

Ms. Babette Friedman

February 27, 2020

I hope this cover letter finds you doing well. I'm sending you my resume for the position of City Manager. My education includes a Master's in Public Affairs and a Bachelor's in Public Administration.

I'm a results-oriented manager who creates forward momentum and eager to seize new opportunities. I'm candid and self-confident, which aids me in accomplishing goals by gaining buy-in from others. I thrive under pressure. My contributions as a manager include high energy, my drive to get results, innovative, commitment to doing what's right, and ability to inspire others.

I have twenty years of municipal government experience, which includes fourteen years as a Chief Executive Officer. In the early nineties, I started my career in Plano, Texas, as an Intern/Management Assistant. After five years in Plano, I pursued my professional career as a City Manager in the following Texas communities, Springtown, Fairview, Celina, and Angleton. From 2008-2013, I served as a General Development Officer for the United States Agency for International Development in Iraq and Afghanistan.

I have ample experience in economic development, multiple infrastructure projects, strategic planning initiatives, bond programs, etc.

Throughout my career, I have several accomplishments. But I take great pride knowing I played a significant role in preparing the Town of Fairview to be ranked in the top ten out of 63 suburbs in the Dallas-Fort Worth area. I managed the formation of Fairview's commercial vision and planning for 1,000 acres along US 75 that evolved into a 200-acre regional development featuring 1,000,000 square feet of retail. I managed the idea and implementation of Heritage Ranch Active Adult Community with 1,144 homes, 18-hole golf course, 24,000 square foot clubhouse, and other amenities. My tenure in Fairview involved multiple infrastructure projects, twenty-six subdivisions, and many activities associated with a growing local government.

Throughout my career, I have negotiated numerous development agreements. One agreement was for the Light Farms Development along the North Dallas Tollway in Celina, TX. In 2013, Light Farms was named the best single-family development in the Dallas- Fort Worth area. I worked with Underwood Financial to build the Celina Town Center a 40-acre project with 92,000 square feet of retail, three pad sites, and additional land for office space. Celina was ranked by the US Census Bureau as the eighth fastest growing City in Texas during my tenure.

In Angleton we have initiated several projects including but not limited to; 13.0 million dollar street improvement program, new automated residential trash service, preparing to implement an AMI meter reading system, in discussions with developers on three potential municipal utility district (combine 3,300 new homes), various new commercial

establishments, awarded the Livable Centers Grant for downtown study, wastewater treatment plant improvements, new 750,000 gallon elevated water storage tank, sidewalk project, \$54,000,000 budget for FY 2019/20, Town Hall meetings on specific topics, SCADA, and many other programs. I encourage you to visit the City of Angleton website and review our community videos and Inside Angleton magazine.

During my career in Texas and internationally, I have overseen multiple capital investments that include local and regional initiatives. I have managed the following projects but not limited to; right-of-way acquisition for the North Dallas Tollway extension, expansion of SH 289, multiple road improvement programs, negotiated regional water and wastewater contracts with NTMWD and UTRWD, construction of water delivery points, elevated and ground storage facilities, multiple water, and wastewater lines, rehabilitation & construction of new water and wastewater facilities, eyes and ears for the Ambassador regarding progress on the Fallujah \$100 million dollar wastewater treatment plant, multi-use parks, downtown park etc. I have overseen multiple planning initiatives for capital investments including, ninety-nine square miles of thoroughfares, wastewater, water, parks for a build-out population of 350,000.

I'm familiar with the following economic incentives necessary for expanding and maintaining communities economic base; tax abatements, enterprise zones, public improvement districts, tax increment reinvestment zones, Freeport exemptions, 380 agreements, and industrial agreements.

I have managed budgets ranging from \$10.0 million to \$54.0 million and staffing levels from 20 to 170+. I have always maintained a conservative budget approach and consistently managed municipal funds responsibly. My reporting of budget and financial data has repeatedly conformed with GFOA standards.

This cover letter serves as an introduction to my experience. The attached resume offers an extensive overview of my professional attributes. I look forward to hearing from you shortly. You may contact me at 972-351-2523 or scott.lee.albert@gmail.com.

Respectfully,

Scott L. Albert

Scott L. Albert

972-351-2523

scott.lee.albert@gmail.com

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

05/1995 – 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 Hrmat 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.

EDUCATION

The University of Texas at Dallas

Master of Public Affairs (MPA) - 1994

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

City of North Miami
776 NE 125 Street
North Miami, FL 33161

Dear Sir/Madam,

Please accept this cover letter along with attached CV as my application for the position of **City Manager** as advertised on city website.

