
- Community Outreach & Engagement
- Intergovernmental Relations
- Tourism

PROFESSIONAL EXPERIENCE

Independent Consultancies

November 2017 - present

Beni Suef Governorate, Egypt, population 3.214 million USAID Workforce Improvement and Skill Enhancement Project AmidEast, Washington, DC

- Successfully prepared and conducted a successful four-day training program for 50 government officials from the Egyptian Ministry of Local Development and Central Development Unit, Governorate of Beni Suef Governor, Secretary General, Local Development Unit and newly created Economic Partnership Council; the first such economic development organization in Egypt. Training workshops related to US based economic development, community outreach and engagement best practice models as part of the US State Department, Agency for International Development funded Workforce Improvement and Skill Enhancement program in place throughout 11 of 27 Egyptian Governorates.
- Prepared and conducted a week-long study tour to Catawba County and the cities of Charlotte and Hickory, North Carolina for 30 government officials and private sector participants to gain first-hand knowledge on best practice models for sustainable economic development, workforce development and community engagement allowing Beni Suef to serve as a future model for all 27 Egyptian Governorates.

Interim Town Manager

Town of Pembroke Park, Florida, population 6,102

- Researched, prepared and implemented a fully transparent, accountable, and balanced annual budget for FY 2019. The budget development process revealed a ten-year history of deficit spending and related depletion of the general fund reserve by nearly 50% due in large part to gross mismanagement and lack of proper oversight.
- As part of the FY 2019 budget implemented a new job classification and compensation plan, reducing gross salaries by over \$900K and funding 19 vacant positions resulting in net reduction of salary spending by \$582K.
- Initiated and successfully completed a forensic audit of contracted police, fire and rescue services with the Broward County Sheriff's Office identifying combined fiscal losses in excess of \$6 M for Pembroke Park and the City of West Park, Florida. Audit identified contract driven allowances and overspending beyond the Miami-Dade, Broward, and West Palm Beach CPI-U of more than \$24 M over the prior 15 years.
- In conjunction with the Auditor was instrumental in completion of FY 2017 annual audit in light of numerous delays, in major part related to a lack of Town Commission approved meeting minutes as far back as May 2017
- Conducted a thorough review and prepared recommendations for the Town's first-time public procurement manual and new employee handbook replacing their 1987 personnel policy manual.

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Town Manager

October 2015 – October 2017

Town of South Palm Beach, Florida population 3,000, Chief Executive Officer with oversight of a \$3.5 M budget, 4 departments, 15 full time employees, 12 contracted service departments.

- In concert with Town Council and Town Staff developed and implemented the Town's first multiyear Action Plan for FY 16, 17 and 18 that prioritized strategic projects and programs related to significant capital improvements, investments and the delivery of municipal services.
- Overhauled total budget process instituting a new Chart of Accounts to ensure consistency of reporting across all funds and departments, inclusion of prior audited year-end financial data, worksheets for Department Head requests resulting in greater transparency and accountability. FY 17 ended with a \$591K unexpended balance
- Relocated all financial management and accounting services in house in FY 16, acquiring software from USTI and integrating all historical financial data from prior years, along with staff training on all finance modules
- Spearheaded effort to secure letters of intent from 15 of 16 ocean front properties to participate in granting public easement agreements to Palm Beach County for the Southern Palm Beaches Island Comprehensive Shoreline Stabilization Project; a \$10 M multijurisdictional project in its tenth year
- Initiated and directed projects to secure new vendors to provide multiple services related to information technology, copier, and document imaging needs. Project reduced costs, insured improved IT services, enhanced security of all town records in cloud storage, and created sustainable records management
- Successfully negotiated two multi-year labor agreements with the Palm Beach County Police Benevolent Association resulting in the removal of contract language that financially harmed the Town related to mandatory grievance arbitration for disciplinary matters saving future legal costs estimated in excess of \$100K
- Successfully completed update of DHS Federal Emergency Management Agency Flood Insurance Rate Maps resolving incorrect boundary lines, preserving flood elevations and continuation of flood insurance program
- Managed successful completion of emergency sanitary sewer lateral replacement projects related to failed original infrastructure well beyond useful life and deferred maintenance, including replacement of failing sanitary sewer pumps at the lift station to reduce I & I and operating costs
- Prepared, released and presented a Request for Proposal for Architectural and Engineering Services to prepare a structural evaluation, spatial needs analysis, and development of conceptual plans for a new Town Hall

City Manager

July 2012 – July 2014

City of Key West, Florida population 24,649, Chief Executive Officer with oversight of a \$155 M budget, 12 operating departments, 6 divisions, and 475 full time employees. 2.7 M tourists annually

- Created a one of a kind Annual Business Plan for FY 2014 that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budget to report and monitor monthly progress on the achievement of all programs/projects, to provide for full transparency and accountability to achieve strategic goals and objectives
- Efficaciously managed a capital improvements projects portfolio in excess of \$145 M representing over 129 ongoing projects across all seventeen operating departments
- Spearheaded approval process for reuse of former US Navy property attained under BRAC after 15 years allowing for development of a new 26-acre world class park at the historic Truman Waterfront valued at \$48M including utilities, community center, horse stables, restaurant, water park, artificial turf fields, jogging trails
- Lead negotiator with the US Navy to obtain a long term intergovernmental public benefit lease for the Navy's outer mole pier at Truman Harbor to maintain cruise ship berthing and secure ongoing funds for capital improvements and future maintenance at the future Truman Waterfront Park
- Orchestrated final approval after 15 years for adaptive reuse and construction of a new 35,000 square foot City Hall project valued at \$17.2M, Gold LEED certified, and to adaptively reuse and preserve a historic building
- After 17 years succeeded in obtaining approval to construct a new state of the art Fire Station in the old town historic district valued at \$6 M including public parking lot and public restroom facilities
- Obtained approval to issue a design build contract for a new Transportation Center at cost of \$10 M to house and service the City's public transit system buses serving Key West and the Lower Keys
- Completed a Compensation Study, the first in 20 years, to meet market rates, address external competitiveness to reduce turnover, and internal parity amongst the workforce. (49% of all employees were reported as below the minimum starting wages rates). Reduced turnover 50% from 14% in FY 12 to less than 7% in FY 14

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- Launched the first comprehensive Performance Evaluation Program for all union and non-union employees to promote personal performance in attaining city goals and objectives across departments.
- Successfully negotiated new multi-year labor contracts in 2012 with the Teamsters, PBA and IAFF unions after five years of stalled negotiations improving labor management relations and employee morale

Independent Consultant

January 2012 – March 2012

Management Systems International, Washington, D.C

- Co-author, chief technical advisor and field recruiter for a USAID Governance, Accountability, Participation and Performance program proposal to provide the Republic of Uganda government with technical assistance to strengthen its service delivery systems and enhance civil society by giving Ugandans a voice in government

Village Administrator

December 2007 – December 2011

Village of Lake Zurich, Illinois population 19,964, Chief Administrative Officer with oversight of a \$45M budget, 7 operating departments and 172 full time employees

- Initiated and developed a tailored comprehensive strategic management planning system to provide for more transparent, accountable and efficient government; including community outreach measures, internal self-assessments, and performance measurement tools resulting in the establishment of clear and attainable strategic goals and objectives linked to realistic financial resources, budgetary plans and delivery of services
- Successfully initiated and orchestrated a public referendum to authorize a local non home rule sales tax of .5% projected to raise \$2.0M for public infrastructure improvements and general property tax relief, and a 2.5% Municipal Utility Tax raising \$750K in new revenue to assist with general fund expenditures
- In concert with Finance Director and consultants devised a financial plan to restructure and refund \$14M of TIF debt temporarily resolving a long-standing internal financial crisis affecting all municipal funds
- Maintained Moody A-1 Bond Rating for all prior debt obligations and obtained a Standard and Poor AA+ bond rating for restructuring and refunding of \$14M in TIF obligation debt resulting in a \$1M cost savings
- Coordinated and negotiated the successful conclusion of a \$9M lawsuit against the Village, TIF district developer and lending institution, resulting in the return of Village property, payment of \$750K non-disputed funds, termination of the development agreement, and limiting loss to under \$250K to assist in satisfying liens
- Evaluated Village's partially self-funded health insurance program and migrated to a fully funded plan, resulting in a recurring \$1M reduction in annual premium costs to the Village
- Developed and implemented a Job Classification and Compensation Plan and Management Audit to establish internal and external equity for non-union employees, and merit-based pay for performance evaluation system
- During the Great Recession restructured and reorganized resulting in a reduction of 26 full time positions and a permanent cost savings in excess of \$2.5M in salary and fringe benefits while not impacting service levels
- Re-examined existing labor agreements based on the downturn of the economy and renegotiated the terms of the final contract years resulting in a \$700K cost saving to the taxpayers. All employees accepted a salary freeze and ten percent increase in individual health insurance premium costs
- Negotiated memorandum of agreement with Canadian National obtaining \$2M for mitigation costs for impacts of rail operations pursuant to final environmental impact statement from US Surface Transportation Board
- Achieved prestigious Government Finance Officers Association Distinguished Budget Presentation Award
- Managed to fully fund public safety pension fund annual actuarial requirements for the past four fiscal years, reversing a 17 history of underfunding, increasing general fund tax levy contributions from \$400K to \$2.5M
- Renegotiated intergovernmental agreements between Lake Zurich and Rural Fire Protection District resulting in \$600K in increased revenue to the Village from four adjoining municipalities
- Completed an intergovernmental agreement with the North Barrington and Lake County for extension of sanitary sewer services generating \$840K in connection fees and significant water and sewer revenues
- Attracted two new commercial businesses in the TIF district, orchestrated the development of a new park, oversaw the remediation of two Brownfield sites, and demolition of buildings to create pad ready sites
- Successfully resolved long standing 18-year dispute with Village of Kildeer resulting in a new intergovernmental agreement allowing for development of commercial properties on Illinois Routes 12 and 22

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- Prepared a new Employee Handbook in accordance with all current applicable Federal and State employment laws, replacing an outdated 1988 Personnel Policy Manual

Independent Consultant

September 2007 – December 2007

The Mitchell Group, Inc., Washington, D.C.

- Co-author and chief technical advisor to develop monitoring and evaluation criteria/instruments to review the performance of all completed USAID funded contracts in the Republic of Serbia including: the Serbia Local Government Reform Program; Serbia Enterprise Development Project; and all five Community Revitalization through Democratic Action programs.

Vice President, Community Municipal Economic Development Programs **October 2006 – September 2007** **America's Development Foundation, a 501c (3) corporation, Belgrade, Serbia**

- Developed several models to finance Micro, Small and Medium Enterprises for Serbian municipalities to promote local economic development, generate employment and increase local tax revenues. The models ranged from traditional municipal revolving loan fund programs to those including credit enhancements by commercial banks and guarantees through the Republic of Serbia National Guaranty Fund.
- Developed business plan and launched new business programs serving Serbian municipalities and cities, also serving small and medium business enterprises.

Deputy Operations Manager – City of New Orleans

January 2006 – September 2006

Regional Program Manager – South Central and South Western Louisiana

U. S. Department of Homeland Security - FEMA Long Term Community Recovery Program

AECOM International Development, Washington, D.C.

- Responsible for the development of strategic plans for long term community recovery of the City of New Orleans and St. Bernard Parish. Managed a team of 45 consultants in the areas of housing construction and rehabilitation, land use management, historic preservation, economic development, and public infrastructure
- Responsible for the rapid development of strategic plans for long term community recovery of FEMA Region 1 consisting of 6 Parish Governments. Managed a multi-disciplinary team of 55 professionals

Country Director

November 2001 – December 2005

Project Manager – City of Belgrade Metropolitan Project

Chief Local Government Advisor - Financial Management and Citizen Participation

USAID Serbia Local Government Reform Program, Republic of Serbia (former Yugoslavia)

AECOM International Development, Washington, D.C.

- Served as Acting Chief of Party. Progressively responsible senior level positions over a five-year funded \$29.8M program for 87 local governments (4 cities and 83 counties) representing 92% of the country's 9.39 million population. My areas of assistance to citizens, municipalities, Federal Ministries, and NGOs included Financial Management, Citizen Participation, Public Procurement, Information Technology, and Policy Reform.
- Negotiated, secured and managed the \$3M Metropolitan Belgrade Project, a multidisciplinary project comprised of four technical teams for the City of Belgrade (population 1,576,124 comprising its 17 Counties)
- Designed, managed and implemented a three-phase public budget hearing process model in 87 municipalities resulting in 184 public hearings, 10,600 citizen participants, and securing \$70M local government funding for citizen initiated capital projects in the first year of implementation
- Annually conducted 5 regional workshops including Public Budget Hearing Process, Establishing e-Citizen Assistance Centers, establishing e-One Stop Permitting Centers, Communications for Local Government Officials and Strengthening Local Communities
- Planned and managed the establishment of 9 municipal e-Citizen Assistance Centers to streamline both notary and registry services (the issuance of certificates, licenses, and social welfare benefits), the establishment of 8 municipal e-One Stop Permitting Centers, and establishment of Business Improvement Districts in 4 cities
- Managed the design, development and implementation of 8 financial management training modules including: Strategic Management Planning & Development, Budget Classification & Chart of Accounts, Composition and

BOGDAN VITAS

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Preparation of the Budget, Budget Execution, Accounting and Internal Auditing, Capital Budgeting, Consolidated Treasury & Enterprise Accounting, and Debt Management Planning

- Conducted 18 financial management regional training workshops for 805 municipal participants and 139 field-training sessions for 4,424 municipal employees totaling 5,229 municipal officials over two-year period. All training was completed on schedule, within budget and successfully implemented by local governments.
- Appointed as Senior Member of Republic of Serbia Ministry of Finance and Economy Budget Task Force and Treasury Task Force in 2003 to assist in the development of rules, regulations and guidelines governing the application and implementation of the new Budget System Law by all local governments

City Administrator

November 2000 – November 2001

City of Lewiston, Maine, population 35,690, Chief Executive Officer with oversight of a \$67.7M budget, 15 operating departments and 550 employees

- Attracted and negotiated Wal-Mart's state of the art Distribution Center project serving the Northeastern US and Canada, resulting in 400 new full-time jobs, \$9M annual payroll, \$40.5M in private investment, \$500 K in new property tax, and construction of a 485,000 sq. ft. facility. Structured incentive package of \$17M for the necessary water and sewer upgrades, sale of City owned land, tax increment-financing package, State training grants and reconstruction of the USH 95 Maine Turnpike interchange
- Negotiated the sale for 3 of 10 City owned former Bate's textile mill buildings (\$5.5M) to private sector, increasing the annual local tax base by \$157,410 and leveraging \$15M in new private investment
- Resolved several matters of litigation related to City acquisition of both the fee simple and leasehold interests of private property for library expansion resulting in \$250,000 acquisition cost savings
- Converted traditional line item financial management system to a performance-based budgeting system and restructured and implemented a new Capital Improvement Plan and Budgeting system

Deputy Director, Division of Urban Management, Finance, and Governance

May 2000 – November 2000

Senior Financial Advisor, short term, USAID contract Republic of Zambia

Planning & Development Collaborative International, Washington, D.C.

- Principal areas of responsibility included division management, business development, project management, and proposal writing. Provided technical expertise in the areas of legal sustainability, policy frameworks, democratic processes, financial resources, municipal services, and institutional support systems for project teams worldwide.
- Designed and released a competitive request for proposal for the City of Lusaka, Zambia, to procure professional consultant services for the valuation of real property (70,000 parcels). Provided technical assistance for the evaluation of bids and preparation of final contract documents for USAID funded project.

Government Finance Advisor, USAID contract, Federation of Bosnia-Herzegovina

February – April 1998

International City and County Management Association, Washington, D.C.

- Developed documentation and delivered budgetary training workshops based on the IMF Classification System, including citizen participation processes for Bosnia-Herzegovina city and cantonal finance and elected officials. USAID funded project for Capital City and Canton of Sarajevo and the principal regional cities of Zenica, Tuzla, Bihac, Livno, and Tomislavgrad located in the Federation of Bosnia-Herzegovina

Local Government Advisor, USAID contract, Federation of Bosnia-Herzegovina

December – March 1996

International City and County Management Association, Washington, D.C.

- Conducted an evaluation on the organizational restructuring and governmental financial reporting systems for the City of Sarajevo. Authored final adopted report with detailed recommendations for the complete reorganization of the City of Sarajevo in accordance with the newly adopted cantonal government constitution.

Town Administrator

July 1991 – May 2000

Town of Menasha, Wisconsin, population 16,546, Chief Administrative Officer with oversight of a \$22M budget, 11 operating departments and 198 employees

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- Negotiated attraction of a new \$500M Kimberly Clark industrial manufacturing facility on 140 acres generating 352 jobs, increased tax revenues and stabilized local tax rate
- Structured and spearheaded attraction of a new \$75M commercial retail/office and residential development project located on 215 acres creating a new Town Center with future plans for a 10K seat convention center
- Attracted new \$28M Kimberly Clark R&D/Conference Center facility, including the award of a \$250K State of Wisconsin Transportation Economic Assistance Grant for highway improvements
- Obtained a \$750K WDOE economic development public facilities grant commitment to install new water and sewer lines, and improve local roads to support new industrial complex growth
- Developed the concept and legal mechanisms for the design build construction of the Municipal Complex Building Project (34,000 square feet) including all furnishings, equipment and site development for \$3.1M or \$59 per square foot without any tax levy increase and consolidated all municipal operations
- Orchestrated settlement of two 50-year-old disputes between the Town and Cities of Appleton and Menasha resulting in intergovernmental agreements establishing jurisdictional boundary lines, consolidation of Town's Para transit system and re-establish fixed route bus service resulting in overall cost reductions, service improvements and enhanced federal and state aids
- Spearheaded overall consolidation of Sanitary District after 30 years of operating as independent Municipal Corporation and development of organizational and transitional operation management plans. Established four intergovernmental agreements and consent resolutions from all served adjoining municipalities
- Developed first comprehensive program budget in accordance with GAAP and State of Wisconsin Chart of Accounts to improve public accountability and transparency in the financial reporting systems resulting in attaining first State of Wisconsin GRATE Award for Town's Financial Statements
- Successfully negotiated multiple multi-year labor contracts with AFSCME, IAFF, and FOP unions, and defended against employee claims of wage discrimination, sexual harassment, and workman's compensation

OTHER PROFESSIONAL LOCAL GOVERNMENT EXPERIENCE

Administrator of Finance and Personnel, McHenry, Illinois

Director of Economic Development Services, East Moline, Illinois

Assistant to the City Manager, Crystal Lake, Illinois

Administrative Assistant/Intern, Willowbrook, Illinois

NATIONAL INCIDENT MANAGEMENT SYSTEM CERTIFICATIONS

United States Department of Homeland Security FEMA Emergency Management Institute

ICS 100 Introduction to the Incident Command System

ICS 200 Single Resources and Initial Action Incidents

ICS 300 Intermediate ICS for Expanding Incidents

ICS 520 Introduction to Continuity of Operations Planning for Pandemic Influenzas

ICS 631 Public Assistance Operations

ICS 632 Introduction to Debris Operations

ICS 907 Active Shooter: What Can You Do

Texas A&M University System - US Department of Homeland Security Office of Grants and Training

Senior Officials Workshop for All-Hazards Preparedness

Public Information in a Weapon of Mass Destruction/Terrorism Incident

Mayoral Institute Seminar for All-Hazards Preparedness

PROFESSIONAL AFFILIATIONS

- Florida City County Management Association
- International City/County Management Association

EDUCATION

Master of Arts in Public Affairs, Urban Management and Development concentration

Bachelors of Arts, Political Science - International Relations and Public Law majors, Russian language minor

Northern Illinois University, De Kalb, Illinois

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SALARY HISTORY

- AmidEast
Local Government Executive Services, Independent Consultant
\$640 per day
- Town of Pembroke Park
Local Government Executive Services, Independent Consultant
\$640 per day
- Town of South Palm Beach
Town Manager
\$103,000 starting salary - \$107,140 ending salary
- City of Key West, Florida
City Manager
\$180,000 starting salary - \$185,400 ending salary
- Village of Lake Zurich, Illinois
Village Administrator
\$135,000 starting salary - \$145,000 ending salary

Chase D. Waggoner

2756 West Highland Meadows Dr.
Williams, AZ 86046
Cell: (417) 588-7770
cwaggoner@missouri.usa.com

Work Experience

- Sept. 2019 - Present **City Manager / Director of Public Safety – The City of Williams, Arizona**
- ❖ Chief Executive Officer for a city government
 - ❖ Developed & managed a budget of approximately \$25.7 million
 - ❖ Managed operations of one of the busiest tourist communities in the Southwest
 - ❖ Oversaw activities of 18 departments, 12 contract agencies, and 4 utilities
 - ❖ Supervised 74 regular, 13 seasonal, and 22 volunteer personnel
 - ❖ Directly managed a \$15 million infrastructure project and a \$3 million water project
 - ❖ Drafted documents, including contracts, ordinances, resolutions, and job descriptions
- April 2017 - Sept. 2018 **Purchasing Manager – Central Ozarks Medical Center**
- ❖ Responsible for all purchasing operations for six clinics with an \$8.4 million budget
 - ❖ Reviewed and negotiated vendor contracts
 - ❖ Performed price comparison analysis to identify lower cost vendors and supplies
 - ❖ Wrote grant applications, generating over \$32,000 in additional annual revenue
 - ❖ Ensured all clinics had appropriate inventory levels of supplies
 - ❖ Managed implementation and operations of 340B Pharmaceutical Program
 - ❖ Spearheaded several ad-hoc projects as directed by company executives
- July 2016 - Mar. 2017 **City Administrator – The City of Vandalia, Missouri**
- ❖ Chief administrative officer of a city government
 - ❖ Developed & managed a budget of approximately \$4.5 million
 - ❖ Provided services for 3,900 citizens
 - ❖ Oversaw activities of seven subordinate departments
 - ❖ Supervised 24 full-time, 15 part-time, and 23 volunteer personnel
 - ❖ Directly managed employee benefit programs, including health, dental, vision, & life
 - ❖ Modernized city policies / procedures and organizational structure
 - ❖ Created a new merit-based employee classification system
 - ❖ Managed operations of five city utilities: water, sewer, electric, trash, & internet
 - ❖ Led a project to refinance existing debt, saving the City over \$100,000
 - ❖ Coordinated with private industry to bring new businesses to town
- Nov. 2012 - July 2016 **Fire Chief / Director of Emergency Management – The City of Girard, Kansas**
- ❖ Full-time department head of a municipal fire department
 - ❖ Supervised 23 full-time, part-time, and volunteer personnel
 - ❖ Wrote nine successful grant applications totaling well over \$800,000 in funding
 - ❖ Developed & managed annual departmental budget
 - ❖ Carefully managed finances to keep department under budget
 - ❖ Directly responsible for administrative, operational, & fire prevention functions
 - ❖ Published and managed agency's social media accounts
 - ❖ Implemented new long-term fiscal, purchasing, & inventory management plans
 - ❖ Delivered in-house training and provided fire safety education to local schools
 - ❖ Led a nine-department joint venture to purchase over \$683,000 worth of equipment

Work Experience (continued)

- July 2014 - July 2016 **Part-Time Associate Instructor [Independent Contractor] – The University of Kansas**
- ❖ Instructed off-campus courses for the University of Kansas
 - ❖ Taught courses as part of an internationally accredited certification program
 - ❖ Delivered both classroom lectures as well as hands-on, practical skills education
 - ❖ Attended train-the-trainer courses to certify in teaching multiple curricula
- June 2008 - July 2012 **Legislative Assistant – Missouri House of Representatives**
- ❖ Assisted a member of the House of Representatives in his legislative duties
 - ❖ Managed day-to-day operation of Member's business office
 - ❖ Worked with Representatives, Senators, and state staff to pass legislation
 - ❖ Crafted language for bills, resolutions, and state statutes
 - ❖ Performed extensive research of various legal issues
 - ❖ Provided constituent services for a district with a population of 37,000 citizens
- Apr. 2006 - May 2010 **City Councilman – The City of Lebanon, Missouri**
- ❖ Elected official for a city of 14,000 people
 - ❖ Assisted in directing the allocation of a budget in excess of \$35 million
 - ❖ Indirectly responsible for the supervision of over 225 employees
 - ❖ Represented the interests of over 2,500 citizens
 - ❖ Made direct contact with constituents to solve problems and settle disputes
 - ❖ Worked closely with radio, print, and television media
- Feb. 2005 - Feb. 2006 **Materials Analyst – Emerson Climate Technologies (Copeland)**
- ❖ Supervised the purchase and transportation of multiple component parts
 - ❖ Managed over \$500,000 worth of inventory
 - ❖ Oversaw the entire materials management function for the weekend shift
 - ❖ Responsible for working cooperatively with vendors, distributors, and sales staff

Volunteer Experience

- 2001 - Present **Coast Guard Auxiliary Officer – United States Coast Guard Auxiliary**
- 2019 **Youth Basketball Coach – Upward Sports**
- 2010 - 2012 **Volunteer Deputy Fire Chief – Eldridge Volunteer Fire Department**
- 2011 - 2012 **Volunteer EMT – Cole County Medical First Responders**
- 2011 **Volunteer Firefighter / EMT – Missouri State Fair Fire Department**
- 2007 - 2010 **Volunteer Firefighter / Logistics Officer – Lebanon Rural Fire Protection District**
- 2002 - 2003 **Asst. 9th Grade Football Coach – Lebanon High School Football**

Education (Formal)

Louisiana State University Shreveport (<i>In Progress</i>) Master of Business Admin. in H.R. Management (<i>Estimated Degree Completion: August 23, 2020</i>)	Missouri State University Bachelor of Arts in History Minor in International Management
University of Missouri Undergraduate Certificate – Company Officer	Lebanon High School High School Diploma College Preparatory Certificate

Education (Certificates / Training)

University of Missouri Fire Officer I / Fire Officer II Certification	Miller County (MO) Ambulance District Emergency Medical Technician (EMT) License
Lake Area Emergency Services Academy Firefighter I / Firefighter II Certification HAZMAT Awareness / Operations Certification	National Fire Academy (Emmitsburg, MD) Leadership for Fire & EMS (3 Course Series) Command & Control of Incident Operations
FEMA Emergency Management Institute Professional Development Series Certification (Seven Course Series) Advanced Professional Development Series Certification (Ten Course Series)	

Miscellanea

- ❖ Member of the International City/County Management Association
- ❖ Notary Public
- ❖ Recipient of the Energy Efficiency Champion Award from Renew Missouri
- ❖ Member of the Arizona City/County Management Association
- ❖ Life Member of the Missouri Emergency Medical Services Association
- ❖ Former President of the Southeast Kansas Association of Fire Chiefs
- ❖ Member of the Firefighters Association of Missouri
- ❖ Former Board Member for the Missouri Public Energy Pool
- ❖ Former President of the Vandalia Improvement Authority

Personal & Professional References

Greg Sullivan	Sr. Vice President	Wells Fargo Advisors	(417) 883-6680
Chad A. Sommer	Engineer	Independent Stave Company	(417) 664-0909
Margaret Neumann	Executive	Dept. of Natural Resources	(573) 680-9392
Christopher Hammann	Police Chief	The City of New Haven, MO	(573) 619-0184
Brent A. Dunn	Former Captain	Lebanon Rural Fire District	(417) 664-3559

DALE M. WALKER

275 North Lake Ave

Lake Butler, Florida 32054

Cellular 478-845-8879; dalewalker3289@yahoo.com

Executive Profile

As a professional in the non-profit and governmental areas, I have experiences in the fields of accounting, procurement, human resources, treasury, investments, debt management, information technology, and management. My current passion is to assist staff that want to grow in their professionalism and become the best employees for the organization now and into the future plus create a positive succession plan. Excellence, integrity, and values are qualities I bring to any position and an organization needs to be looking for the same.

Career Achievements

- One of the most significant career achievements was being voted by my peers and approved by two Governors of the State of Michigan to be a board member of the Municipal Employees Retirement System of Michigan. As a non-paid board member for twenty years and the Chairman for ten of those years, I was able to put my educational background to use at a high level of creativity plus the ability to travel, meet quality innovators in the business world, and learn exciting new concepts on a global stage. The retirement system of 70,000 strong grew from less than a billion dollars to over five billion when I retired. The system was able to politically maneuver out from under state government control to become quasi-independent. Created a leadership system for the board of directors that held them accountable to each other based on the John Carver model of board governance. I was able to assist the Chief Financial Officer in building a quality financial structure and budget system to whereby the retirement system has obtained many awards for its excellence in financial reporting and budgeting.
- Obtained the distinguished Master Trustee designation by attending many advance courses designed for board trustees of retirement systems.
- Became the first Macon-Bibb County Manager for a community of 165,000 and a staff of 2,100
- Obtained 39 Distinguished Budget Awards and over 35 awards for Excellence in Financial Reporting from the Government Finance Officers Association during my career.

Professional History

City of Lake Butler, Florida 2018- present

City Manager and City Clerk

Responsible to the five-member city commission to oversee the staff and carry out the commission policies. Work with state legislatures to develop and receive grants for infrastructure, which is the most

this community has ever received. Redeveloped financial policies, performance evaluations and community meetings. Improve the appearance of the community and brought three new restaurants to the City. Received the first Distinguished Budget Award from GFOA this community has ever had. Developed a blue-ribbon committee of a few influential seasoned members of the community and another committee of millennials to help create an Economic Development Strategic Plan. Converted financial software, utility software, cemetery software, and city clerk reporting software. Created public relations campaign to develop visitor guide and promotional video. Goal was to take a small community that was at the tipping point of complacency and watch it blossom into something unique and special in northern Florida. It is being accomplished. Changing the culture of a community and a city staff is exciting.

Macon-Bibb County, Macon Georgia 2014-2017

County Manager

City and County consolidated effective January 1, 2014 whereby developing the position of County Manager, which is responsible for all daily administrative functions. Oversight of 2,100 employees and a community population of approximately 165,000 people making Macon the fourth largest city/county in the State of Georgia. In addition to consolidation and the cultural change of two organizations, new financial administration, courts, and public safety software were installed. Combining the Sheriff and Police as well as other departments plus budgets and financial activity creates a dynamic environment. Oversight of reducing combined budgets by 20% over a three-year period. Successfully upgraded the bond rating in this change and developed a nationally award-winning strategic plan. Economic development brought regional industrial facilities to Bibb County such as Tractor Supply and Kumho Tire Manufacturing, each facility over a million square feet. Redeveloped the organizational structure to increase the efficiency. Received a national award for the strategic plan, annual budget, and comprehensive annual financial report. Mentored and developed several senior managers that went on into the city management field. The Fire Chief earned the status of being the National Fire Chief of the Year. Mentored four department heads who are currently City Managers in other communities.

City of Macon, Georgia 2011-2013

Chief Administrative Officer, Chief Financial Officer, Chief of Staff

Starting as the Chief Financial Officer for the City with an annual budget of over \$250 million and bringing the City out of the throws of bankruptcy. Took a dysfunctional finance staff and brought it to a higher degree of professionalism. Developed a dysfunctional staff without leadership and created a dynamic quality team. Developed and re-wrote financial policies and procedures. When I was first hired, I was given three months to develop an annual budget, which I did and received the national budget award for my work. As Chief Administrative Officer, I had direct oversight of over 1,200 employees and all related budgets, allowed for the development of balanced budgets and financial stability plus restructured the

Mayor's office staff to improve efficiency. Coordinated and improved relationships between the administration and the City Council. Completed all NIMS management training to handle natural disasters with the Emergency Management Team. Worked with the Bibb County officials to transition 100 employees from the City to the County as part of a service delivery strategic plan. I was the lead administrator for the Special Local Option Sales Tax which generates over 60 million dollars per year for various capital projects. As the Chief Administrative Officer for the City, I was the lead administrative person in the consolidation effort bringing the city and county governments together and worked to create new technology and financial software for a new government. Developed a five-year comprehensive capital improvement program to give the Council and Citizens insight into the desired future path of the City.

City of Suffolk, Virginia 2009-2011

Director of Finance

As the Chief Financial Officer, I was responsible for all accounting, purchasing, and debt management. Oversight of the annual audit, working on two major software implementation groups, and developed policies and procedures were a few of the major activities. I was able to take a dysfunctional finance area and built it back to a higher degree of professionalism. Previous four Finance Directors lasted about six months each and it created a leadership vacuum. Staff oversight of thirteen accountants and four purchasing agents. Responsible for bond ratings and creating a process for improving the ratings so currently the City has a AAA rating. Oversight of the annual Comprehensive Annual Financial Report.

District of Columbia Retirement Board, Washington D.C. 2008-2009

Chief Financial Officer

As an agency of the District of Columbia handling the retirement and related benefits of the police, fire, teachers, and park service employees, I had oversight of the staff of 6 and produced monthly financial statements for presentation to the executive director and the board of trustees. Created and developed a new budget format to assist in the internal management of the agency. Oversight of the annual audit and related reports as well as developing internal control and audit programs while interacting with the United States Treasury on funding issues.

City of Cadillac, Michigan 1977-2007

Director of Finance and Deputy City Manager

As a local unit of government in northern Michigan known for its financial stability, tourism, and manufacturing, I had oversight of a staff of eight which produced monthly financial statements for the City Manager and the City Council. Introduced information technology to the organization and now it is

the core of its operation. Chaired a committee consisting of end users and management to research new software. The committee successfully and unanimously decided on New World Systems and is still very excited about the software it currently uses. Oversaw successful audits and developed the Comprehensive Annual Financial Report and for twenty-three consecutive years the City obtained the "Certificated of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association. In addition, developed a "bottoms up" approach to budgeting to get as many participants involved as possible. This developed a consensus at the time of approval. For twenty-three consecutive years the City of Cadillac was awarded the "Distinguished Budget Award" by GFOA and it is still the longest consecutive award for any city in the State of Michigan. For thirty years, I was the Deputy City Manager and represented the City Manager in his absence at Council meetings and other community functions. During my tenure, I also served as the Chief Investment Officer and represented the City on the Board of Directors for the Police and Fire Retirement Board as well as the Municipal Employees Retirement System of Michigan.

Michigan Baptist Homes, Detroit Michigan 1976-1977

Corporate Treasurer

As a non-profit company was the largest retirement home in the State of Michigan at the time and had offices in four communities. They have since gone out of business. As Chief Financial Officer, I was responsible for the accounting, budgeting, investing, and monthly consolidated financial reports for the Board of Directors and the President.

John Wesley College, Owosso Michigan 1974-1976

Internal Auditor

A college with many innovative qualities was later merged with Baker College and has a different focus. As the internal auditor for the college, I was also responsible for the auditing functions of a printing and advertising company, a law firm, and a real estate company. These were all subsidiaries of the college. My direct report was the President and I developed audit programs for each of the different groups.

City of Owosso, Michigan 1970-1974

Director of Finance

The Dean of Accounting from Ferris State University recommended me to this local unit of government, and I was the Director of Finance responsible for all the accounting and budgeting. I was also the Human Resource Director, Risk Manager, and Chief Investment Officer, and Chief Technology Officer.

Education

Master of Business Administration Major: Finance Minor: Economics

Central Michigan University, Mt. Pleasant Michigan 1981

Bachelor of Science Major: Accounting Minor: Business Law

Ferris State University, Big Rapids Michigan 1970

Licenses

Certified Government Finance Manager

1995, Association of Government Accountants, Certificate Number 1883

Credential City Manager

2002, International City and County Manager's Association

Training

2016 – Georgia Association of Public Pension Trustees Basic Course for Certification as a Public Pension Trustee

2014 – Leadership Development; International City/County Managers Association

2007 – Certified Master Trustee for Retirement Systems ; International Foundation of Employee Benefit Plans

2007 – Certificate of Achievement in Public Plan Policy (CAPPP); International Foundation of Employee Benefit Plans

2009-2011 – Emergency Management Institute – FEMA NIMS training 100-800 levels

1989 – Advanced Governmental Accounting; Syracuse University; Government Finance Officers Association

Honors

2020 - Humanitarian Award from Marquis Who's Who Board

2020 - Who's Who in America – Marquis Publication Board

- 2020 – Adjunct Professor of Business at Florida Gateway College Lake City, Florida
- 2016 – Spoke to the newly elected County Commissioners for the State of Georgia regarding budgets.
- 1981 - Sigma Iota Epsilon Honorary Business Fraternity, Central Michigan University
- 1990 - 2020 Who’s Who in Finance and Business
- 1992 – 2017 Who’s Who in America
- 1995 - 2020 Strathmore’s Who’s Who in Leadership
- 1972 – 2020 45 years award from International City/County Managers Association
- 1980 – 2020 National Budget Reviewer; Government Finance Officers Association
- 1985 – Adjunct Professor of Accounting; Baker College Cadillac Mi campus
- 1975 - Adjunct Professor of Economics; Baker College Owosso Mi campus
- 1970 – 2020 Member of Government Finance Officers Association; National Budget Reviewer

Volunteer

- 2020 - Union County Community Health Assessment Steering Committee
- 2019 – present North Florida Tourism Task Force Board of Directors
- 2012 -2017 City of Macon General Employees Retirement System - Vice Chairman
- 2010 - 2011 Western Tidewater Water Authority, Suffolk Virginia - Treasurer
- 1977-2010 First Baptist Church of Cadillac Michigan - Treasurer
- 2005-2007 Premier Health Insurance Company at Lansing Michigan - Board of Directors
- 1989-2007 Michigan Municipal Employees Retirement System (MERS) Lansing Mi
Chairman of the Board of Directors - \$5 Billion Fund
- 1980-2007 City of Cadillac Police and Fire Retirement Board of Directors - Treasurer

Tanya Wilson, AICP

310 SW 100 Avenue, Pembroke Pines, FL 33025

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mangotreecraftco@gmail.com

SIGNIFICANT ACCOMPLISHMENTS

- Successfully managed over \$1 million Community Redevelopment Agency funds for Housing and Capital Improvements; Managed over \$8 mil in Federal HUD and Local Gov Funds for Workforce Housing and Business Assistance, including Covid-19 recovery efforts.
- International Economic Development Council (IEDC) award for Excellence in Economic Development
- Authored 4 annexation applications and successfully coordinated approval process between City and Miami Dade County generating over \$400,000 additional ad valorem taxes annually
- Spearheaded City's Resilient Nomi Initiative to promote environmental awareness, strengthen green policies and establish sustainable practices citywide
- Lead presentations for City delegation on a mission trip to Beijing, Shanghai and Tianjin, China to attract direct foreign investment to the City
- Managed development of Sole Mia Muli Phased Project with over 1 million square feet retail/office and 5000 residential units.
- Negotiated \$150,000 North Miami Brewfest agreement between City of North Miami and Florida International University

SUMMARY

Over 20 years proven expertise in Urban Planning at the City, County and Regional agency level. Over 10 years experience in organizational, technical, and personnel management. Self-motivated professional, with a natural passion for civic engagement and community development.

EDUCATION

Master of Arts, Urban Planning, May 2000. University of Maryland, College Park, Maryland.

Bachelor of Arts, Economics, May 1998. Florida Atlantic University, Boca Raton, Florida.

Urban Land Institute, SE Florida Leadership Institute Fellow, 2019

EXPERIENCE

Planning, Zoning & Development Director, City of North Miami, FL (Oct 2013 – Present) *Community Planning & Development Department*

As Department Director I provide oversight of the department's operations and report directly to the City Manager; Lead and direct 25 department staff across four (4) divisions: Planning, Zoning & Sustainability, Economic Development, and Housing & CDBG as well as oversee various consultants retained by the City for planning and engineering related projects; Manage a \$4 million budget (General Fund, Grants, HOME, CDBG, and SHIP funds). Oversee management of various housing and community development programs involving housing and capital project rehab with federally regulated procurement requirements, utilizing funding from CRA, CDBG, HOME, SHIP, Hardest Hit Foreclosure Prevention as well as private grants; Ensure City's compliance with state statutes, Comprehensive Plan, Land Development Regulations and zoning requirements; Prepare technical reports and present at City Council Meetings, City Planning Commission, City Board of Adjustment, Business Development Board and Downtown Action Plan Advisory Committee; project manage the development of the Chinatown Arts and Innovation District Master Plan.