After reading the advertisement for the position I believe I have the skills and experience that will make me the best candidate based on your core requirement for the job. Some of the highlights are;

- Over 20 years of working experience in Accounting and Finance.
- Over 14 years of staff supervision experience (union & non-union)
- Experience working with Board, Commission Members and Council.
- Member of Chartered Professional Accountant Canada –**CPA, CGA**
- Certified Local Government Manager (**CLGM**) (December 2019)
- National Advanced Certificate in Local Authority Administration - Level II 2019
- National Advanced Certificate in Local Authority Administration - Level I 2019
- Member of Government Finance Officers Association (**GFOA**).
- Member of Society of Local Government Managers (**SLGM**)
- Strong background in Operating/Capital Budget and Financial Reporting/Analysis.
- Ability to cope well under stress and adaptive to work environment.
- Willing to accept challenging tasks and learn new skills.
- Ability to evaluate, prioritize and problem solve a variety of tasks to ensure their timely and accurate completion.

My previous experience has taught me how hard work, dedication and perseverance can help when completing a task or project. As your employee, I will welcome hard work, be willing to learn new skills, be mindful of details and stay on top of the analysis. I pride myself on my dependability and ability to work well with others.

I would appreciate an opportunity to work at City of North Miami. I hope you will give me opportunity to discuss my qualification and experience with you.
I can be reached at 647-268-8046 to arrange an interview at your convenience.

Thank you for your time and consideration.

Please feel free to contact me if you require further information to process my application.

Sincerely,

Kamran Ali

Tel: 647-268-8046

Email: ali782000@hotmail.com

Kamran Ali, CPA, CGA, ACCA

1-(647) 268-8046

Lethbridge, Alberta, CANADA ali782000@hotmail.com

HIGHLIGHTS OF SKILLS AND QUALIFICATION:

- Over 20 years of working experience in Accounting and Finance.
- Over 20 years of working experience with ERP system such as SAP & PeopleSoft, JDE.
- Strong background in Budget and Financial Reporting/Analysis.
- Member of Government Finance Officers Association (**GFOA**).
- Certified Public Accountant (**CPA**)- US - In process(IQEX)
- Certified Public Financial Officer designation (**CPFO**)- In process
- Ability to cope well under stress and adaptive to work environment.
- Willing to accept challenging tasks and learn new skills.
- Extensive experience leading and mentoring teams
- Ability to evaluate, prioritize and problem solve a variety of tasks to ensure their timely and accurate completion.

Computer skills include:

MS Office –Crystal Reporting –Oracle-Outlook -SAP R/3 -People Soft -AS 400(BPCS) - Great Plains-Lotus Notes-ACCPAC-Show Case Query-COGNOS-Team Budget-Crystal Reporting-Agresso –iScala-JD Edward.

EMPLOYMENT HISTORY:

Financial and Administrative Manager
Lethbridge Police Service, Lethbridge, Alberta

August 2017- To date

- Member of Executive Team and reporting to Chief and Deputy Chief of Police.
- Responsible for Operating(\$37M) and Capital Budget of the service.
- Monthly presentation of financial information to Police Commission & Finance Committee.
- Work with City Manager and Treasurer on financial issues.
- Responsible for Police service business plan and four (4) year's budget (2019-2022)
- Responsible for Police purchasing and finance including ALERT billing, false alarm, tickets, pay duty, payroll & benefits, recruits training, operating and capital budget.
- Security clearance, Clear polygraph, CPIC, NICHE, Tickets, Smart Squad.
- Financial reporting for Tickets (Conventional & Photo Radar).
- Operating budget including payroll using Questica.
- Worked on special project & successful financial planning resulting in annual saving of \$1M+.
- Implementation of program-based budget, zero-base training and asset tracking system (WISETRACK).
- Process improvement in accounting and related financial functions.

Supervisor Financial Planning
Regional Municipality Wood Buffalo, Fort McMurray, Alberta

March 2016- July 2017

- Total Operating Budget responsibility of **\$250M** in expenses & **\$70M** in revenue

- Direct Supervisions of 8 Staff member & 15 Indirect staff.
- Responsible for Transit, Public works, Regional emergency services (Ambulance, Fire), Environmental & Sustainable services, Engineering, Land administration, Economic development, Economic Strategy, industrial relations, Planning.
- Monthly Variance reporting including projection and KPI.
- Monthly meeting with Directors and Executive Directors of the Divisions
- Process improvement in accounting and related financial functions.
- Prepare monthly, quarterly financial statements according to GAAP
- Prepared statistical reporting including performance indicators
- Council reporting including financial and budget reporting.