Management Achievements: Restored employee morale and built a cohesive high performance team by restructuring operations, identifying strengths and providing training for existing staff; Implemented ongoing customer service survey in an effort to improve customer service delivery; reduced department operating budget by 5% while maintaining existing level of service; Established the City's first Sustainability Administrator position in order to elevate the importance of sustainability in the City's current and long range planning efforts; Spearheaded and managed the master plan process to ignite the City's Downtown Redevelopment Initiative; Project managed creation and adoption of the City's Downtown Action Plan and Concept Plan (received the American Planning Association 2014 Best Plan Award); Instrumental in envisioning and establishing the City's Downtown Action Plan Advisory Committee, a steering committee comprised of local and regional stakeholders tasked with assisting in the implementation of key downtown strategies; Developed the City's first Brownfield program to promote reuse of contaminated sites; Developed the City's (and County's) first \$50,000 workforce development academy, first \$100,000 green commercial rehab program (aimed at reducing energy consumption and lowering associated utility costs). Both utilizing CDBG Housing & Community Development federal funds. Competitively applied for and secured over \$400,000 in private grant funding to leverage funds in order to establish various Housing, workforce development and Planning related projects. Managed the City's 2016 Comprehensive Plan EAR Based Amendment update and subsequent Zoning Code update, Collaborate with the City Manager, Mayor and City Council to lead a delegation of city officials on a mission trip to Beijing, Shanghai and Tianjin, China to establish public and private sector partnerships to attract direct foreign investment to the City of North Miami. Served as project lead for subsequent Chinese delegations that came to visit North Miami from Shanghai and Beijing. Also served as project manager to provide zoning and land use expertise in the development of the City's *Chinatown, Cultural Arts & Innovation District Master Plan*.

City Planner/ Planning & Zoning Supervisor, City of North Miami, North Miami, FL (April 2006 – September 2013) *Community Planning & Development Department*

As City Planner I reported directly to the Department Director; Lead Planning staff responsible for managing planning and zoning projects in a largely built out City spanning over 10 square miles; Supervised 4 planning and zoning division staff; Serve as the City's Principal Planner providing oversight in the update of the City's Comprehensive Plan; Participated in the subsequent update of the City's Land Development Regulation; Processed all aspects of rezonings, text amendments, establishment of use, annexation, conditional use permits and land use plan amendments for consistency with the City's Comprehensive Plan , Land Development Regulation and State Statutes; Processed requests for plats, waiver of plats, unity of title and right of way abandonments; Prepared staff reports on planning and zoning issues and made monthly presentations before the City's Planning Commission;

Project manager for the development of the City's Comprehensive Signage Master Plan which includes overseeing the design and installation of over 73 new City gateway, directional and municipal facility signs (budget of \$600,000) and creation of a Comprehensive Signage Master Plan that catalogs the various sign

types and locations throughout the City (the Master Plan subsequently received an American Planning Association award of Excellence); Responsible for reviewing and negotiating campus development agreements with local universities such as Johnson & Wales and Florida International University; Assisted in the implementation of the policies and objectives of the City's Transportation Master Plan; Project manager overseeing the design & construction of the City's first bicycle path network; project also included the installation of two prefabricated pedestrian bridges (budget of \$560,000 funded as a LAP Grant issued by Florida Department of Transportation). Assisted in the creation and adoption of the City's first bicycle parking standards; Project Managed the City's annexation analysis and transmitted applications for 6 proposed annexation areas to Miami Dade County for consideration; Reviewed and assisted in the implementation of the Biscayne Landing Master Plan (a 4000 unit mixed use planned development located inside the City's Regional Activity Center).

Growth Management Coordinator, Broward County Public Schools, Fort Lauderdale, FL (October 2004 to April 2006) *Facility Management & Planning*

Served as liaison to local governments and the public regarding intergovernmental, school concurrency and growth management issues affecting Broward County public schools; Analyze demographic data to determine potential impacts of land use plan amendments, rezoning requests, plats, developments of regional impacts (DRI) applications, and proposed developments on Broward County Public Schools and provided findings in technical reports to local governments and the public; Identified facility needs based on proposed land use changes and shared data with the real

estate department to assist in the selection of future sites; Processed request for school impact fee waiver for proposed affordable housing developments; Special projects coordinator for the study and development of a District wide teacher assisted affordable housing program; Responsible for conducting land use research and special projects as assigned; Participated in the Student Generation Rate Study; Represented the school Board at public hearings, served as ex-officio member/school board representative on the planning & zoning board of various local governments.

Senior Planner/DRI Coordinator, South Florida Regional Planning Council, Hollywood, FL (September 2002- October 2004)

Project Manager for the reviewed of large-scale DRI projects (Development of Regional Impact) within Broward, Miami-Dade and Monroe Counties to determine local and inter-jurisdictional impacts and ensure consistency with the State's Chapter 163, 380 & 9J land use regulations; Provided intergovernmental coordination to inter-agency DRI review team; and facilitated in the development of mitigation strategies for proposed developments; Prepared DRI staff reports and presented staff recommendations to the Council's Planning Board; Reviewed local government comprehensive plans to ensure compliance with Florida Land Use Statues (Chapter 163) and Strategic Regional Policy Plan and made recommendations to local governments. Provided project management for the Council's affordable housing program and developed housing policies for the tri-county region through the Strategic Regional Policy Plan; Provided housing data to local governments from sources such as the American Housing Survey, U.S. Census data and local housing surveys; Facilitated several affordable housing workshops with local governments and issued technical reports on affordable housing. Provide technical assistance to and worked collaboratively with private and public stakeholders and partners to address shared regional issues. Completed staff reports, project deliverables, progress reports, grant applications and study proposals.

Montgomery County Planning Commission, Silver Spring, MD (January 1999 – September 2002) and *Development Review Division, Senior Planner, (Aug 2000- September 2002)*

Processed site plans and subdivision plats to ensure conformance with zoning ordinance, land use regulations and the County's adequate public facility ordinance; prepared technical staff reports and presented staff recommendations before the Montgomery County Planning Board; Provided technical assistance to the public and discussed development proposals with engineers, lawyers and developers to determine development impacts; Conducted site visits to assess site conditions, and created maps for presentations before the Planning Board. Conducted research on the county's affordable housing program (MPDU).

Community Planning Division, Community Planner, Internship (January 1999- July 2000)

Participated in the amendment and review of the Upper Rock Creek Area Master Plan, Collected census data and provided information to planning team; Used GIS to create an inventory of all special exceptions in the Olney Master Plan area; Conducted site visits and assessed conditions;

conducted research and provided technical data regarding: historic preservation, biotech industry and sustainable development in Montgomery County. Served as community liaison between civic associations and Community Planning Department.

SKILLS:

- Computer: Microsoft Office, Microsoft Excel, Microsoft Word, Powerpoint
- Communication: Effective communicator; experienced public speaker, good technical writer

CERTIFICATIONS:

- ULI Leadership Institute Fellow, Urban Land Institute (ULI) SE Florida,
- AICP, American Institute of Certified Planners (certification # **189992**)
- Leadership and Organizational Management, Certification, Barry University 2016
- NIMS Certified (Emergency Management)

PROFESSIONAL ORGANIZATIONS/ CIVIC AFFILIATION

- 2019 Program Planning Chair, Medweek, Business Conference by U.S Dept of Commerce
- Florida International University Vice Provost Council – Board Member
- Miami Dade School Oversight Committee – Board Member
- American Planning Association (APA) – Member
- Urban Land Institute (ULI) Member
- Miami-Dade Planners Technical Committee - Member
- Cooper City SDA - Youth Department Ministry Leader
- Program Coordinator - monthly outreach at the Potter's House Nursing Center

HONORS/AWARDS

University of Maryland Graduate Fellow, University at Maryland, 2000
U.S. Council of Government Young Professionals Fellow, Washington, DC, 1999
2014 Gold Coast APA Award - Best Downtown & Action Plan 2015 US Council of Gov
Award – Best Sustainable Initiative (Small City Award) 2018 Miami Dade Beacon
Council Award – Business Climate and Innovative Policies 2019 Urban Land Institute,
Leadership Institute Fellow Graduate

Town Planner Resumes

PRIYADHARSHINI BALAN

Architect and Urban Planner

716-748-1394
Buffalo, New York
priyabv06@gmail.com
[linkedin.com/in/priyabalan06/](https://www.linkedin.com/in/priyabalan06/)

EDUCATION

- **Master of Urban Planning**, 08/2018 – 05/2020, University at Buffalo, SUNY, New York.
- **Bachelor of Architecture**, 08/2012 – 05/2017, School of Planning and Architecture, Vijayawada, India

KEY SKILLS

- ArcGIS, AutoCAD, Google Sketch Up, Adobe Creative Suite, V-ray, MS Office, SPSS, EndNote.

COURSEWORK

- Environmental Planning and Policies, Advanced GIS, Land Use, Zoning and Physical Planning, Transportation Planning, Economic concepts and Contexts Planning, Research methods in Planning, Urban Design, Site, Design.

WORK EXPERIENCE

Sustainability Lab, University at Buffalo
06/2019 – 08/2019

Student Assistant
Buffalo, New York

- Developed a comprehensive campus resilience plan for the University at Buffalo, focusing on extreme weather events preparedness.
- Collected data across multiple campuses, aligned it with existing sustainability initiatives, and proposed strategies resulting in the reduction of University-wide energy consumption as well as carbon footprint.

Horizon Architects and Associates
10/2017 – 07/2018

Junior Architect
Tiruchirappalli, India

- Responsible for the development of concept design, structural drawings and 3D model rendering of 3 residential projects and 2 apartment complexes.
- Produced floor layouts and architectural drawings for a private High-school building. Assisted with construction material procurement, cost estimation and reports.

Third Space Studio
12/2015 – 06/2016

Architectural Intern
Bengaluru, India

- Designed shopping and retail outlet's interiors across multiple high-end malls.

- Delivered structural drawings and rendered 3D images along with architectural drawings for commercial and residential projects. Interacted with clients periodically and visited construction sites to track status.

NOTABLE PROJECTS

Analysis of economically and environmentally vulnerable regions

Buffalo, New York

- Recommended planning strategies and policies to address the environmental issues by understanding the history of environmental damage in the area through secondary data and site-visits.
- Interpreted and applied current planning practices on ecological, economic, and structural injustice for the betterment of low-income areas. Determined the factors affecting the micro-climate to interpret climate action planning.

Research on Environmental lawsuits

New York

- Proficiently drafted technical reports, impact assessments for various environmental topics, based on SEQRA, NEPA documents and other environmental regulatory principles.
- Researched and analyzed environmental issues that contribute to climate change and exploitation of natural resources around New York State, and prepared professional memos.

Smart Mobility - A Framework for Local Government

Buffalo, New York

- Identified regional transportation challenges and analyzed the applicability of various smart mobility strategies in collaboration with the local MPO - Greater Buffalo-Niagara Regional Transportation Council (GBNRTC).
- Designed a generic small scale mobility hub that could potentially replace local bus-stops to upgrade with smart mobility alternatives and enhance public transit options.

DANIELLA BONILLA, AICP

2420 Flamingo Dr. Apt No. 2 • Miami Beach, FL 33140
305.721.5674 • bonilla.daniella@gmail.com

EDUCATION

New York University (NYU), New York, NY

Graduated: May 2010

Master of Urban Planning (M.U.P) – *Environment, Infrastructure, and Transportation*
Specialization Robert F. Wagner School of Public Service

Organizations: WEPA (*Wagner Environmental Policy in Action*)

Board Member: Treasurer

Relevant Courses: Land Use Law, Real Estate Economics, Advanced GIS, Managing Public Service Organizations, Financial Management, Urban Planning Policy, & Decision Making, Sustainable Cities, Urban Physical Design

Florida International University (FIU), Miami, FL

Graduated: May 2007

Bachelor of Arts (BA) – *Philosophy*

Organizations: Phi Sigma Tau Honor Society

Board Member: Senior

Jack D. Gordon Public Policy Student Honors Mentoring Program - *National Security Specialization*

SUMMARY OF CERTIFICATIONS & SKILLS

Certifications: Member of the American Institute of Certified Planners (AICP), Crime Prevention through Environmental Design (CPTED) Practitioner.

Skills: (MAC, PC): GIS, Google Sketch Up, Microsoft Works (Excel, Word, PowerPoint)

Knowledgeable: AutoCAD, InDesign, Illustrator, Photoshop

Type: 80 wpm

RELEVANT EXPERIENCE

Hotwire Communications Ft. Lauderdale, FL

April 2018 – Sept. 2019

Position: *Director, Land Development & Public Advocacy*

- Municipal site acquisition and government affairs lead for the company's wireless infrastructure and small cell project throughout Miami-Dade, Broward, Palm Beach, and Monroe Counties. Successfully acquired the first Pole Attachment Agreement with KEYS Energy; a public power utility in the City of Key West, FL.
- Identified and influenced proposed state and local legislative actions regarding small cell deployment in the best interest of the company. Subject matter expert on all state and local laws regulating the deployment of small cell/telecommunications infrastructure.
- Provided testimonies at public hearings and meetings with elected officials and executive management regarding the impact of newly adopted telecommunications legislation on the company's small cell business operations.
- Maintained valuable relationships with municipalities and government agencies, and solidified public/private partnerships.
- Handled high level municipal escalations for all small cell and land development issues for the company.

Mobilitie Miami, FL

May 2016 – March 2018

Position: *Network Real Estate Permitting Manager*

- Managed the permitting process for all small cell sites within South Florida markets, as part of a large-scale eight-billion-dollar infrastructure build. Successfully acquired the first Pole Attachment Agreement with Miami-Dade County.
- Worked with local permitting agencies/joint pole/structure owner(s) and other third parties to establish agreements on design, location, and deployment strategies.
- Informed internal departments about municipal requirements and governmental regulations in order to provide accurate forecasts and meet project timelines. Provided weekly updates regarding the progress of each site to said departments and executive management.
- Researched and prepared documentation for all essential right-of-way and land use permits. Performed peer reviews of construction documents prior to submittal to ensure compliance with the requirements of local jurisdictions, and governing agencies.
- Worked closely with state, county, and local jurisdictions to obtain all final permits and development approvals.
- Worked directly with project managers, outside vendors, and general contractors to complete construction of sites.
- Ensured compliance with conditions of approvals from municipalities and joint pole/structure owner(s) for the operation and maintenance of facilities and networks after construction.
- Extensive travel (50%) to meet with municipalities, project managers and outside vendors was required.

Position: *City Planner*

- Composed technical Staff reports, Memos and draft Ordinances for the Design Review Board, Planning Board, and Land Use & Development Committee.
- Conducted comprehensive permit reviews of new construction, changes of use, and renovations to residential and commercial development. These reviews included enforcement of the City's land development and zoning regulations, assessment of concurrency management/parking impact fees, and the approval of business licenses.
- Implemented all aspects of the City's design review and historic preservation guidelines by providing recommendations to applicants on proposed projects. This task included complex analytical and historical research of the City's original microfilm, past development approvals, and review of the site's existing conditions.
- Urban Designer of proposed public parks, plazas, and open space within the City of Miami Beach. Major projects included a Commission approved conceptual plan for the multi-million-dollar re-development of a 20-acre golf course into a park.
- Provided constituents, architects, engineers, and development consults with information regarding current and proposed zoning legislation, new development, and development incentives offered by the City

Position: *Historic Preservation Officer and Assistant Planner*

Historic Preservation Officer

- Composed technical Staff reports and recommendations to the Historic Preservation Board on Historic Landmark Designations, Ordinance Amendments, Special and Standard Certificates of Appropriateness in accordance with the regulations set forth in the City of Homestead's Code of Ordinances. Conducted site visits to locations nominated for land mark designations, as well as historic properties undergoing the Certificate of Appropriateness process.
- Coordinated, maintained, and administered the Historic Preservation Board meetings by drafting agendas, composing minutes, confirming meeting quorums, advertising, and following up with Code Enforcement officials regarding possible violations to historic properties.
- Responsible for managing the City's inventory of historic landmarks and historic district; provided monthly progress reports to the Historic Preservation Board.
- Prepared annual reports for the State Historic Preservation Officer and CLG Administrator.
- Responsible for reaching out to the appropriate state and local civic agencies on behalf of the Historic Preservation Board.
- Responsible for providing information to potential and existing owners of historic properties, and for the public in the form of public record requests.

Assistant Planner

- Worked with the Director of Development Services, City Planner, and Zoning Administrator on making Staff recommendations to the City Council /Land Use Boards regarding both administrative and public hearing items such as: Certificates of Use, Small and Large Scale Comprehensive Plan Amendments, Re-Zonings, Special Exceptions, Site Plan Approvals, Administrative Site Plan Approvals, Variances, Administrative Variances, Ordinance Amendments, T-Plats, Final Plats, Waiver of Plats.
- Staff recommendations include making quasi-judicial interpretations of the City's zoning ordinances, which were both subject to appeal, and include determinations of non-conformities and vested rights.
- Responsible for steering the Art in Public Places Committee and spearheaded the development of the Public Art Masterplan.
- Reviewed work provided by the City Planner and engineering consultants, signed off on time sheets, invoices and work orders. Managed the financial cost recovery accounts/budgets for all applicants undergoing the public hearing process, and tracked expenditures. Reviewed past cost recovery accounts for delinquency and hired a collections agency to recover funds.
- Staff Working Group Person for the Miami-Dade County School Board - Concurrency Management.
- Administered the public hearing process for applicants and held pre-application meetings.
- Conducted technical site visits to all properties undergoing the public and administrative hearing process.
- Assisted Zoning Administrator on zoning inquiries from applicants.

LANGUAGES

English, Spanish

Christopher Brady

Cert Spatial Planning
Msc Spatial Planning

Email: **chrisbrady@hotmail.co.uk**
Nationality: **British**

Date of Birth: **3rd March 1987**
Mobile: 07738339791

Position Statement

Town Planner with specialism in Urban Design. 3 years experience working as a Planning Officer for the London Borough of Hillingdon. My experience includes providing expert planning and urban design advice to wide ranging disciplinary groups on large-scale developments, processing of major/strategic applications, master planning and producing policy documents. Experienced in adopting a positive, proactive, collaborative approach and skilled in working with various stakeholders in the planning process.

I am looking for opportunities outside of my current work place and the opportunity to work abroad is certainly an option that interests me and my family. We regularly visit the USA (twice per year to be precise) and would love the opportunity to experience working and living there.

Qualifications

2018 - 2020

Postgraduate Masters Degree Spatial Planning
Oxford Brookes University (RTPI Accredited)

2017 - 2018

Certificate in Spatial Planning Studies
Oxford Brookes University (RTPI Accredited)

1998 – 2005

A-Levels & GCSE's in Physical Education, Philosophy, Math's, Science
Business Studies, Religious Studies, ICT and Social Studies.

Employment

2018- To date

Planning Officer, London Borough of Hillingdon

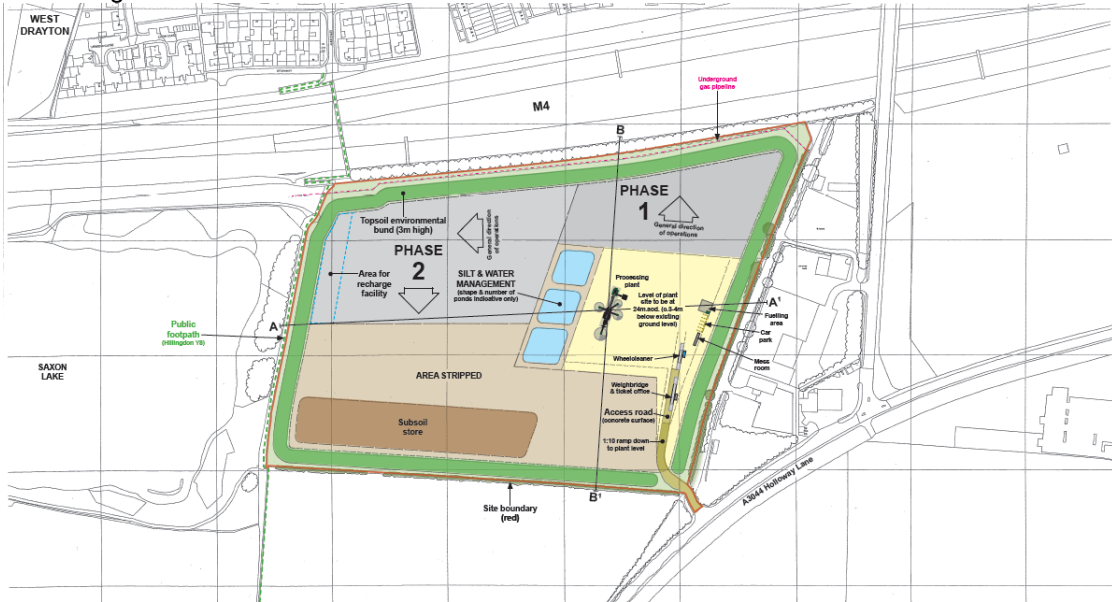
My current position involves processing strategic/major planning applications on the largest development sites within the Borough, including sites within the Hayes Housing Zone, Expansion of Heathrow Airport and one of the largest housing growth targets across the whole of London. The role regularly involves negotiating design solutions as part of the pre-application and application process. I work successfully in partnership with the wider planning team and have a detailed understanding of the roles of different specialists. I have presented cases at Planning Committee and regularly communicate with political officials, displaying political awareness and producing weekly and monthly briefing notes. I am comfortable working in a high pressure environment successfully meeting deadlines and assisting others as necessary. When required I have worked outside normal office hours in order to fulfill my duties. At present I work closely with a number of developers who have paid the Local Planning Authority to secure my services and manage casework on their sites. These include Brunel University which involves the delivery of the current master plan and the development of a new master plan. Kearns property services who are a residential house building company, INTU Shopping Centre who are the largest

commercial retail floor space owners within the borough and also the management of the Local Authorities own development applications.

As part of my role I also have delegated powers which requires me to spend a proportion of the week reviewing the delegated reports submitted for management sign off by less experienced members of staff.

My rolling case load is approximately 50 cases at any one time and here are some of the cases I have or am currently determining.

- (1) Phased mineral extraction of Gravel, including ancillary activities, with restoration to agriculture



- (2) Re-development of former allotment site to provide 5 x two to three storey blocks comprising 112 residential units including 30 x 1-bed, 47 x 2-bed, 33 x 3-bed and 2 x 4 bed units with associated access, parking and amenity space



- (3) Demolition of existing buildings and redevelopment to provide a new hotel and retail unit, restaurant and refurbishment of part of the existing car park and service area



Aug 2017 - Aug 2018

Assistant Planning Officer, London Borough of Hillingdon

I had always been interested in a career in planning however my partner became pregnant with our first child so it wasn't the right time to make a career change which had the potential for a reduction in salary. However in 2017 I decided to take the rather drastic paycut and follow the career path I wanted.

I was invited to apply for Assistant Planning Officer job by the Major and Strategic Applications Manager after showing an interest in the advertisement of the post. My GCSE and A level grades were enough to grant me a place on a spatial planning foundation course which I had to pass in order to gain a place on the Spatial Planning Masters Course. I studied part time, attending University 1 day per week and working in the Office 4 days per week. I passed the foundation course in 2018 and now study part time for my Masters Degree at the same University. I am due to graduate in December.

The role itself was a lot more complex than what I had originally expected as there was no real support in terms of shadowing or training on the job. I was given a caseload on my first day which included small household extensions and advertisement applications the rolling caseload was approximately 30-35 cases and involved the assessment of the development applications against national, regional and local planning policies.

As I have taken a fairly substantial pay cut to join the planning team and they had taken a chance on employing me as I didn't have any experience I worked hard to move on to more complex applications very quickly and within a few months I was assessing applications for 1 or 2 new

residential units and development applications for a change in land use. This quickly moved onto pre-application requests which are similar to a development application, for 5-10 units and more large scale land use changes.

In 2018 my employers recognized the hard work I had put in to learning the trade quickly whilst juggling with family life and having small child at home and studying part time, by promoting me to the Planning Officer roll where I no deal with mainly Major Strategic and Infrastructure applications as well as developments which require specific Urban Design input.

I was invited from my previous position to cover a more senior role during the position holder's maternity leave. The role involved dealing with major residential, commercial and leisure planning applications, including being selected to tackle politically sensitive proposals due to high levels of professionalism. I also managed the planning department's pre-application advice service and was given the responsibility of negotiating and setting up all Planning Performance Agreement contracts for the largest development sites within the Borough.

Dec 2016 – Aug 2017 **Access Channel Migration Officer** , London Borough of Hillingdon

My role was to identify areas within the Local Authority which could be streamlined and savings made through shifting contact to more cost effective modes. For example creating online forms for building regulations which imported the information direct into the development management system rather than applications completed by hand and then manually input by an admin officer. In addition I created an online portal for residents to report and request services rather than having to call a contact centre and request these items/services over the phone. Both of these led to a reduction in staff costs and a significant saving.

Oct 2016 - Dec 2016 **Business Improvement Development** London Borough of Hillingdon

I was seconded to this position in order to undertake a review of the Councils Fostering Service in order to recommend changes to the service which could result in significant savings. The fostering services budget is the most volatile within the entire Council and there is a regular overspend of approximately 8 million pounds. I was responsible for reviewing the service over 3 months and writing a diagnostics report which included the main points for the overspend and how this could be addressed. This report was submitted to the Leader of the Council to review and agree the changes. Subsequently the Council agreed with my recommendation which was to provide a financial package to foster care parents which was competitive with the private sector which would decrease the reliance on the private sector to fulfill the short fall in council contracted foster care parents. As such the premium, rate paid on top of the package to foster parents (like an agency fee) and this identified a significant saving.

Dec 2014 - Oct 2016 **Access Channel Migration Officer** , London Borough of Hillingdon

My role was to identify areas within the Local Authority which could be streamlined and savings made through shifting contact to more cost effective modes. For example creating online forms for building regulations which imported the information direct into the development management system rather than applications completed by hand and then manually input by an admin officer. In addition I created an online portal for residents to report and request services rather than having to call a contact centre and request these items/services over the phone. Both of these led to a reduction in staff costs and a significant saving.

Nov 2011 - Dec 2014 **Customer Service Supervisor** London Borough of Hillingdon

My role was to manage a team of 21 staff who took telephone calls from residents and professional agencies for 14 different services. These services included environment, refuse, planning, education and adult social services to name only a few. Part of the job was to undertake performance reviews with staff on a monthly basis as well as staff training and also meeting with services on a monthly basis to discuss performance and additional service needs.

Nov 2009 - Dec 2011

Customer Service Advisor London Borough of Hillingdon

I started the early part of my working life with the London Borough of Hillingdon as a CSA working on main reception and within the contact centre. I maintained knowledge over 12 different services which I would have to discuss with residents on a daily basis taking anywhere between 100-150 calls per day. I enjoyed the job thoroughly and was eager to learn as much as I could. Having been given the opportunity by a family friend I knew I had to work harder than everyone else to prove that I was given the job because of my hard working attitude and willingness to learn. I developed very good communication skills, time keeping, professionalism, dealing with difficult customers, ICT skills and I would already consider myself hard working.

Current Salary £38,000

Referees available on request

James Rodger

Matthew Kolaszewski

Louise Forster

Kim Fairbanks

David Clapsaddle

29 Ewell Drive, East Berlin, PA 17316
(386) 490-3013 david.clapsaddle@gmail.com

PROFESSIONAL SUMMARY

- Extensive planning experience in a wide range of environments, including Canada, Las Vegas, Virginia and urban and rural parts of Florida.
- Experienced professional planner with strong leadership and relationship-building skills.
- Motivated community planning professional with solid experience managing all levels of large-scale projects, including budgeting and administration.

SKILLS

- Interpersonal and written communication
- Public speaking
- Team leadership
- Report writing

WORK HISTORY

ZONING OFFICER | 03/2018 to Current
Straban Township - Gettysburg, PA

- Performed land use plan reviews for Planning Commission and the Board of Supervisors.
- Researched and proposed amendments to the Straban Township Code of Ordinances.
- Responsible for administration and interpretation of the Zoning Ordinance

PLANNING DIRECTOR | 06/2017 to 03/2018
I.B.T.S - Guymon, OK

Managed Planning, Code Enforcement and Building Official

- Produced ad hoc reports and documents for senior team members.
- Chief staff to Planning Commission and Board of Appeals
- Spearheaded Regional Soccer Complex and other projects

COMMUNITY PLANNER | 07/2015 to 05/2017
Planate Management Group LLC - Norfolk, VA

- Served at Norfolk Naval Base, Norfolk, Virginia
- On-base infrastructure management
- Assist in resolution of space issues for clients

PLANNING DIRECTOR | 11/2004 to 04/2009
G.C. Garcia, Inc. - Henderson, NV

- Responsible for representation of development clients before all elected and appointed boards in the Las Vegas Valley.
- Interaction with Neighborhood groups and activists in the development community
- Coordinate activities of other consultants

EDUCATION

University Of Nevada - Las Vegas - Las Vegas, NV | Ph.D.
Public Affairs- ABD Completed All Comps And Coursework

University Of Nevada - Las Vegas - Las Vegas, NV | MPA
Public Administration, 1996

Gettysburg Area High School - Gettysburg, PA | High School Diploma
1973

ACCOMPLISHMENTS

- Founding President, Pi Alpha Alpha National Honors Society, UNLV
- President, Southern Nevada Section of American Planning Association, two terms.
- Board of Directors, Southern Nevada Trauma Intervention Program.
- American Institute of Certified Planners, July, 1989

Terry Curry

Urban Planner

Huntsville, AL

terrycurry1911@gmail.com

334.517.5226

#readytowork

Authorized to work in the US for any employer

Work Experience

Geographic Information Systems Technician

City of Huntsville, AL - Huntsville, AL

August 2019 to Present

Used GIS programs to help update base maps for the City of Huntsville

- Worked with GIS department in updating maps for 2018
- Operated with in the ArcGIS Pro and ArcMap guidelines
- Excelled in role and as a GIS technician, City Of Huntsville
- Uses field equipment to set up satellite signals, and coordinates for drone aerial capturing.

Planning Manager

Alabama A&M University - Normal, AL

August 2018 to Present

Planning Studio I,II, Alabama A&M Spring 2019

- Led a team of 6 in collecting statistical data utilizing GIS programs (ArcGIS, ArcPro), aerial imagery, and Huntsville Census.
- Assigned roles to team members and led group discussions in configuring needs assessments to solve problems within certain corridors In Huntsville, AL.
- Created a masterplan for the Holmes Avenue Corridor, downtown Huntsville.
- Applied zoning methods to help provide proper use of land

Planning Intern

City of Huntsville - Huntsville, AL

June 2019 to August 2019

- * Organized special programs for low income families and struggling inner city youth
- * Proficient in understanding of plats for subdivision, curbs, road, sidewalks, and infrastructure.
- * Organized plans for Singing River Trail for Huntsville, Madison, and Limestone County
- * Used various zoning codes and ordinances to maintain law in residential, commercial, and industrial areas.
- * Worked with GIS department in updating maps for 2019
- * Implemented zoning regulations to determine building jurisdiction for residential, industrial, and commercial infrastructure.

Planning Intern

City of Montgomery, AL - Montgomery, AL
May 2018 to August 2018

Intern, CO-OP

City of Montgomery - Montgomery, AL
September 2017 to 2018

- * Led in tracking trends throughout city using census data and population projections charts
- * Led team in enforcing a neighborhood revitalization plan for declining neighborhoods
- * Took on the role of a project manager of roads and traffics density through the eastern corridor
- * Developed a new transportation module to help reduce traffic and create better breathable

Education

Master's in Urban Regional Planning (December 2020)

Alabama A&M University's Urban Planning Association
Present

Master in Urban Regional Planning

Alabama A&M University - Normal, AL
December 2020

Skills

- Languages: Dev C#
- Operating Systems: Microsoft Office, IOS
- Software: ArcGISPro, ArcMap (2 years)
- GIS (2 years)
- ArcGIS (2 years)

Ehab Darweesh

Doral, FL 33122

ehabdarweesh1968@gmail.com

(+1) 305-431-4566

- 20+ years of professional experience in consultancy and management of National Projects (TV Broadcast complexes, Residential Complex Projects).
- 8+ years of professional experience in Urban Design, Urban Planning, and Construction Management (including 10 years at GCC).
- Professional experience in project management, and business developing.
- Excel in interpersonal skills, time management, team work, innovation and creative.

Willing to relocate: Anywhere

Work Experience

Supervisor

Miami City

October 2016 to Present

USA

Superintendent

Riyadh City

June 2004 to September 2016

Role: Evaluation of finishing work (roofing-waterproofing-marble-stone-tile-drywall-paints etc.)

Tamer Engineering Consultant, KSA.

Project Manager / Senior Urban Planning Consultant.

Role: Construction and architectural building consultant.

Evaluation of finishing quality.

Oversee all aspects of constructing project from planning to implementation.

Management of marble and stone department in relevant to: -

The supervision and execution of Marble, Stone, Tiles supply and installation Works in the Groups projects.

Follow up, supervision and coordination with the departments workers

(85 installers, 7 foremen, 8 supervisors, 2 Planners

Auditing and approving the Contracts

Follow up the implementation of projects.

Auditing, follow up and approving of the workers statements and the projects statements by the owner.

Identification of the projects requirements (as the required materials, accessories and so on) and providing it.

Identification of the departments projects long-term requirements.

Implementation of more than 415 projects, supply and installation, or installation only (flooring, walling & out side mechanical walling).

Provide consultancy on overall urban planning activities.

Represent the client at High Commission for the Development of Riyadh-ADA Supervise and Follow-up planning projects approval process including conducting of cadastral, soil, traffic, and all necessary analytical studies / tasks

Facility Manager and QA Engineer

Egyptian Radio and Television Union - Cairo, EG

July 1995 to May 2004

Role: Facilitate & Supervise the national Broadcast complex and its annexes construction operation in Cairo, Al-Mensa, Marsa Matrouh, South Sinai, and Red Sea Province.

Perform QC/QA standards on broadcast network installations at associated buildings.

Urban Planner / Urban Development & Land Management Unit Member

Aswan - EG

January 1993 to June 1995

Egypt

gtz - Deutsche Gesellschaft fur Technische Zusammenarbeit GmbH, Egypt.

Urban Planner / Urban development & Land Management Unit Member.

Role: Updating Master Plan for Aswan Governorate, Egypt.

Design and develop plans for eleven slum areas.

Civil Engineer / Quantities Inspector

Medhat Abu Zaid Engineering Consultants - Cairo, EG

August 1992 to December 1992

Role: Design and Technical support; Architectural Drawings; Quantities Surveyor.

Education

Bachelor of Science in Urban and Regional Planning

University of Cairo

July 1992

Skills

- General skills: Experience with PC Hardware, GPS and survey equipment. Good knowledge of windows OS, and RDBMS. Software:
- Microsoft Office package including Microsoft Project.
- Autodesk
- Products including AutoCAD software package. FORTRAN, Visual Basic.
- Project Planning
- Construction Management

More than 10 years of objective, results-focused experience involving supply chain management, procurement, logistics and transportation, clinical trial management, budgeting and forecasting. Embraces a "continuous improvement" approach throughout daily tasks and comprehensively through project. Known as an effective problem solver with unique ability to think analytically and creatively. Special talent for handling adversity positively. Self-starter with the ability to excel under minimal direction, extremely detail-oriented. Excels in collaborative as well as leadership roles. Ability to act as liaison between all levels within an organization and with vendors. *Fluent in English, Portuguese and Spanish.*

Areas of Expertise include:

- Supply Chain Management
- Forecasting/Inventory
- GMP/GCP/ISO 9001
- ERP/MRP
- Microsoft Excel, PowerPoint
- Project Management
- Contract Administration
- Procurement
- E-commerce
- Sequel (SQL)
- Import/Export
- Vendor Management
- SAP/Oracle/WMS
- Team Management
- PC hardware/software

Professional Experience

Heinemann Americas • Miami, FL • June 2019 to Present

Senior Supply/Demand Planner

Manage forecast related to Fashion, Accessories, Watches and Jewelry utilizing sales figures and historical data, manage inventory of 13,000 + SKUs utilizing SAP, Excel and WMS. Partner with purchasing and sales team to analyze and identify potential issues. Lead initiatives to improve forecasting accuracy along with root-cause analysis into major forecasting variances. Create and maintain purchase orders, report product availability issues and provide solution for inventory shortages.

Key Accomplishment:

- Increased inventory levels on all ships and at warehouse for safety stock, total increase in sales by 2%
- Reduced non-moving inventory by improving forecast accuracy and improving communication between departments

Samsung Electronics • Doral, FL • June 2015 to June 2019

Senior Supply Chain Planner

Manage entire inventory of over 6,000+ SKUs of mobile phone parts utilizing SAP including forecasting, current stock maintenance and PO management. Reduced backorder by leveraging manual and MRP forecasts. Partner across all lines including tech support, accounting, and factory to ensure inventory management at all milestones. Act as liaison with legal team to verify contracts and terms. Utilize advanced planning skills including Excel pivot tables and proprietary inventory management tools.

Key Accomplishment:

- Leveraged sales data to change MRP parameters and purchase less product resulting in an annual cost reduction of 6%.
- Utilized forecasting tools to reduce overages by reducing current stock from 10-12 months to 3 months + safety stock.

Desigual • New York, NY • June 2012 to June 2015

Supply Chain Coordinator

Managed supply chain functions for fashion industry product life cycle including stock control, distribution, internal allocation, delivery, recycling or final disposal of resources. Proactively resolved problems within transportation logistics systems, import, export and customer issues. Established clear line of communication with subsidiary supply chain personnel. Kept project team up-to-date by tracking and reporting logistic study metrics.

Key Accomplishments:

- Created and implemented distribution channel for e-commerce, resulting in on-time delivery of orders with optimum price/cost.
- Excellent history of meeting parameters delivering on time and in budget by utilizing forecasting tools.

MannKind Corporation • Danbury, CT • January 2006 to February 2012

Material Planner, January 2009 to February 2011

Managed materials and supply projects end-to-end from the conversion of rough-cut product demand plan into supply plan, initiating purchase requisitions to meet materials supply plan and tertiary packaging. Monitored inventory levels and tracked lead times with eye toward process improvement.

Key Accomplishments:

- Partnered in the development, planning and implementation of ERP/MRP electronic system resulting in streamlined inventory management and faster movement of products from raw material to finished state.
- Reduced cost of ancillary products by creating and working with dedicated network of suppliers.

Supply Chain Coordinator, January 2006 to January 2009

Forecasted, planned, coordinated and executed all supply chain activities for global phases I - IV clinical program. Managed all supply needs and equipment shipping and delivery. Facilitated cross functional collaboration and vendor management. Assisted with budgeting for clinical trials.

Key Accomplishments:

- Worked in lockstep with manufacturing and R&D teams to produce clinical supplies, meeting all deadlines.
- Purchased ancillary material directly to the factory resulting in cost savings of \$1.5M.

Education

Bachelor of Science in Computer Science

Central Connecticut State University • New Britain, CT

Associates Degree, Computer Science

New England Technical Institute • New Britain, CT

Certificates

CompTia A+ Certified

Resume

MARIA S. DORR Architect - GCG

786-509-2351 # 646-807-8751

<http://www.mariaoledaddorr.com>

soledaddorr@hotmail.com

Current position:

Design Manager Development & Construction at Westgate Resorts & Hotels Orlando – April 2019 to present – 14,000 Villas at 27 Resorts, Hotels, Restaurants and store working in a 7 persons' team to deliver projects in USA. Leading the the Interior Design, construction and execution process, capital project, supervisinion and execution partening with Project managers.

As a Design Manager Project designer executing the Real Estate Development for Hotels and Resorts projects from concept design SOW scope of work, land process development, onsite supervising and coaching teams' memb ers, leading the process, capital projects, budgets, approvals, scheduling, developing CAD construction packages and standards, shopdrawings' milwork, FF&E specifications, applying standards, building codes, construction management for new, renovations and facilities, cendors, bids processes, contracts and processes, follow up and PM control onsite contractors ensuring the results and project completion meet the projects' standard required. Representing the company's interests and its goals, providing all the necessary support and project organization. Coordinating capital project with finance, Food & Beverage directors and management lines for budgets, work crossfunctional with logistic and procurement, scheduling projects' steps and coordinate consultants and vendors meetings, negotiations, supervise vendors and consultants' invoices, approval for payment; reviews external consultants' plans and specifications that must apply to capital project and budget assigned, apply building code and design standards, manage change orders, punch list, and project approvals and finish.

Project Architect New Build (Hospitality) — Norwegian Cruise Lines Holding/ Oceania & Regent Luxury Cruises Miami, FL 33126 — 2017-2019 In the Cruise Lines Hospitality, as a Project Architect, providing support in design and construction to the hotel operations department - development design, FF & E, vendors, contracts and project execution, units maintenance and support for the operation of the hotel and internal clients. Change Requests - overviews — analysis — evaluations — design venues, spaces, restaurants, retails areas, entertainments - impact on stability and space uses — architectural design improvement and corrections /Interiors FF&E. Functioning and Venues - Impact on stability and space uses — architectural Design improvement, building code and corrections/ spaces, interior design of kids area, BBQ Restaurant, Starbucks, Also Conference & Meeting Rooms, Entertainment Lounge, Chocolaterie Coco's, Teppanyaki restaurant, Retail zones , Stores and shopping experiences, Art Gallery, Irish Pub Restaurant, Games & Bar, Casino, Aft Restaurant, Brew Bar, Italian Restaurant, Wine Bar, Whisky Bar,The Cavern, Neptune's Restaurant, Mojito Bar, Duty Free Retail zones, Photo Gallery, Dole Gelato, Mexican Restaurant, Studio Cabins, Studio Lounge, Inside Cabins, Balcony Cabins, Observation Lounge, Cabins, Pool Equipment Room, Pool Deck, SPA, Jacuzzi, French Restaurant, Margaritaville, Galaxy Pavilion, The Haven SPA, Public Sundeck, Bliss Courtyard Observation Lounge, Bliss Courtyard Observation Lounge, Garden Cafe – Lido Bar.