Treasurer
The Municipality of West Elgin, Ontario

September 2015-March 2016

- Member of Executive Team and Reporting to CAO.
- Responsible for Operating(\$10M) and Capital Budget(\$1M) of the service.
- Responsible for Taxation, Finance, Utilities, Payroll, IT, Provincial Services
- Semi-monthly presentation of financial information to Council.
- Developed financial reporting policies such as Section PS3260-Contaminated Sites
- Process improvement in accounting and related financial functions.

Senior Corporate Analyst – Reporting & Accounting (Contract) June 2014-To April 2015
City of Guelph, Ontario

- Coordinate the City's annual external financial statement audit
- Worked on special projects such as; Streamlined City chart of accounts including business units, object codes
- Developed financial reporting policies such as Section PS3260-Contaminated Sites policy and Capital Policy
- Prepare annual audited financial reports for the City, departments and external partners
- Implement audit recommendations proposed by the external auditors as needed
- Prepare Provincial Financial Information Returns, including coordination
- Identify and assess potential risks in the City's financial reporting systems and provide assistance to the Manager regarding the design and implementation of effective control-related policies and procedures
- Monitor the effectiveness of control policies and procedures Attended Committee & Council meetings and provide support to the Audit Committee as required
- Manage internal audit projects requiring finance department assistance, as required
- Liaise with financial planning staff to ensure budget information can be incorporated on a consistent basis with PSAB financial reporting in the audited financial reports

Controller-(Contract)
Canadian Partnership Against Cancer, Toronto, Ontario

May 2013- May 2014

- Supervise and manage accounting staff
- Implement and oversee framework of internal control
- Monitoring and manage performance of day to day, month end, and year end accounting
- Manages completion and maintenance of the general ledger ensuring integrity of the data.
- Grants reporting and analysis for funding to partners.
- Process improvement in accounting and related financial functions.

- Prepare monthly, quarterly financial statements according to GAAP
- Prepared statistical reporting including performance indicators
- Assisted Director in preparation of annual Capital and Operating budget
- Managed the yearend audit including all working papers and annual compliance reporting for VP, finance and Corporate service
- Maintain all current and any future funding formulas to insure transparency and accuracy
- Served as principal technical resource for all financial issues.
- Interpret and develop strategies to ensure compliance with new and existing Federal funding guidelines.
- Provide financial guideline to finance and admin committee and Board
- Assist Director, Finance and Administration and VP, Finance and Corporate service as required.

Financial Controller (Contract)

December 2011- March 2013

Aga Khan Foundation, Washington, DC, USA

- Supervise and manage Accounting & Grants Staff
- Assist in preparing of Operating and Capital budget for AKF USA
- Review and approve planned expenditure & invoices for payments& Journal entries
- Assist in preparation of Annual budget of AKF
- Preparation of financial statements, variance analysis and reporting cash position to CEO Report program Grant expenditures to Donor agencies (USAID, USDA)
- Reconciliation of all bank accounts (Chequing, Investment, Saving, Agency, Securities)
- Preparation of proposal in cooperation with the Program officers.
- Supervise the preparation of the quarterly forecast analysis (including all program grants)
- Monitor drawdown and disbursements of funds & monitor grant burn-rates
- Review the project control worksheets and provide analysis to senior management.
- Providing support to the field offices and the program staff
- Responsible for monitoring cash flow, investments and the ROI.
- Responsible for year-end closure and preparation of financial statements.
- Interim and Annual Financial audit and Federal Grants A-133 Audit & Form 990

Accounting Supervisor

February 2008- To November 2011

York Regional Police, New market, Ontario, Canada

- Assist in preparing Operating and Capital budget annually.
- Supervising Finance team.
- Preparation of Financial Statements for Board & Council.
- Develops and maintains various forecasting models
- Grant reporting for Federal, Provincial and Municipal Grant.
- Calculation and Forecasting of Salary and Benefits including OMERS.
- Provides costing for various proposals and reports
- Implementation and maintaining of asset database, asset replacement schedules according to CICA-PSAB requirements
- Provides financial and analytical support to the departments.
- Assisted in the development of financial policies, procedures and internal audits

Financial Analyst (Contract)

February 2007- To December 2007

Miele Canada Ltd. Vaughan, Ontario, Canada

- Creating Financial Statement using COGNOS.
- Activity based analysis including Budget vs. Actual for all the departments.