Project Designer Latin America (Interior Design FF&E) Revlon Inc 2016 to 2017

Latin American and Duty Free Projects: Revlon - Almay / Architectural Store Design process

- Interiors FF&E Latin American & Visual artwork management delivery.
- Direct clients and distributors' Interiors and visuals' support. Construction management, contracts & processes.
- F&F-E – development for store brands' Expansion – New projects.
- Process of new point of sales with new fixtures and VM.
- Architect-Interior Design Retail Stores LATAM – Retail brands' shopdrawings' milwork.

Studio-Fixtures Avenue, NY 10022/ 5401 NW 102nd ave. S128 33351 Sunrise Office for South America.

- Facilities /Development Miami – Restaurants / Hotels fixtures - Milwork AH Wood Crafters Inc.

Miami 305-454-2752

Architect Designer Hollywood Woodwork Central & Latin America – Hollywood, FL 2011 to 2012

. Interiors FF&E and. Local and International Retail Stores & Hotel Projects.Design and Interior milwork projects.

- Virgil's Bahamas – Restaura nts, Puerto Rico.
- Hard Rock Cafe Hotel Panama – Cad Design / Restaurants/ Bars/ Rooms, etc. Procurement/ Bidding.

- Hilton Hotel Panama – Cad Design / Restaurants/ Bars/ Rooms, etc. Procurement/ Bidding.
- Waldorf Astoria Panama, Retail shops/Stores & Hospitality rooms - Hilton Hotel & Condominiums Cad Design development.
- Interior design/Fixtures production: International Developments and procurement: England, France & Spain/ Positive
- Design Singapore (fixtures) Polo Tan DecoLines Construction Pte Ltd Singapore (Retail & Hotel fixtures developments).
- Restaurants Projects, Russell Tustanowsky Design Leader at Woods Bagot, Shanghai China.

Interior Design & VM Saks Fifth Ave Off Fifth – Off Fifth Stores Florida 2011 to 2012 Interior Design and Branding/ Visual Merchandising Retail Stores • **Interior Design** and all Interiors FF&E -Milwork. Malls 5thOFF Florida • Sawgrass Mall • Dolphin Mall • Biscayne and Palm Beach Mall Retail Stores. ID&VM brand design eand fixtrues milwork projects, project coordination, budgets, schedules and operational requirements for all region malls. Construction onsite supervising and execution.

Architect Designer Retail Stores – Miami, FL 2009 to 2011 and M-STUDIO New York Media / New York / Retail Stores/ • Benetton Florida /• Travel Retail Bijoux Turner

Architect Store Design & Project Coordination - Americas – Estee Lauder - Miami, FL 2007 to 2009

Interior Design Luxury goods, • Store Design, Americas Brands Duty Free • CAD construction space planning, interior design International. Installations' Projects: North America, Central America, Latin America/ South America, Mexico & Caribbean.

• Construction mcoordination, capital project bidding, contract management & processes, design and fixtures milwork developement for the luxury brands: MAC, Donna Karan, Tommy Hilfiger, Michael Kors, Tom Ford, La Mer, Clinique, Estee Lauder, Origins, Bobbi Brown, Joe Malone, Sean John, Beauty Bank, Lab Series, Jo Malone, Missoni, Tom Ford, etc. Contributing to the success of delivering outstanding store designs for all luxury brands Internationally.

Store designs uphold customer experiance and elevate brand design expectations while meeting budgets, schedules and operational requirements.

This role focuses on store fixture design, development and installations to ensure architectural design integrity and corporate image in the pos.

Working in close partnership with design peers, consultants, procurement, maintenance and vendors.

- Responsible for the complete design management, Capex and budgets, recruit qualified new vendors, estimating and bidding all new stores and on-site new installations, updates, optimizations, renovations and relocation throughout the US, Canada and Mexico and South America.
- Responsible of support brands expansions to ensure successful coordination of efforts and completion for all teams involved until completion.
- Travel to job sites for fistures-milwork installations to ensure projects are on time, on budget and as per design. Managing scope of work, bidding, PO's, vendor deliverable, invoicing, and punch list.
- Managing the Brands' and all Interiors FF&E, visuals assuring up-to-date for all point of sales teams.

Education: Bachelor in Architecture & Urbanism (6 years degree) Universidad Nacional de La Plata – Buenos Aires, AR General CGC State of Florida GCG 1517061

Computer Skills: AutoCAD 2D - 3D rendering, REVIT, Visual Development software JDA planograms, Computer environments: Word, Access, Excel; Adobe Photoshop, Adobe Illustrator, etc. Flexible to travel

Skills in Leadership, extense Experience, Scheduling / Gantt, Project Management, Negotiation, Customer Service, etc.

– Link <http://www.mariasoledaddorr.com>



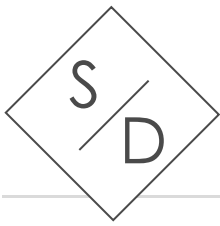
BARS - RESTAURANTS



HOTELS & RESORTS RENOVATIONS



STORE DEVELOPMENTS



SHANNA DOS SANTOS

shannadossantos@gmail.com | 407-797-9632 | Orlando, FL 32835

B.S: Business Administration

Education and Training

University of San Francisco | San Francisco, CA

- Received full athletic scholarship
- Team Captain: 2017-2019
- Cum laude graduate

Experience

Sales Representative

01/2020 - Current

Westgate Resorts | Orlando, FL

- Discussed timeshare ownership program with guests to prospect new clientele.
- Developed proper closing techniques, including handling price objections to generate sales.
- Utilized professional sales presentations to creatively communicate product quality and market comparisons.
- Achieved \$25K in sales in 3 weeks

Luxury Home Consultant

11/2019 - Current

Airbnb/Luxury Retreats | Orlando, FL

- Performed 20 comprehensive assessments for high network individuals owning property greater than \$1M
- Determined property layout optimization by rigorously examining Airbnb regulations and quality standards
- Responded to home issues, and act in a timely manner to assist the central team to achieve a resolution
- Built strong relationships with Partners to ensure an excellent Host experience.

Tennis Coach

02/2020 - Current

United States Tennis Association | Orlando, FL

- Worked closely with players between ages of 4 and 75, coaching individuals at all ranges of athletic ability.
- Developed training and exercise programs to meet individual requirements and team play strategies.
- Demonstrated proper technique with swinging racquet, demonstrating correct form to athletes.
- Maintained safety of training, individual exercises, and equipment usage to avoid sports injuries and damage to facility.

Player Guest Service Representative

08/2019 - 09/2019

United States Tennis Association | New York, NY

- Seasonal employee for the United States Open Tennis Championships
- Built and maintained relationships with tennis players, visitors, staff and management during the US Open
- Provided outstanding customer service to new and long-standing customers by attending closely to concerns and developing solutions
- Delivered exemplary customer service and support by remaining poised in most stressful situations

Social Media Assistant

10/2018 - 05/2019

University Of San Francisco | San Francisco, CA

- Wrote and uploaded quality instagram posts for the Tennis team social media page that helped improve overall traffic.
- Photoshopped and edited pictures for game days
- Ensured consistency in content and tone to optimize the Tennis social media account.

Game Operating Assistant

10/2017 - 05/2019

University of San Francisco | San Francisco, CA

- Provided support for all ticketed sports in the Athletics Department
- Provided excellent customer service
- Assisted with set up and take down of athletic events
- Handled other duties as assigned by the Game Operations and Facilities Director.

Officiating Department Intern

06/2018 - 08/2018

United States Tennis Association | Orlando, FL

- Participated in summer internship program at the U.S National Tennis Campus
- Assisted with the on-boarding process of the officials for the 2018 US Open
- Assessed the USTA's Business Resource Groups and made recommendations for improvement
- Facilitated in transitioning from the old officiating website to the new website.

Meadow Club of Southampton | Southampton, NY

- Chosen for highly selective internship at one of the most prestigious tennis clubs in the country
- Provided tennis lessons to children and adults
- Analyzed individual skill levels and developed personalized developmental programs
- Started learning the business of tennis by working in the tennis pro shop, managing client accounts, and analyzing the books to assess revenue, profit, and cash flow.

Volunteering

- **Friends of the Urban Forest** - encouraged homeowners to participate in tree planting events and to be more environmentally conscious
- **Harper for Kids** - taught kids the "Pyramid of Success" (inspired by legendary coach John Wooden) and the importance of preparation and self-development

Skills

- Bilingual - French/English
- Sales closing
- Skilled in oral and written communication
- Microsoft Office
- Excellent customer service
- Completes tasks with efficiency and accuracy
- Team collaboration and leadership
- Strong work ethic
- Time management
- Digital advertising

Elizabeth Espinoza

San Antonio, TX | 210.693.3171 | ElizabethDawnEspinoza@gmail.com | [linkedin.com/in/elizabeth-espinoza-0913aa159/](https://www.linkedin.com/in/elizabeth-espinoza-0913aa159/) | elizabethdawnespinoza.wixsite.com/website

EDUCATION

Texas A&M University | College Station, Texas
Bachelor of Science in Urban & Regional Planning
3.326 GPA

Graduated May 2020

LANGUAGE SKILLS

- Fluent in Spanish - speaking, reading, writing

WORK EXPERIENCE

TAMU Alternative Transportation | Texas A&M University January 2020-April 2020

Student Worker

- Assist with assignments regarding bike share and privately-owned bikes
- Update and maintain records for the department regarding privately-owned bicycles in TAMU's possession
- Provide information to current and potential students regarding alternative transportation
- Manage bike impound appointments

League City Planning and Development | League City, Texas August 28th, 2019-January 9th, 2020

Planning Intern

- Assist with updating and formatting city applications
- Attend predevelopment, development review, and a variety of meetings
- Review and apply information from plats, zoning maps, transportation maps, city code, etc. for the use of planning
- Create informative Excel, Word, Publisher documents on behalf of the city regarding planning
- Inform civilians about the planning requirements of the city for their use of future development
- Convert concepts in the source language to equivalent concepts in the target language on behalf of the Planning department

TAMU Alternative Transportation | Texas A&M University June 2019-August 2019

Planning Intern

- Assist with alternative transportation planning projects and installments
- Participate in networking, site visits, and discussion of future potential projects
- Attend project meetings regarding future alternative transportation options on campus

Academic Success Center | Texas A&M University January 26th, 2017-June 2019

Student Assistant

- Assist with special projects, basic bookkeeping, and other front desk tasks
- Provide information about classes, tutoring, special events, TSI testing, and directions around campus to individuals
- Scan, print, and fax documents

Law Offices of Brian C. Gutierrez | Bryan, Texas September 14th, 2017-December 2017

Legal Assistant

- Assisted with the development, implementation, and maintenance of systems and procedures addressing the administrative
- Organized, maintained, and retrieved documents for all legal matters in paper or electronic filing systems
- Scheduled and coordinated executive meetings, staff meetings, and conference calls, and distributed pertinent materials
- Converted concepts in the source language to equivalent concepts in the target language in the legal setting on behalf of the lawyer & customer

EXTRACURRICULAR ACTIVITIES

The Undergraduate Association of Student Planners TAMU | College Station, Texas Fall 2017-Spring 2020

General Member

- Participate in networking opportunities and meet with potential employers
- Gain an understanding of the fundamental skills taken to be a successful Urban Planner

Dance Arts Society | Texas A&M University Fall 2018-Spring 2019

General Member

- Participate in performances and attend weekly practices throughout the semester
- Maintain good academic standing with the University

Fade to Black Dance Ensemble | Texas A&M University Spring 2018

General Member

- Participated in performances and attended weekly practices throughout the semester
- Maintained a good academic standing with the University & team points

Freshmen Leaders Advancing in Service & Honor | Texas A&M University September 2016-May 2017

Public Relations Member

- Coordinated details of events that developed relationships within the organization as well as throughout campus
- Analyzed the organization's focus and reputation, found positive messages and translated those messages through Public Relations

TECHNICAL SKILLS

- MS Word, Excel, PowerPoint, Publisher, Outlook
- ArcMap
- SketchUp
- Photoshop
- AutoCAD

Dakota Fisher

Urban Planner | Project Manager | Climate Change Adaptation Specialist

Philadelphia, PA 19143

dkfisher1207@gmail.com

225-572-2246

Accomplished urban planner with unique experience operating in the fields of climate change adaptation and resilience planning, pre- and post-disaster planning, community development, and large-scale public engagement. Experience working on The Resettlement of Isle de Jean Charles, the first federally funded climate change-induced community resettlement in American history. Project lead for LA SAFE, the first regional climate resilience planning effort in Louisiana. Proven community engagement leader with expertise communicating to a wide range of stakeholder groups including media, elected officials, community organizations, and other professionals. I believe that a better informed, empowered public will result in better future outcomes for all, and that it is the role of planners to facilitate public awareness, education, and productive public discourse.

Willing to relocate: Anywhere

Authorized to work in the US for any employer

Work Experience

SENIOR PROJECT MANAGER & COMMUNITY PLANNER, Full-Time

District Attorney's Office (DAO) - Philadelphia, PA
February 2019 to Present

Brought in to work as a project manager within a collaborative team of attorneys, researchers, and analysts tasked with increasing the technological and analytical capabilities within the Office of District Attorney Larry Krasner. Work directly with the Executive Leadership to design procedures that enable a more productive, efficient project design. Plan and implement community participation strategies to solicit community feedback that is then used to inform DAO policy. Coordinate with project partners to ensure all parties are working towards the same goals and hitting agreed-upon deadlines. Assistant supervisor of the DAO's IT Unit.

Notable Achievements:

- Co-authored the grant application that resulted in a \$7 million partnership with the Chan Zuckerberg Initiative (CZI) and Arnold Ventures (A/V). The focus of this partnership is to increase transparency in prosecutorial decision making;
- Lead project manager for the development of a new DAO case management system - DistrictAttorneysWorkstations (DAWs) - which in its inception will reduce the office's reliance on hardcopy paper files. The project, funded by the partnership with CZI and A/V, will enable the office to conduct research and data analysis to better understand prosecutorial discretion;
- Oversaw the development of a new DAO website, managing the contracts, consultants, and day-to-day work;
- Conducted COVID-19 research utilized in developing the DAO's response to the novel coronavirus;

- Coordinated a multi-unit budget request and presentation to Philadelphia City Council resulting in the first budget increase for the DAO in over a decade.

RESILIENCE PROGRAM SPECIALIST, Full-Time

Louisiana Office of Community Development - New Orleans, LA
January 2018 to January 2019

Member of the state's resilience team, operating as a project manager for Louisiana's Strategic Adaptations for Future Environments (LA SAFE) and as a lead planner for The Resettlement of Isle de Jean Charles - projects funded through a \$92.6 million grant awarded to the State of Louisiana as a result of the National Disaster Resilience Competition (NDRC). Contributing member of the team responsible for acquiring the grant award. Advised executive leadership on Louisiana's \$17+ billion disaster recovery portfolio, specifically as to how programs and policies may be tailored to account for future disaster risk and incorporate resilience-building activities. Served as a state lead in preparing post-disaster damage assessments, estimating unmet needs used to justify congressional and federal long-term recovery resource allocations.

Notable Achievements:

- Lead six-parish LA SAFE regional climate change adaptation and resilience planning effort - a comprehensive and inclusive process including 71 separate community outreach and engagement events over the course of the 2017 calendar year incorporating input from more than 3,000 individual participants and resulting in adaptation strategies for all six parishes, the LA SAFE region, and 10 pilot projects in dispersed across the six parishes;

- o Our Land and Water: A Regional Approach to Adaptation
- o Jefferson Parish Adaptation Strategy
- o Lafourche Parish Adaptation Strategy
- o Plaquemines Parish Adaptation Strategy
- o St. John the Baptist Adaptation Strategy
- o St. Tammany Parish Adaptation Strategy
- o Terrebonne Parish Adaptation Strategy

Resilience Program Analyst

Louisiana Office of Community Development - New Orleans
August 2016 to December 2017

- Co-authored Louisiana's Action Plan for use of a \$1.8 billion CDBG-DR award following statewide severe flooding events in March and August of 2016. Developed the state's unmet needs methodology and related narratives used to justify allocation. Served on state's core response team designing state and parish recovery policies and programs that eventually lead to The Watershed Initiative;
- Served in key planning role in the development of the Phase 1 of The Resettlement of Isle de Jean Charles, focusing on intensive geographic surveying, a census of Island residents, and outreach and engagement. Subsequently, worked in the development of the project's Phase 2, focusing on site selection and acquisition of a parcel for the new community;
- Performed GIS analyses to identify most vulnerable populations within region most affected by Hurricane Isaac;
- Assisted in writing successful Phase 1 and 2 NDRC applications. Utilized quantitative data analysis to assist in writing detailed brief expressing post-disaster and ongoing environmental needs;

PLANNING/RESILIENCE SUBJECT MATTER EXPERT, Contract Full-Time

Institute for Building Technology and Safety - New Orleans, LA

April 2016 to August 2016

Worked as an independent contractor specializing in resilience planning and community development. Lead early development and policy discussions resulting in IBTS's Stafford Act Toolkit.

GIS ANALYST, Part-Time

Center for Hazards Assessment - New Orleans, LA

December 2015 to August 2016

Worked as a GIS analyst for the UNO-CHART. The work consisted of performing an analysis of how well the New Orleans City Assisted Evacuation Plan served the city's most disadvantaged people.

GIS ANALYST/PUBLIC POLICY INTERN, Part-Time

Louisiana Office of Community Development - New Orleans, LA

December 2014 to May 2016

- Contributed to the development of the policy white paper, Louisiana's Strategic Adaptations for Future Environments, the predecessor of what is now the LA SAFE program;
- Compiled extensive consultation summary displaying stakeholder and public outreach engagement efforts taken by the state in conjunction with the development of the Phase 1 and 2 NDRC applications;

Education

Master's Degree in Urban and Regional Planning

University of New Orleans - New Orleans, LA

August 2014 to May 2016

Graduate Certificate in Hazard Policy Studies

University of New Orleans - New Orleans, LA

January 2016

Bachelor's Degree in Sociology

Louisiana State University - Baton Rouge, LA

August 2010 to December 2013

Skills

- Project Management
- ESRI GIS Software Suite
- Adobe Creative Cloud
- Grant Writing
- Atlassian/JIRA Software
- Microsoft Office Suite
- Data Collection
- Statistical Analyses
- Policy Development
- HUD CDBG-DR Grant Adm.
- Engagement Planning

- Community Consultation
- Google SketchUp
- Public Speaking
- Public Facilitation
- Research
- Disaster Recovery
- Data Analysis
- Project Leadership
- Adobe Photoshop
- Quantitative Analysis
- White Papers
- Microsoft Project
- ArcGIS
- Writing Skills
- Agile
- Change Management

Links

<https://www.linkedin.com/in/dakota-k-fisher-aicp-a4617140>

Awards

USGBC 2018 Community Team Champion

May 2018

United States Green Building Council 2018 Community Team Champion (project: LA SAFE)

Certifications and Licenses

American Institute of Certified Planners (AICP)

December 2019 to Present

License #32003

Assessments

Management & Leadership Skills: Impact & Influence — Highly Proficient

October 2019

Adapting leadership style to accomplish goals using rational or emotional appeal.

Full results: <https://share.indeedassessments.com/>

[share_to_profile/0dd22dbf7c08d7cf89de24e5faec5beeed53dc074545cb7](https://share.indeedassessments.com/share_to_profile/0dd22dbf7c08d7cf89de24e5faec5beeed53dc074545cb7)

Data Analysis — Proficient

October 2019

Interpreting and producing graphs, identifying trends, and drawing justifiable conclusions from data.

Full results: https://share.indeedassessments.com/share_to_profile/768f8ffb330892c557938594499c884aeed53dc074545cb7

Logic & Critical Thinking — Expert

October 2019

Using logic to solve problems.

Full results: https://share.indeedassessments.com/share_to_profile/f79e54c45c1914b23a4e2cfe36b509b6eed53dc074545cb7

Organizational Skills — Proficient

October 2019

Arranging and managing information or materials using a set of rules.

Full results: https://share.indeedassessments.com/share_to_profile/5fc22ea810ea2f87c9b6acbed4922deaaeed53dc074545cb7

Logic & Verbal Reasoning — Proficient

October 2019

Understanding the meaning of text, and identifying the relationships among words or concepts.

Full results: https://share.indeedassessments.com/share_to_profile/15887984d3d23b8924523e669ec8eb9deed53dc074545cb7

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

Additional Information

- Active member of the APA, URISA, and USGBC
- Young Involved Philadelphia (YIP) Board Member
- Vice-Chair of the DVRPC Public Participation Task Force (PPTF)
- Esteemed guest of the United Nations Association of New York event “Where Can They Go? A Climate Migration Panel”
- Keynote Speaker at ICLEI’s Resilient Cities Conference 2018 in Bonn, Germany
- Member of the New Orleans Data Center’s Coastal Index 2017 Advisory Board

Jennifer Gilfond

jkgilfond@gmail.com | +19172265041

Miami, Florida

Experience

Architectural & Interior Designer

Feb 1995 - Jan 1998

TPG Architecture, LLP - New York, NY

Architectural design for commercial, retail and corporate interiors. Responsible for all interior installations, including the technology requirements, furniture, custom cabinetry, lighting and artwork.

Associate, Senior Design Lead

Jan 2018 - Aug 2018

OBMI - Coral Gables, FL

Coordination and design direction for the Hospitality Destination Creation studio and consultants serving exclusive waterfront resorts and high-end residential projects for international clients in the Middle East and Caribbean Islands.

Senior Designer, Brand Environments

Feb 2001 - Feb 2002

Landor - New York, NY

Strategic brand design initiatives to help clients worldwide direct and revitalize their brand focus, including corporate identities and visual systems. Established prospective client connections contributing to business development in Latin America & Europe.

Project Designer

Jul 1998 - Feb 2000

JP Molyneux Studio, Ltd - New York, NY

Luxury residential architecture and interior décor services.

Senior Design Principal

Feb 2010 - Jan 2018

JG Architecture + Design Studio - New York, NY

Creative studio focused on planning, design + documentation of luxury residences, hotels, retail & workplace environments.

Senior Design Lead

Jun 2019 - Sep 2019

ID & Design International - Ft Lauderdale, FL

Cruise Ship Hospitality Environment Design

Senior Design Lead

Jan 2019 - Jun 2019

EoA Group - Coral Gables, FL

Hospitality architecture and interior design focused on the human element narrative and the intimate relationship people ultimately have with their environment.

Project Manager

Sep 2006 - Jul 2009

Cooper Robertson - New York, NY

Project management and architectural design services focused on generating + developing vibrant designs for luxury resorts, private residences and multi-use commercial spaces. Coordinated project activities of new developments and renovations, from concept to closeout. Managed project teams, program-planning, production, site visits, field reports. Point person for communications. Facilitated project documentation and building permits, client engagement, and team collaboration.

Business Development Representative

Jul 2015 - Jan 2016

Francis Cauffman Architects

Senior Designer & Project Manager

Feb 2005 - Jul 2006

Champalimaud - New York, NY

Team Leader managing interior designs for award-winning 5-star hotels and residential projects around the world. Assisted firm partners in determining fee, schedule and staffing needs for projects. Worked with production team to complete presentations, comprehensive specifications, and contract documents. Performed space planning and design leadership, mentoring + cultivating business opportunities. Review of submittals to ensure design quality control + onsite coordination during construction.

Architectural Designer

Feb 2000 - Feb 2001

Peter Marino Architect - New York, NY

High-end residential and retail architectural interior design.

Education

New Canaan High School

High School Degree

Smith College

Architecture and Art History - Major (Spanish Literature - Minor)

École Spéciale d'Architecture

Architecture

American School of Madrid

High School

CHRISTOPHER M. GRATZ, AICP

600 NW 45th Court, Oakland Park, FL 33309, (954) 326-2557, pens@bellsouth.net

<https://www.linkedin.com/pub/christopher-gratz-aicp/95/ab9/524>

Professional Summary

Christopher is a certified urban planner with over 20 years of municipal planning experience with expertise in code compliance, communicating complex matters effectively to diverse audiences, comprehensive planning, consensus building, historic preservation, ordinance composition, permit reviews, policy and process analysis, presentations, public hearings, public participation, reports, research and data analysis, site plan review, urban design and zoning administration.

Professional Experience

SENIOR PLANNER, HNTB CORPORATION, MIAMI, FLORIDA

April 2019 to Present

Directs the technical production of planning assignments and teams. Coordinates with project manager, project designer and other disciplines on multiple large scale and complex transportation planning, urban design or landscape architectural projects to ensure that the client's technical requirements of projects are fully met. Serves as a Project Manager on a limited basis for select medium and large-scale projects. Regular task assignee on multiple projects.

- Performs various project supports tasks where planning involvement is required or requested on major, complex projects.
- Assists leadership with implementation of office-wide technical standards and maintenance of technical resources.
- Prepares scopes of work, fee proposals and assists with responses to RFP's.
- Directs technical aspects of multiple and large-scale planning projects and teams.
- Directs, coordinates, and reviews technical work performed by other project team members.
- Performs quality checks to ensure client requirements are met.
- Responsible for significant portions of presentations and public facilitation.
- Oversees the work of less experienced staff. Assists in directing teams for medium to large scale projects.
- Performs other duties as assigned.

COMMUNITY PLANNER, MICHAEL MILLER PLANNING ASSOCIATES, CORAL SPRINGS, FLORIDA

November 2017 to May 2019

Serves as land development compliance planner for a private local government firm that specializes in municipal planning services contracted to serve as the Planning and Zoning department for several cities (Bal Harbour Village, Town of Bay Harbor Islands, Town of Golden Beach, Town of Pembroke Park) on an as-needed basis. Duties primarily include providing assistance and information to the public regarding local zoning codes, building permit and site plan reviews, zoning inspections, advising Code Enforcement officers, project coordination, research, document preparation, staff reports, presentations, Comprehensive Planning, Land Development Code amendments, grants, and making presentations to advisory board and elected officials at public hearings.

DEVELOPMENT SERVICES AND ZONING MANGER, CITY OF BRADENTON, FLORIDA

July 2015 – May 2017 (Acting Planning and Community Development Director February 1, 2016 to March 15, 2016)

Performs a variety of routine and complex administrative, technical, and professional work in the areas of: Development Services, Planning Programs, Zoning, redevelopment, and implementation of land use and related municipal plans and policies. Reviews and processes site plans, subdivision plans, Land Use Atlas Amendments, Planned Development Projects, Variances, and Special Uses Permits. Assists with code enforcement matters. Responsible for resolving land use and development issues and conflicts. Works directly with the Planning Commission, City Council and other local boards. Provides relevant report information to these bodies as well as City Council and coordinates applicable agenda items for processing. Performs required on-site inspections for compliance with development plans. Provides technical

and professional advice; makes presentations to boards, commissions, civic groups and the general public. Provides information on land use applications, ordinances, Euclidean and Form-Based Codes, plans and related planning programs or regulations to architects, engineers, developers, contractors, owners, community groups and interested persons. Prepares a variety of studies, reports, and related information for decision-making purposes; coordinates department activities with other city departments and outside agencies as needed. Supervises Zoning Technician and GIS Planner. Assists in the development and implementation of zoning, subdivision regulations, capital improvement plans, land use plans, annexation studies, and codes to meet the City's needs.

- Within the first month of employment successfully reviewed and processed a controversial and complex mixed use redevelopment project using the Form Based Code involving trading an existing City park for new park land along a river, land use changes, plat reversions, right-of-way vacations, and a special area plan in which the City prevailed in a law suit.

SENIOR PLANNER, CITY OF OAKLAND PARK, FLORIDA

March 2006 – July 2015 (Promoted from Transportation Planner September 2006)

Serve lead roles as zoning reviewer for the Development Review Committee, Chair of the Neighborhood Traffic Committee, liaison to the Planning and Zoning Board, liaison to the Board of Adjustment, liaison to the Historic Preservation Board, and Historic Preservation Officer. Manage the development entitlement process by coordinating and reviewing every type of development application from concept to construction. Provide zoning information; prepare amendments to the City Code; work with Code Enforcement and property owners to resolve violations; review building permits and all Business Tax Receipts. Manage the traffic calming program and budget; assist in preparing the division budget. Participate in the preparation of RFP's, member of the consultant selection committee for contract services, and manage the work of consultants. Coordinate and review traffic and noise impact analysis by consultants. Represent the City at meetings with neighborhood associations, business owner groups, County, and State agencies. Complete special projects assigned directly by the City Manager, including grant applications. Supervise, develop assignments for and mentor interns; provide direction to permit technicians and administrative staff. Participate in the City's Capital Improvement Program efforts, and provide assistance to Professional Engineering staff.

- Initiated city's historic preservation program by authoring a Certified Local Government eligible historic preservation Ordinance and serving as Historic Preservation Officer.
- Created zoning code amendments to promote economic activity by revising regulations pertaining to signs, parking, and sustainability; other amendments to improve Code Enforcement. Authored new sign code for the downtown.
- Transformed the city's traffic calming efforts as Chair of the Neighborhood Traffic Committee by providing leadership, achieving interdepartmental coordination, managing citizen concerns, consensus building, budget management and overseeing project implementation.
- Reduced variance requests to the Board of Adjustment and City Commission from a dozen to less than four (4) per year by working with property owners to find ways to satisfy their needs while complying with the city code and also recommending code amendments for reoccurring issues.
- Led negotiations with outdoor advertising companies.
- Built community consensus for the design of neighborhood entrance feature projects, and lead the projects through the competitive bidding process and final construction.
- Nominated for employee of the year 2013 and 2014.

PLANNER II, TOWN OF DAVIE, FLORIDA

December 2000 - March 2006

Performed specialized research work in assembling and analyzing social, economic, land use, and other data to support the activities of the Town planning and zoning program. Reviewed requested changes to the Town's comprehensive land use plan, reviewed and coordinated site plan reviews, plats, plat note amendments, developer's agreements, delegation requests, processed variances, rezoning applications, special permits and vacations of right-of-way and easements. Prepared and presented reports to the Planning and Zoning Board and Site Plan Committee. Provided

expert testimony at Code Compliance hearings, assisted the public at the counter, responded to inquiries made by the media, and represented the Town at intergovernmental meetings. Established and maintained effective working relationships with citizens, developers, lawyers, and politicians. Provided direction to permit technicians, administrative staff; advised Planning and Zoning Managers, and mentored junior planners.

- Specialized in controversial development projects in this semi-rural community during a building boom.
- Managed the entitlement process of development applications from concept to construction for large scale residential and nonresidential development. Some projects implemented new mixed use land development code regulations, as well as projects subject to special semi-rural architectural development standards.
- Residential development projects included: affordable housing; apartments; assisted living facilities; condominiums, estate homes; market rate housing; and townhomes.
- Nonresidential development projects included: automotive dealerships such as Rick Case Hyundai and Honda (the largest Honda dealer in North America) and Warren Henry Range Rover and Jaguar; big box retailers such as Home Depot, Ikea, Publix Supermarkets, Super Target, Wal-Mart; college campus buildings for Nova Southeastern University along with Miami Dolphins training camp facilities; farm uses; free standing retail uses such as McDonald's, Outback Steakhouse, and various gasoline stations; industrial development, such as a pharmaceutical manufacturer; municipal buildings; office complexes; places of worship; private schools; shopping centers; strip retail centers; various redevelopment and urban infill.

PLANNER, BROWARD COUNTY, FLORIDA

June 1997 - December 2000

Prepared data for the County demographer and researched demographic information requests. Corrected boundaries for Census 2000. Responsible for verification of compliance determinations and reviewing plans for compliance with the Future Unincorporated Area Land Use Map Series. Represented the division at civic association and intergovernmental meetings. Coordinated the efforts of eight (8) separate agencies to provide traffic calming assistance for residents. Participated in the development of Requests for Letters of Interest and evaluated qualifications to determine budget scope for services for local area studies. Created and maintained a database for Section Project Tracking System. Researched and compiled the County's Intergovernmental Coordination Element which was found in compliance.

PLANNING INTERN, Town of McCandless, PENNSYLVANIA

November 1996 – May 1997

Researched and located the parcels within the Township that have undergone zoning changes. Researched and updated the township's TIGER files and maps for the United States Bureau of the Census TIGER improvement program. Set up a financial monitoring system and performed an analysis of the Township's budget.

HISTORIC PRESERVATION PLANNING INTERN

May 1995 – August 1995

Performed administrative duties, including meetings with property owners, prepared documents for Historic Review Commission Meetings, maintenance of files, prepared correspondence, revised the format of the Historic Review Commission's District Design Guidelines; compiled for the use in training future interns, a manual of procedures and documents showing how the City administers its Historic Preservation Ordinance.

Education

Master of Science, Geography and Regional Planning, Indiana University of Pennsylvania, May 11, 1996

Bachelor of Science, Environmental Studies, minor Geography, Slippery Rock University, December 18, 1993

Licenses and Memberships

American Planning Association

Certified Planner by the American Institute of Certified Planners, AICP #022184

FEMA Emergency Management Institute: ICS IS-00100 and NIMS IS-00700

Gamma Theta Upsilon International Geographical Honor Society

Secretary (two terms) and Inductor, Phi Sigma Kappa International Fraternity at Slippery Rock University

Professional Activities

- “Supervision in Government”; an extensive eight (8) part training program; learned how to develop and coach staff while working within specific guidelines, procedures, and policies, common to many public organizations, 2012.
- American Planning Association's national conferences: 2003, Denver, Colorado; 2008, Las Vegas, Nevada; 2016, Phoenix, Arizona
- Attended “The Practice of Environmentally Sensitive Development” 2002 Urban Land Institute workshop
- Attended graduate school workshop focusing on the problems that face developing nations in Costa Rica, May 1995
- Ethics Seminar Panelist at the 2012 Palm Beach Planning Congress Ethical Challenges Seminar
- Historic Preservation presentation for the 2012 Broward APA Oakland Park Spotlight

Jackson Jacob

Logistics Manager - Nextland Logistics

Hollywood, FL

Jackson.Jacob1st@gmail.com

305-335-9098

I'm an experienced professional with an extensive background in Human Services and Administrative Duties. Fueled by a proven record of project leadership, and excellence when providing organizational support. Constantly striving to create and maintain a positive work environment that in alliance with the companies mission, vision and goals.

CAREER HIGHLIGHTS & ACHIEVEMENTS

- Educated clients, fellow staff and connected community organizations on solutions
- Experienced in managing staff greater than 20 and ensuring that the needs of company are maintained.
- Awarded "Navy and Marine Corps Achievement Medal" for the increase of the Combat Logistic Regiment medical surveillance program from 30% to 100% compliance in a six-month period.

Work Experience

Logistics Manager

Nextland Logistics

August 2018 to Present

- Planning and managing logistics, warehouse, transportation and customer service.
- Directing, optimizing and coordinating full order cycle.
- Liaising and negotiating with suppliers, manufactures, retailers and consumers.
- Arrange warehouse, catalog goods, plan routes and process shipments.
- Resolve any arising problems or complaints.
- Meet cost, productivity, accuracy and timeliness targets.
- Manage a fleet of 3 trucks, managing delivery times, transport cost and efficiency.

Security Advisor

DEFENDERS - Miami, FL

October 2019 to May 2020

Primary responsibilities are informing, advising and installing ADT security systems for present residential and commercial business accounts. Identified, responded and communicated to opportunities to impact sales and customer satisfaction with each customer. Assisted customers with their security services and provided customer assistance even after the install and customer education has completed.

Operation Support Analyst

Alliance Spine and Pain

May 2015 to February 2017

- Managed policy, planning, and strategy decisions.
- Developed, implement and review operational policies and procedures.

- Promoted a company culture that encourages top performance and high morale.
- Worked with the board of directors to determine values and mission; plan for short term and long-term goals.
- Identified and addressed potential problems and opportunities for the company.
- Supported worker communication with the management.
- Press Ganey Expert
- QGENDA Expert

Coprsman

U.S. Navy

March 2006 to May 2015

- * Performed quarterly budget for the safety department, implement inventory control guidelines. Oversee ordering and purchasing of safety items in accordance with OSHA regulations. Assist with the negotiation agreement with vendors, and ensure all deliveries were accurate and on time.
- * Provided monthly and quarterly workload reports on infection control, customer service & care, writing and maintaining award records.
- * Provided administrative support to logistics, safety, and personnel administrations. Perform weekly pre JCAHO inspection of occupied spaces.
- * Revised & implemented the medical surveillance program by training Marines & Sailors on the 16 different programs.

Education

Bachelors in Business Administration in Business Suite

National University

2016

Military Service

Branch: United States Navy

Rank: E5

Certifications and Licenses

FASA BASA

February 2020 to Present

Assessments

Management & Leadership Skills: Planning & Execution — Proficient

September 2019

Planning and managing resources to accomplish organizational goals.

Full results: <https://share.indeedassessments.com/>

[share_to_profile/5847694b97457fc0cc2271559fd8f663eed53dc074545cb7](https://share.indeedassessments.com/share_to_profile/5847694b97457fc0cc2271559fd8f663eed53dc074545cb7)

Working with MS Word Documents — Proficient

December 2019

Knowledge of various Microsoft Word features, functions, and techniques.

Full results: https://share.indeedassessments.com/share_to_profile/f04787db2c087a2de2bcbeb2aefe0e63eed53dc074545cb7

Sales: Influence & Negotiation — Proficient

January 2020

Persuading reluctant customers to buy products or services, and influencing and negotiating with customers to meet sales goals.

Full results: https://share.indeedassessments.com/share_to_profile/1f9b36c00d5d8863c455ed9cb5f966feed53dc074545cb7

Sales Fit — Highly Proficient

January 2020

Assesses personality traits that are important for sales roles.

Full results: https://share.indeedassessments.com/share_to_profile/a34aede24989bb27ccb9d01a61ce39a3eed53dc074545cb7

Management & Leadership Skills: Impact & Influence — Highly Proficient

April 2019

Measures a candidate's ability to adapt their leadership style to accomplish goals using rational or emotional appeal.

Full results: https://share.indeedassessments.com/share_to_profile/542b360b5103f02fc6b7a95536c0e521eed53dc074545cb7

Administrative Support — Expert

November 2019

Using basic scheduling, attention to detail, and organizational skills in an office setting.

Full results: https://share.indeedassessments.com/share_to_profile/5f0d896d94b33f901c4d0f19d7f7c980eed53dc074545cb7

Customer Focus & Orientation — Expert

January 2020

Responding to customer situations with sensitivity.

Full results: https://share.indeedassessments.com/share_to_profile/8fcfbf1786f28cd39aab6878c8c60351eed53dc074545cb7

Mechanical Skills: Monitoring — Proficient

January 2020

Monitoring machine indicators to determine appropriate functioning.

Full results: https://share.indeedassessments.com/share_to_profile/2752f5fc205e2e0d44fa79e9fe39afa8eed53dc074545cb7

Office Manager — Highly Proficient

November 2019

Scheduling and budgeting.

Full results: https://share.indeedassessments.com/share_to_profile/8d8a9cd0e0b1e72bbb4648fcc9fdfe2eed53dc074545cb7

Proficiency with Microsoft Office: Mail & Calendar (Mac) — Proficient

November 2019

Using Microsoft Office Mail and Calendar tools to manage workload.

Full results: https://share.indeedassessments.com/share_to_profile/932d4ed14f57797e490b060858a606f2eed53dc074545cb7

Project Management Skills: Budgeting — Proficient

October 2019

Managing project budgets by appropriately allocating and monitoring financial resources.

Full results: https://share.indeedassessments.com/share_to_profile/a4c4df617f429874adca053c7a8b542feed53dc074545cb7

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

AWARDS/SCHOLARSHIPS

- o College of General Studies Commonwealth Scholarship
- o Academic & Athletic Scholarship (2011-2015)
- o The Art Institute of Pittsburgh Dean's list
- o University of Pittsburgh Dean's List
- o Interior Design Teacher's Assistant
- o Interior Design Tutor

DESIGN INTERESTS

- o Residential Design
- o Commercial Design
- o Global Health Design
- o Hospitality Design
- o Cruise Ship Design

PROFESSIONAL SKILLS

- Research + Analysis
- Space Planning
- Computer Rendering
- Building Codes
- Social Media Marketing
- Material Boards



EDUCATION

MASTER OF BUSINESS ADMINISTRATION
BUSINESS ANALYTICS
CALIFORNIA UNIVERSITY OF PENNSYLVANIA: DEC 2020
CALIFORNIA PA

BACHELOR OF ARTS
HEALTH SERVICES
UNIVERSITY OF PITTSBURGH: APRIL 2015
PITTSBURGH PA

BACHELOR OF SCIENCE,
INTERIOR DESIGN
(CIDA ACCREDITED PROGRAM)
THE ART INSTITUTE OF PITTSBURGH: SEP 2017
PITTSBURGH PA

EXPERIENCE

INTERIOR DESIGN (CRUISE SHIP DESIGN) JUN 2019-MARCH 2020
ID AND DESIGN INTERNATIONAL Oakland Park, FL

- Create design boards and client presentations
- Draw 2d floor plans in AutoCAD
- Draw 3d models in Revit and SketchUp
- Coordinate meetings with project managers and contractors
- Survey cruise ship

INTERIOR DESIGN (INDEPENDENT CONTRACTOR) NOV 2018-JUNE 2019
PIRET DESIGN STUDIO COCONUT GROVE, FL

- Create design boards and client presentations
- Draw 2d floor plans in AutoCAD
- Draw 3d models in Revit and SketchUp
- Coordinate meetings with project managers and contractors

ADJUNCT PROFESSOR AUG 2018-JUN 2019
MIAMI ARTS AND DESIGN EDUCATION Miami, FL

- Teach computer Aided Drafting classes (Revit and AutoCAD)
- Provide quality instructions to students through well prepared classes, relevant assignments and fair assessment of learning
- Provide clear documentation of student progress
- Support of the academic success for all students.

INTERIOR DESIGNER MAY 2014-AUG 2018
BASIC CONCEPT INTERIORS Pittsburgh, PA

- Write contracts for potential clients.
- Construction site visits
- Take measurements and draw floor plans using Revit or AutoCAD
- Lead Projects and report to the project manager
- Over see every project from start to finish

TECHNICAL SKILLS

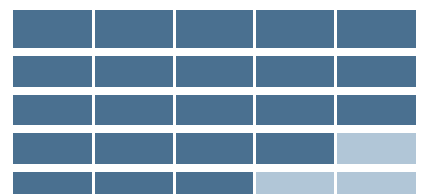
AUTOCAD

REVIT

SKETCHUP

INDESIGN

PHOTOSHOP



Lorena León

mejorsaludyeconomia@gmail.com | +17865375900

Miami

Experience

practicante
CITY-TV

Jan 2008 - Jun 2008

Redactora
Diario La Opinion

Apr 2009 - Jul 2010

Comunicaciones
Feria Latinoamericana del Entretenimiento

Aug 2012 - Sep 2012

Periodista
RCN Radio

Aug 2010 - Aug 2012

Celular 1 7865375900
Fit Herbalife / asesores independientes

Jan 2015 - Present

Puedo orientarl@ para mejorar su nivel de energía, problemas digestivos y subir, bajar o mantener un peso saludable. Lo mejor!!! Es que puede ganar dinero extra por convertirse en uno de los millones de clientes con resultados que tiene Herbalife en 93 países. Sólo pregúnteme...

Education

Colegio El Carmen Teresiano
Universidad Santo Tomas Colombia

Jan 2008

Ben Levenger

Cuyahoga Falls, OH 44221
blevenger@gmail.com
3302122260

Aesthetically-inclined Planner / Real Estate Development Professional with strong passion and appreciation for design and Detail. Enjoys the challenge of managing projects from inception to completion, including client interactions, community input, research and analysis, master planning, implementation strategies, urban planning, and technical drawing; all with a heavy emphasis on passing along vital training to the younger generation. Experienced with commercial, residential and public projects; familiar with construction codes and document preparation. Adept at working in fast-paced environments demanding strong organizational, leadership and interpersonal skills; highly trustworthy, ethical and discreet, committed to exceptional customer service and driven by challenges; Confident and poised in interactions with all ages and levels of individuals; Detail-oriented, resourceful, goal oriented and able to multitask effectively with minimum supervision.

Work Experience

Adjunct Faculty

RR, Inc - Kent, OH
2016 to Present

Assisted the growing KSU MLA Program with teaching "Introduction to landscape Architecture" to undergraduate/graduate level students; primarily: architecture, urban planning and geography students.

- ✓ Prepared information for and assisted students through various site visits and vignettes for a broad background understanding of the landscape Architecture field.

Executive Director

RR, Inc - Akron, OH
2014 to 2020

Ran and operated a sustainable, and growing, planning firm specializing in downtown revitalization assistance, offering clients a one-stop shop for all revitalization needs. Our slogan is "from funding to foot traffic".

- ✓ Aided small to medium sized communities throughout continental US through downtown revitalization projects, specifically; extensive community input, master planning, political coordination and project implementation.
- ✓ Spoke at three (3) most recent National Main Street Conferences on importance of community sustainability.
- ✓ Facilitated meetings/ presentations with regional, state and federal government officials for project support.
- ✓ Created and was in charge of the student internship program for DRS, including: hiring, coordination of daily tasks, learning opportunity identification and intern integration

President, DRI

RR, Inc - Cuyahoga Falls, OH
2012 to 2020

Executive director of a non-profit with an endowment of \$250,000

- ✓ Provides community and regional training for underserved communities focused on community revitalization and quality of life increases
- ✓ Provides planning services for communities without available funding or technical know-how
- ✓ Works for regional, state and federal agencies to provide training as part of the National Main street Center network
- ✓ Worked in 23 states in 18 months, assisting primarily communities under 25,000 in population

Planner/Landscape Designer

CT Consultants - Akron, OH

2011 to 2015

Aided in preparation and completion of master plans, preliminary engineering and final construction documentation for projects in seven (7) states

- ✓ Completed grant applications for federal, state and local funding sources in four (4) states
- ✓ Project manager with an emphasis on Northeast Ohio and Western Pennsylvania projects
- ✓ Responsible for successful projects with an average professional fee of \$325,000 and construction cost of \$5,000,000
- ✓ Facilitated meetings/presentations with regional and state government agencies to support project implementation

Education

Certificate in Grant Proposal Writing

Fort Hays State University - Hays, KS

April 2014

Masters Degree in City and Metropolitan Planning

University of Utah, College of Architecture and Planning - Salt Lake City, UT

May 2010

Graduate Certificate in Real Estate

University of Utah, David Eccles School of Business - Salt Lake City, UT

May 2010

graduate certificate in Real Estate

Utah State University - Logan, UT

May 2009

Skills

- Grant Writing / Implementation
- Community Relations
- Master Planning
- Real Estate Development
- Project Management
- Long-term Research Projects
- Project Coordination

- Urban Planning
- Computer-aided Design & Drafting
- Conceptual Land Development
- Government Relations
- Project Permitting Technical Skills: AutoCAD, InDesign, Photoshop Illustrator, ArcMap/GIS, SketchUp, and the Microsoft Suite

Maher Mansour

Lake Park, FL
(561) 207-0647
maher.mansour@gmail.com
www.linkedin.com/in/maher-mansour

PROFESSIONAL SUMMARY

AICP Certified Planner and LEED Accredited Professional in Neighborhood Development with +30 years of diverse experience as a supervisor, project manager and consultant. Highly proficient in community development, site and comprehensive planning, urban design, intergovernmental and private-public relations, complete streets, connectivity, historic preservation, form-based zoning and CAD. A Multi-discipline planner with a career that also encompasses property management along with residential, commercial and marine construction.

WORK EXPERIENCE

School District of Palm Beach County, FL - *Planning & Land Development Specialist*

FEBRUARY 2017 – PRESENT

- Evaluates, recommends and coordinates long and short-term facility needs and the acquisition, disposition and exchange of School District property
- Prepares Interlocal Agreements and contracts for mutual use and leasing transactions
- Manages Polling Place Agreements between the County Supervisor of elections, the municipalities and over 180 schools in the District after overhauling a paper-based system to an electronic filing/signature format
- Provides reports related to residential development, student population and school capacity
- Coordinates with County, local governments and special districts on District facility infrastructure needs.
- Prepares, interprets and reads site plans for schools, additions, traffic improvements and parking
- Implements the terms of contracts including performing due diligence reviews
- Reorganizes and standardizes the electronic file structure of the Department's network drive
- Writes, edits and updates the Department's procedures
- Presents information to appropriate parties both internal and external (e.g., School Board, Budget/Finance Committees, other governmental agencies, etc.)
- Represents the Planning & Intergovernmental Relations Department at selection committees for architectural services and construction manager at risk and public hearings
- Represents the School District at Palm Beach County Transportation Planning Agency (TPA) Technical Advisory Committee (TAC) and at Palm Tran Route Performance Maximization (RPM) Steering Committee

City of Tartous- *Planning & Architectural Consultant*

2000 - 2016 (On Continuing Contract)

- Contributed directly to the task of integrating the City's Master Plan with the Coastal Regional Planning Initiative
- Provided technical expertise in the preparation of feasibility studies and reports
- Performed economic impact analysis of proposed zoning and land use regulations
- Trained municipal engineers and architects in CAD use and implementation
- Served on Planning and Architectural Committees

Mansour Architect, Tartous - *Managing Director*

1986 - 2016 Private Planning-Architecture Practice

- Represented international corporations and NGOs as consultant for urban rehabilitation and historic preservation projects, industrial construction and marine operations
- Conducted subdivision platting of property, including provisions for easements, roads, parks and schools
- Designed, supervised, and constructed residential and commercial projects, including single-family homes, high-rise apartment buildings, schools, hotels and hospitals
- Reviewed architectural and site plans for compliance with building codes and zoning regulations
- Performed 3D modelling and rendering
- Managed construction (CM) of residential, commercial, industrial, medical, and hospitality buildings and facilities - including FF&E, MEP installations; and structural and civil work

Municipal Administration Modernization (MAM), Tartous - *Planning Consultant*

2007 - 2010 (Under Contract: A European Council Grant Program)

- Supervised a technical team of 6 municipal engineers, architects and planners in charge of a 494 acres (200 hectares) Community Development project optimized for walkability, connectivity and multimodal transportation
- Contributed to urban design plans for neighborhood development projects
- Collected and analyzed data of current transportation, social and economic conditions
- Assessed infrastructure needs such as drainage, water and sewer
- Performed Environmental Impact Assessments

I. Barbon, Inchcape Shipping Service -, Tartous - *Operations Manager*

2005 - 2010 Joint Venture Startup

- Integrated a branch office within Inchcape's global network of 286 offices
- Supervised 23 staff and implemented Standard Operating Procedures and compliance training
- Managed assets budgeting, requisition and strategic planning
- Oversaw commercial cargo vessel calls and oil tankers operations in three ports
- Participated in and contributed to international seminars and workshops related to business management, shipping, maritime operations and ISO compliance
- Performed market research and acquisition for general cargo and forwarding; and mediated between international clients, brokers, suppliers and buyers

Garbuio S.p.A., Treviso - *Site Manager & Logistics Supervisor*

2000 - 2005 Tobacco Redrying Station and Threshing Line

- Supervised 30 staff/crew in the civil construction of a 120,000 ft² plant, along with the mechanical installation of onsite power generation, steam, pneumatic and MEP
- Budgeted, monitored, and authorized payments to subcontractors and local vendors
- Managed logistics for company personnel travel and accommodation; and delivery of machinery, tools, equipment and spare parts from the seaport to the site (over 320 crates & containers)
- Oversaw the call-back, one-year warranty fulfillment after project completion

Spanish Cities of Alicante & Palma de Mallorca - *Planning Consultant*

2000 - 2003 (Under Contract: Grant for the Restoration & Rehabilitation of the Old City of Tartous)

- Supervised grant funding and authorized expenditures paid to contractors and vendors
- Participated in the architectural restoration and the historic preservation and rehabilitation plan; and the implementation of a pilot project by rebuilding, retrofitting and upgrading the affected residential units
- Conducted cadastral surveying; 3D modeling and rendering; and demographic data collection, analysis and projections

- Contributed to the publication of a bilingual book on the project
- Assisted in implementing a public outreach program for residents, workers, developers and various appointed and elected public officials

Tayara for Construction & Contracting, Tartous & Tripoli - *CAD Manager*

1997 - 2000

- Digitized the maps of the Tartous and Tripoli Ports
- Managed complete GPS surveying, sounding and mapping of the basin, breakwaters and piers
- Delivered detailed depth section drawings and quantity analysis (for dredging and cleaning)

A R Mansour Marine Contractors, Tartous - *Project Manager*

1990 - 1992 Port of Tartous Slipway Project (Patent Slip 1,200MT)

- Supervised 28 crew: technicians, divers, operators and mechanics
- Supervised the underwater construction, dredging and leveling of the sea bed
- Administered the construction of a 400 ft. pier with +400 concrete blocks
- Handled the piloting, operating, and maintaining of boats, floating cranes and tugs
- Maintained heavy-duty trucks, earthmoving and marine equipment

EDUCATION

University of Southwestern Louisiana

- Bachelor of Arts in City & Regional Planning
- Master of Arts in City & Regional Planning (Pi Gamma Mu)

CERTIFICATIONS

- LEED AP Neighborhood Development, Green Business Certification Inc.
- American Institute of Certified Planners (AICP)
- Syrian Order of Engineers, Registered Architect, 1984 - Current
- Palm Beach State College- Certificate Ethics Connection Program
- European Business Center for Studies & Training- Certificate in Documentary Letters of Credit
- Federal Aviation Administration (FAA)- Commercial Pilot (ASEL, AMEL, INSTA), Flight Instructor (INSTA, ASE), Ground Instructor (ADV), Remote Pilot (sUAS) -Current

VOLUNTEER EXPERIENCE

- Tutor: AutoCAD for architecture and engineering students - 15 years
- Mentor: Jusoor, a US 501c3 nonprofit organization helping Syrian youth realize their potential through programs in the fields of education, career development and global community engagement - 8 years

SKILLS

- Tri-lingual: English, Arabic and French
- 2D/3D AutoCAD, QGIS, MS Office, Libreoffice, Photoshop, Adobe Suite, blogging platforms and social media
- Transferable skill set applicable to complex tasks with the ability to teach and to learn new skills and concepts quickly
- Equally comfortable as a leader and a collaborator
- Advanced writing and oral communication skills

Cesar Mejia

Business Analysis

Miami, FL 33157

cmeji008@gmail.com

786-424-7878

Conduct research and prepare reports. To use econometric models and cost revenue estimations to provide best operational strategy. Maintain and improve positive working environment. To bring new ideas to the table while respecting current working methodology.

Authorized to work in the US for any employer

Work Experience

Bar Operations, Beverage Program Purchasing, Beverage Program Inventory Management, Head Bartender

Tacology Restaurant

2016 to Present

- Trained bartenders, bartender assistants, runners, and servers. Created Bar training manuals for bartender assistants and bartenders. Created wine and beverage program manual for restaurant. Training that increased productivity and knowledge which can be seen as the increase in beverage sale average, and speed of bar operations.
- Took over a wine program which I decreased its cost from 38% to 24%. I used pricing strategy where I priced superior goods at a very low price and gave popular normal goods a great margin. Increased responsibility by constant monitoring and giving ownership to trainees. Created sales program.
- I have kept the beverage program of liquor, beverage, beer and produce at a 20% cost, producing \$200,000-\$215,000 in monthly sales.
- Operated a modern purchasing approach with vendors. Using SG Proof app with southern wine and spirits, Sysco app, and what's app texting with vendors. Creating a fast resolution and follow up program.
- Handled product reception, receipt handling, storage inventory, and weekly bar inventory.
- Supervised bartenders, bartender's assistants, and beverage runners to produce at a professional efficient level.
- Created cost and profit analysis, where I was able to find runaway costs. Implemented strategies to decrease runaway costs which increased monthly profits.
- Priced beverage packages using marginal cost and marginal benefit to understand the ceiling of consumer consumption and price the goods in such a manner where both the consumer and restaurant would be both satisfied.

Project Manager, Consultation

El Jicaro Corporation - Miami, FL

2016 to Present

- Obtained the Licensing, Permits, Insurance, workers compensation.
- Created estimate for \$80,000 landscape installation reducing costs by 20%.
- Economic Cost and benefit analysis that obtained profit. Worked with arborists to find diseases as fusarium wilt and use information for correct tree removal.

- Used heavy machinery and weekly operational timelines to increase labor productivity.
- Reduction of Variable and Fixed costs that increased savings. Used plant ant app and excel to create faster estimates and purchases.
- Client Relationship strategy: used pictures, site maps, texts, follow up, and monthly goals to keep clients happy and informed.
- Customer Service and marketing strategy.
- Increasing Labor Productivity through heavy machinery training, to do lists, and green industry management training.
- Using G.I BMP and ANSI a300 standard to increase sustainability in landscape industry.
- Used formulas such as sq ft, cubic yards, tons, to calculate weights and measure land.

Internship (Realtor Administrative Assistant)

COLDWELL BANKER

2014 to 2015

- Coordinate proper documentation filing
- Create Customer Service follow up program
- Developed a lead generation activity program
- Budget analysis

Education

Bachelor of Arts in Economics

FLORIDA INTERNATIONAL UNIVERSITY

Certificate in Latin American Studies

Florida INternational - Miami, FL

Skills

- Graduated with a Bachelor of Arts in Economics from F.I.U 1. Econometrics 2. Statistical Measurement and analysis 3. Paul Krugman Macroeconomics 4. Business Calculus 5. Environmental Economics 6. Woman Economic Development 7. Microeconomics
- Fluent in English and Spanish
- Proficient in Microsoft Office, Excel, google Docs.
- Critical thinker, complex problem solver, persuasive skills
- Certificates in Latin American Studies from F.I.U. Certificate in G.I Best Management Practices. Fertilization certificate.
- Create future production and consumption models. Create standards and guidelines to increase efficiency of operations.
- Environmental permitting for Miami Dade County Public Works, DERM, Zoning. Communicated with Miami Dade County Supervisors so permits and mitigations where processed faster.
- Worked under General Contractors and took out city permits for both Florida registered architects and general contractors. Project Landscape manager for landscape installation in 8301 sw 112 st.
- Have processed Miami Dade County variances, As-Is, tree mitigation, tree removal, tree compliance, tree protection, plumbing permits.
- Installed landscapes using the Miami Dade Landscape Manual, chapter 18 A, chapter 18b. Passed city inspection.

- Net Present Value Analyst.
- Beverage Program Inventory for 1 year, bar purchasing management for 1 year.
- Managed a bar budget of \$45,000 to obtain \$215,000 monthly sale
- Managed purchasing for a beverage program producing \$2.7 million in annual sales.
- Trained restaurant staff, in charge of scheduling.
- MC
- MR
- Avg Cost
- Profit
- algorithm
- algebra
- calculus
- statistics.
- Analytics
- Business Development
- Business Management
- Microsoft Excel
- Business Intelligence
- Microsoft Access
- Microsoft Powerpoint
- Microsoft Office

Danica Milinovic
(305) 713-5200
dmili013@fiu.edu

OBJECTIVE: Landscape Architecture graduate seeking job position where interpersonal skills may be used to further company growth.

EDUCATION:

- Florida International University, Miami, Florida
Graduated December 2017

Graduate Program in Landscape Architecture + Environmental and Urban Design.

Master Project on restorative justice: "Restorative Landscapes"

- University of Novi Sad, Faculty of Agriculture, Novi Sad, Vojvodina, Serbia
Graduated December 2012

Bachelor with Honors - Landscape Architecture.

Thesis on urban design theory: "Concept of Central Park in New York"

EXPERIENCE:

- **Plant Professionals Inc.**

May 2019 - March 2020

Landscape designer/Sales

- Interviewing customers to learn their desires/needs and budget and develop long-term relationships and referral opportunities
- Upselling existing service lines if opportunity presents
- Measure, design and draw-up plans for clients
- Conducting presentations for clients
- Helping with urgent matter (i.e. work for the crews)
- Supervising landscape installations
- Executing on project management with sold landscape jobs to ensure customer satisfaction and payment
- Following up with previous leads and previous clients; scheduling follow-up appointments to review their project or to discuss new opportunities

- **Miami-Dade County Parks, Recreation & Open Space**

March 2017- December 2017

Landscape architect intern:

- Assisting on outgoing projects
- Revising existing and collecting new data to create book of designing codes
- Digital rendering of drawn plans
- Attending department meetings
- Creating Design Criteria Package for Nature Based Playgrounds

- **Regional water management district 'Vojvodina Waters'**

June 2013

Landscape engineer intern:

- In charge of projects along Danube-Tisa-Danube Canal coast
- Control and Maintenance of vegetation at stations along the canal
- Making reports after field visits

ACTIVITIES:

- **American Society of Landscape Architects** **Member 2015-Present**
- **European Landscape Architecture Student Association** **Member 2012-Present**
- **Certificate of Appreciation** **April 2012**

For the successful organization and realization of the project "Resymbolising" Serbia Mini Meeting-European Landscape Architecture Student Association Serbian Association of Landscape Architects
Belgrade and Novi Sad, Serbia, 2012

INITIATIVES:

- **Student Association of Landscape Architects** **Founder 2010**

- Supporting students by organizing and participating in different events: exhibitions of students' projects, workshops, professional excursions and seminars
- Organizing public exhibition of students' installations "Let it start from you", showcasing student installations
- Hosting annual **2012 ELASA** (European Landscape Architecture Student Association) meeting
- Development of creative ways in which to present our profession to the public.

RECOGNITIONS/AWARDS:

- **National Student Competition in Dendrology and Horticulture, First Place, April 2006**
Ministry of Education and Sports of the Republic of Serbia Belgrade, Serbia
- **Competition in Floral Design, First Place, April 2005**
Novi Sad Environmental Movement Novi Sad, Vojvodina, Serbia

SKILLS:

- MS Office
- AutoCad
- Adobe Suite
- SketchUp

Fluent in Serbian and English.



DANIEL N. MIRANDA

PROFILE

Highly motivated and hard-working professional. Dynamic skill set in sales, customer service, and technical background.

Ability to manage and collaborate on large complex projects delivering outcome-based solutions.

CONTACT

PHONE:

305-450-6317

ADDRESS:

2514 Dolphin Way
Salt Lake City, Ut 84121

WEBSITE:

<https://www.linkedin.com/in/daniel-miranda-995386106/>



EMAIL:

Dmira040@fiu.edu

HOBBIES

Peer Mentor
Motorcycles
Reading
Fishing

EDUCATION

Florida International University

August 2016 – April 2019

B.S. Mechanical Engineering

Cumulative GPA 3.4

Miami Dade College

June 2014 – June 2016

Credit Transfer to FIU

WORK EXPERIENCE

Rockwell Automation Territory Account Manager

July 2019–Present

- Owned \$6M account package for Food & Beverage, Consumer Products and Life-Science manufactures
- Drove strategic growth initiatives via outcome-based selling techniques
- Established as a trusted advisor understanding industry trends, business drivers, and organizational models
- Qualified opportunities to maintain a healthy funnel for 10% YoY growth

BD Builders LLC Owner/Manufacturer

June 2015 – July 2019

- Design, manufacturing and sold heating elements and accessories for electronic cigarettes
- International online distributor, 6 wholesale accounts, and 300+ retail customers
- Engaged customers via social media platforms for marketing events and sales promotions – Instagram, Facebook, website, and online forum platforms

Shell Lumber & Hardware (Ace Hardware Franchise) Sales Associate

January 2010–June 2015

- Managed the locksmith department and facilitated hands-on training for associates
- Implemented new programming technology for automotive keys
- Managed proprietary key system for residential/commercial high-security locks

SKILLS

- MS Office (Excel, Word, PowerPoint, Teams)
- Dynamics Customer Relationship Management System
- Bilingual – English/Spanish
- Collaborative
- Large project coordination

Niomi Montes de Oca

EMPLOYMENT HISTORY

2019 to 2020

Senior Planner – *City of Edgewood, Washington*

- Responsible for leading the creation of a streamlined, one-stop permitting, whose process is collaborative, accessible, reasonable, creative, predictable, and efficient.
- Independently and collaboratively performed technical planning review for a wide range of projects, including highly complex and politically sensitive proposals; residential and commercial uses; land use permits and drawings for construction (building, landscape, and site); critical area study review and protection of environmentally sensitive areas.
- Lead and coordinated land use applications through review, recommendation, documentation, and decision preparation, including review by other departments and disciplines.
- Was an active participant in the review and permitting process of construction and building permits, necessitating a high level understanding of permit issuance, inspection, punch list preparation, and final acceptance.

2016 to 2019

Planner – *City of Burien, Washington*

- Reviewed, prepared, and presented written reports regarding land use and development permits for proposals requiring administrative, hearing examiner, and city council approval.
- Coordinated project proposal review with other agencies and city departments; organizes and participates in meetings.
- Reviewed business license, building, or site development proposals for conformance with planning policies and zoning code requirements.
- Responds to citizen inquiries regarding the comprehensive plan, zoning, subdivision and land use.

2012 to 2016

Assistant Planner – *City of Sumner, Washington*

- Reviewed building and land use permit applications for compliance with zoning and environmental regulations.
- Prepared and present staff reports for the Design Commission and Hearing Examiner.
- Performed code enforcement investigations in order to gain compliance.
- Respond to citizen inquiries, perform research for public records requests and respond to developer inquiries.

2013 to 2016

Adjunct Faculty, Project Management – *ITT Technical Institute, Washington*

- Taught material from approved curriculum and developed daily lesson plans to include instructional aids.
- Motivated students to actively participate in all aspects of the educational process.
- Participated in retention initiatives by providing regular, accurate, and timely feedback to students and the school concerning academics, behavior, attendance, etc.

2011 to 2012

Property Manager – *The Neiders Company, Washington*

- Corporate Office: AP/AR as well as administrative duties.
- Sierra Meadows: Oversaw all functions for an existing property to be joined to a renovated property.
- Kona Kai Phasing into Sierra Meadows II Renovation: Responsible for all aspects of an 18-month full renovation project.

2006 to 2010

Development Coordinator – *Off-Campus Housing, University of Arizona, Tucson Arizona*

- **Programming and Finances:** Oversaw all programmatic, administrative and financial aspects of Off-Campus Housing Services and Commuter Resources
- **Supervision:** Supervised the production and dissemination of resources, publications, and services provided to students. Direct and lateral supervision of student employees.
- **Advocacy:** Facilitated workshops, presentations and focus groups.
- **Fund Development:** Developed funds to fully support all educational and social programs.

VOLUNTEER WORK

- **Board Member** – *Team Child*
- **Board Member** – *Parent Trust for Washington Children*
- **Graduate Research Assistant** – *Water Resources Research Center*
- **Mediator**– *Our Family Community Services*
- **Judge, Senior Award Panel** – *Dean of Students, University of Arizona*
- **Investigator** – *Southwest Fair Housing Council, Tucson Arizona*
- **Advisor** – *Mortar Board National Senior Honor Society*
- **Department Liaison** – *University of Arizona Parking and Transportation Committee*
- **Appointed Representative** – *OAR Project, appointed by City Council*
- **Appointed Representative** – *Kid-Co Task Force, appointed by City Council*
- **Department Liaison** – *University of Arizona Community Relations Committee*
- **President Elect**– *Mortar Board National Senior Honor Society – Pi Sigma Alpha Chapter*
- **Chairperson** - *Norwest Leadership Conference, Tucson Arizona*

EDUCATION

- **Master of Science, Planning**
College of Architecture, University of Arizona - May, 2011
- **Bachelor of Music, Composition** (Magna cum Laude)
College of Fine Arts, University of Arizona - May, 1999

HONORS, MEDALS AND AWARDS

- Graduate Diversity Fellowship
- Graduate Tuition Scholarship
- Graduated Magna Cum Laude – 3.8 GPA
- Robie Gold Medal for distinguished academic performance, service to community and family
- Named Who's Who among students in American Colleges and Universities
- Dean's List for Highest Academic Distinction
- Arizona Board of Regents Four Year Scholarship

ARIANA OROPESA

arianaoropesa@gmail.com
7905 E Drive, Apt. 15C
North Bay Village, FL 33141
(305) 542-5873

Summary: Hard working and determined. I am looking for a position that will enhance my skills and abilities and further my career growth opportunities while maintaining a positive and coachable attitude throughout the process.

Education:

Elite Bartending School |Miami Beach, Florida

Licensed under the provision of Florida Law Chapter 4005, Florida Statutes and 6E

Miami Dade College | Miami, Florida

General Studies

Skills:

Leadership
Exceptional communication and customer service experience
Bilingual
Proficient with Microsoft Office and basic computer skills

Experience

The Clevelander

February 2019- Current

Bartender & Marketing Model

Miami Beach, Florida

Full-time bartender at both The Marlins Park location and South Beach location. Work with a large group of staff to set up the bars, review inventory, produce signature cocktails, and attend to guests in a high-volume work environment. Able to maintain a positive attitude throughout my shifts for customer satisfaction and assist my co-workers as needed.

Miami Lighthouse for the Blind

August 2017-February 2019

Development Coordinator

Miami, Florida

Handled multiple tasks for this non-profit organization which included handling large amounts of money received as donations, billing, logging and keeping track of funds for different foundations, and providing tax letters for donors, as well as providing detailed information to the CEO from donors to maintain and establish new and existing relationships.

Ducks Bar and Grille

May 2014- March 2017

Bartender/ Waitress

Jacksonville, North Carolina

Worked multiple shifts as both a waitress and a bartender. Duties included bar set up, weekly inventory, and food knowledge at a high-volume pace with exceptional customer service skills.

Hooters

January 2013-April 2014

Waitress

Jacksonville, North Carolina

I was a server and my duties included opening and closing of the establishment, maintained great customer service, and worked with a high-volume of people with a great, positive attitude.

Best Bite Restaurant

January 2011-December 2012

Waitress/ Cashier

Jacksonville, North Carolina

I was in charge of greeting new and established customers, taking drink and food orders, provided quality customer service, and handled receipt and payments. I also restocked the menu items and assisted with the cleaning duties.

Volunteer

April/2007, 2008, 2009, 2010

Volunteer work with the City of Miami Beach Autistic Surf Camp/ Marine Biology Camp Counselor for children with special needs

References

John Winston -Elite Bartending School owner - (786) 468-0089

Ericka Garrity- FOH Cleavelander Supervisor- (786) 942-0033

Parnian Hernandez- Ducks Bar and Grille Manager- (408) 394-6631

Michael Coggin- Event Staffing Agent-(904) 654-6936



MICHAEL OSPINA

JUNIOR ARCHITECT

Mospina08@gmail.com

Tel: 954.647.0149

672 NW 133 Drive

Plantation, FL, 33325

I am passionate about performing in a team driven, deadline-oriented environment, where the main goal is contributing in the evolution and advancement of the Firm. I am a resourceful, proactive, and dedicated Junior Architect with experience in Commercial and Government Projects. This experience includes: Coordinating and providing technical drawings from Preliminary Schematic Design to the development of Construction Documents for City Permits. In addition, I have experience in assisting in the production of As-built drawings.

PROFESSIONAL EXPERIENCE

Cartaya and Associates Architects P.A. - Ft. Lauderdale, FL

Junior Architect - November 2018 - February 2020

Projects:

- FLL 5 Gate Terminal - Schematic Design - Drafted in AutoCAD under supervision of Senior Architect.
- Aerial Banners - Schematic Design - Drafted in AutoCAD under supervision of Senior Architect.
- FLL Security Facility - Construction Documents - Drafted in Revit under supervision of Project Manager.
- FLL Credentialing Office - Construction Documents - Drafted in Revit under supervision of Project Manager.
- Spirit IT Space - Construction Documents - Drafted in AutoCAD under supervision of Project Manager.
- Spirit OCC - Construction Documents - Drafted in AutoCAD under supervision of Project Manager.
- Pop Travers Park - City of Plantation - Construction Documents - Drafted in AutoCAD under supervision of Senior Architect.
- Broward Public Safety Complex Renovation - 4th Floor - Construction Documents - Drafted in AutoCAD under supervision of Project Manager.
- State of Florida - Replacement Housing Prototypes - Schematic Design - Drafted in AutoCAD under supervision of Senior Designer.
- Dutch Pot Restaurant - Construction Documents - Drafted in AutoCAD under supervision of Project Manager.
- Everglades Holiday Park - Construction Documents - Drafted in AutoCAD under supervision of Senior Architect.

Square One Architecture - Davie, FL

Junior Architect - 2017-2018

Projects:

- Temple Street Eatery Restaurant - Schematic Design through Construction Documents - Drafted in Revit under supervision of Architect.
- Porsche Design Tower Penthouse - Construction Documents - Drafted in Revit under supervision of Architect.

Stephen Bragalla Architect P.A. - Plantation, FL

Junior Architect - 2016-2017

Projects:

- Various Sportclips Hair Salons - Tenant Improvements - Construction Documents - Drafted in AutoCAD under supervision of Architect.
- Water Glades Condominium - Interior Renovation - Construction Documents - Drafted in AutoCAD under supervision of Architect.

EDUCATION

Bachelor of Architecture - May 2011 / May 2016

Florida Atlantic University - Ft. Lauderdale - Florida

Bachelor of Urban Design - May 2011 / May 2016

Florida Atlantic University - Ft. Lauderdale - Florida

SOFTWARE KNOWLEDGE

- AutoCAD
 - Revit
 - Adobe Photoshop
 - Adobe Illustrator
 - Adobe InDesign
 - Adobe Acrobat
 - Microsoft Word
 - Microsoft Powerpoint
 - Microsoft Excel
-

AFFILIATIONS

- NCARB - Member since 2016: On path to licensure
 - Emerge Broward - Member since 2019
-

LANGUAGES

- English - Fluent Written / Spoken
 - Spanish - Fluent Written / Spoken
-

REFERENCES

Juan Justiniano - Vice President

Cartaya and Associates Architects P.A.
2400 E. Commercial Boulevard
Suite 201, Ft. Lauderdale , FL 33308
Tel: 954.643.3224

Tony Herrero - Senior Architect

Cartaya and Associates Architects P.A.
2400 E. Commercial Boulevard
Suite 201, Ft. Lauderdale , FL 33308
Tel: 954.821.8318

Roger Lebida - Senior Architect

Cartaya and Associates Architects P.A.
2400 E. Commercial Boulevard
Suite 201, Ft. Lauderdale , FL 33308
Tel: 954.854.6198

Teen Woon - Senior Architect

Cartaya and Associates Architects P.A.
2400 E. Commercial Boulevard
Suite 201, Ft. Lauderdale , FL 33308
Tel: 954.817.9799



ROBERTO TORRES

Roberto@theelitefirm.com | H: 786-501-3332 | 13453 SW 62 Street UNIT 4 , Miami, NM 33183

Summary

Innovative Director Of Events /Creative Director skilled in developing and leading highly effective creative teams illustrated across 25 years in events and entertainment industry roles. Accustomed to managing projects in alignment with clients objectives and vision.

Polished and articulate professional adept at relating and engaging specialists, potential customers, and diverse levels of sales and administrative personnel.

Proven to excel at various sales approaches and techniques which establish trusting relationships, productive communications and long-term partnerships.

Skilled Director with a solid record of accomplishment in planning and executing events for internal and external customers. Adept at developing data-driven strategies to promote events and maximize reach.

Skills

- Design background
- Creative team collaboration
- Team development
- Project management expertise
- Creative writing
- Creative Designs
- Management skills
- Event Producer
- Floral Master
- Event Management
- Sports And Event Marketing
- Unique Culinary Development
- Concept development
- Strategic brand management
- Production operations
- Sound and Backline Producer
- Team player
- Focused
- Strong creative vision
- Decisiveness
- Natural leader
- Self-motivated
- Contract negotiation
- Deadline-driven
- Budget adherence
- Strategic communications
- Strong creative design skills

Experience

The Sacred Space Miami/ Karla Events |
Miami, FL
Director of Events
03/2017 - Current

Event Producer, Visual Marketing for brands and Social Markets
Spearhead the Sales and creative team from; Marketing, Event Branding, Graphic design, conceptual development with a modern and trending approach ‘
Destination Management; Program Development Venue Selection
Culinary, Experiences all details from menu structure pricing and Couture the culinary presentation with venues catering team
Event Planing & Technical Services; Audio Visual Design and Production
Scenic Design and Production, Lighting production and Design Multimedia
Conceptual Design & Execution
Creative Director, Talent Booking, Entertainment Management
Floral Architectural Designs
Talent Booking , Technical Design

- Designed contracts, collected fees and booked venues for events.
- Recommended money-saving strategies for events.
- Coordinated vendors, timelines and budgets for events.
- Coordinated vendors, timelines and budgets for events.

Principal
12/2017 - 03/2019

The Chowdhury Foundation | Doral, FL
Director of Events.
02/2013 - 12/2017

Deco Productions / Grande Affaire |
Miami, FL
Director of Sales Grade / Creative
Director
06/2003 - 06/2013

Barton G | Miami, FL
Creative Director / Culinary Catering
Manager
03/1993 - 06/2013

- Designed contracts, collected fees and booked venues for events.
- Developed a platform for instructional practices design through data-driven decision-making.
- Implement systems to design and execute all social fundraiser
- Cultivated and produced unique social gatherings all as extensions of the foundation
- Developed private sector Social Events/ International site selections and hotel bookings and drafted contracts. Destination Events, the Caribbean and the families social premiers
- Produced ,Designed and executed all details large weddings over 1200 guest
- Management of all the Nicklaus Children's / Chowdhury Family events
- Over 13 years of working with Enterprise/ Yearly we produced numerous events
- Management of their Yachts and Private Jets/ Booked and Managed operations
- Creative Lead on all social and cooperate leads
- Spearhead the team and implemented business development with major Hotel Brand, Ritz Carlton, Four Season, St. Reggis, Turneberry Resort, Biltmore Hotel and country clubs
- Destination Management/ DMC networking events / City Chapter Networking / Young Professional Programs
- Led a team of account manages , event coordinators and operation managers
- All social leads and Wedding Planing Services implemented and produced as per budget and creative designs
- As the Creative Director , all designs and story board floor plans and meetings had to be discussed and presented at our weekly meetings
- Provided direction and supervision for a team of art directors and designers.
- Developed budget and negotiated contracts and quotes to ensure projects were completed within financial constraints.
- Lead and directed design and production teams for floral , creating unique designs within required time lines.
- Set department quality standards and directed daily operations.
- Directed the implementation of improved work methods and procedures to achieve agency objectives.
- Managed writers, artists, designers and project managers with a hands-on approach in order to successfully accomplish daily work and special projects.
- Created marketing plans and devised strategic communication approaches.
- Led creative team meetings to share ideas and bring actionable plans to fruition.
- Offered leadership while liaising with independent creative agencies.
- Creativity and Floral Selections/ Ryder Cup / PGA / US OPEN / SUPERBOWL / Traveled cross country / upscale trendy market/ Galas /
- Coordinated album photo sessions and contracted stylists and photographers.

Education and Training

Miami Dade College | Miami, FL
Associate of Arts in Arts

Websites, Portfolios, Profiles

- WWW.THEELITEFIRM.COM

References

- Aida Dapena
Director Of. Sales /The One Hotel
305-206-4757
- Michael Mowat
Director of Gits
Michael.Mowatt@nicklaushealth.org
305-570-8650
- Rosie Suastegui
Executive Assistant / The Ritz Carlton Key Biscayne
General Manager Mark Hayes
305-365-4182
Rosie.Suastegui@ritzcarlton.com

Rob Vela

Project Manager - ProMedica Health Systems

Perrysburg, Ohio, 43551, US

rob.velajr@gmail.com

(419)307-7934

To further my career within the organization and built my individual talents and skills.

Work Experience

Project Manager

ProMedica Health Systems - Toledo, Ohio, US

2016 to Present

- Owner's representation for the new Generations Tower build at Toledo Hospital.
- Responsibilities include budget management for the full project, construction management with the existing hospital, move planning for our patients/employees/equipment and operation planning once we fully occupy the new building.
- Participating in block planning and programming for the full transformation of ProMedica Toledo Hospital.
- Managed individual user groups to ensure that their needs in the building were achieved.

Civil Utilities Engineer

ARCADIS - Toledo, OH

2014 to 2016

- Responsible for client management and design services for several large companies throughout the country.
- Coordinated the engineering, design, and construction of multiple projects for several high profile clients.
- Managed multiple engineering disciplines through design including civil, mechanical, and structural.

Project Engineer

Turner Construction - Maumee, OH

2012 to 2014

- Managed multiple construction projects with a focus in the healthcare industry clients.
- Worked closely with healthcare clients to understand their needs and requirements in order deliver projects that met all of their expectations.
- Coordinated construction schedules on several multi-million dollar projects.
- Managed budget reports for several jobs throughout northwest Ohio.

Engineering Technician

Metropolitan Sewer District of Cincinnati - Cincinnati, OH

2010 to 2011

- Reviewed building permits to ensure compatibility with city and county requirements.
- Reviewed water detention systems within the city of Cincinnati.
- Microsoft Excel purchase orders.

Skills:

Experience Using: Microsoft Office, AutoCAD, AutoCAD 3-D, SolidWorks Modeling. Have an vast understanding of client management, project coordinate, and budget management.

Education

Bachelors of Science in Civil and Environmental Engineering in Civil and Environmental Engineering

University of Cincinnati - Cincinnati, OH
2007 to 2012

Terra Community College - Fremont, OH
2005 to 2007

Skills

- Budget
- Budget management
- Solidworks
- Autocad 3
- Autocad
- Client management
- Microsoft office