- Calculating activity stats based on the departmental related criteria for Sales, Marketing, Service and Finance (days A/R, Service call, advertising costs etc.)
- Business Analysis and planning for sales projections.
- Forecasting of revenue and expenses based on set criteria and variables.
- Creating Ad-Hoc reports and provided Trend Analysis on products.

Intermediate Budget/Financial Analyst

January 2006- December 2006

York University, Toronto, Ontario, Canada

- Revenue Budget analysis using People soft financial.
- Uploading budget calls from different departments in the System.
- Variance analysis for different set criteria such as no. of students, resources used by different departments from actual to budget.
- Creating, maintaining and Updating Financial, Enrollment Models and PTR Calculation
- Using E-Spreadsheet and the report tools to maximize output and increase efficiency.

Senior Accountant -Specialist Accounting and Control

June 2005-December 2005

Diageo Canada, Etobicoke, Ontario

- Creation and uploading of budget and overhead for Demand (IMC).
- Reconciling of the G/L accounts on monthly basis and running Trial balances
- G/L Profit center analysis and activity report by brand as required by the management.
- Doing month end closing and preparing Ad-Hoc reports.
- Preparing the necessary working papers as required by KPMG auditor.

Cash Accountant

June 2003- June 2005

Celestica Inc. Toronto, Ontario, Canada

- Experience in SAP Financials. (General Accounting).
- Prepared manual accounting entries and monitor system generated entries to ensure that financial statements are accurate and stated in accordance with GAAP.
- Created monthly reports to analyze variances between actual, forecast and plan.
- Prepared monthly account reconciliation for a series of balance sheet accounts.
- GST calculation and filing of T4 and GST with government.

Accounting /Office Clerk

April 2000 - April 2003

Bata Retail Canada, Toronto, Ontario

- Run billing for stores and accounting department.
- Create Return Authorization Numbers and credits in SAP for return of defective products
- Ensured accounting statements balanced on weekly basis.

EDUCATION:

- | | |
|---|------------|
| • Certified Public Accountant (CPA)- US | In Process |
| • Certified Public Financial Officer designation (CPFO) | In Process |
| • Certified Local Government Manager (CLGM), Alberta | 2019 |
| • Association of Chartered Certified Accountants (ACCA) -UK | 2017 |
| • Certified General Accountant (CGA, CPA)-Canada | 2016 |
| • Bachelor's Degree (B.A) in Admin. Studies, York University, Toronto | 2004 |
| • Bachelor's Degree in Commerce, Punjab University, Pakistan | 1997 |

Caesar Asadi

3601 NE 207th St Apt 1305 Miami, FL 33180 | (305) 433-0133 | caesarasadi@outlook.com

Education

BACHELOR'S | MAY 2019 | BARRY UNIVERSITY

- Major: Biology

HIGH SCHOOL DIPLOMA | JUNE 2015 | COATESVILLE AREA SENIOR HIGH SCHOOL

- 4.28 cumulative GPA
- 7th in a class of 588

LEADERSHIP

· High School

- *President*, National Honor Society
- *Captain*, Boys' Varsity swim team (2015 Undefeated Chesmont Champs 13-0)
- *Lead Prosecution Attorney*, Mock Trial Debate team
- *Captain*, Academic team
- *Captain*, Boys' Varsity Baseball team

· College

- *Stamps Leadership Scholar*, Barry University
- *Student Ambassador*, Department of Recruitment and Admissions
- *Membership Coordinator*, Campus Activities Board
- *Social Media Manager*, Campus Activities Board
- *Vice President of Programming*, All Greek Council
- *Vice President of Social Affairs*, Alpha Delta Gamma
- *Senator*, Student Government Association
- *Orientation team leader*

Experience

AQUATICS DIRECTOR | MARJCC | AUGUST 2019 - FEBRUARY 2020

- Head of the Aquatics Department of the Michael Ann Russell Jewish Community Center. Designed and implemented Aquatics Handbook and created/updated SOPs and policies for the facility. Introduced a new scheduling system and updated organizational flow chart. Installed outdoor lights and made several key renovations to the facility.
- Managed and developed the aquatic department, supervising 20 staff, coordinators and coaches in the fall, winter and spring season. Implemented physical conditioning and standards for lifeguards to mitigate liability.
- Developed SOPs for creating/modifying existing programs for the entire agency. Inherited a \$400k budget with a deficit of approximately \$128k; increased revenue by \$15k in less than 6 months with an emphasis on training, quality management/execution, accountability and developing multiple sources of revenue, mainly rentals.

CO-FOUNDER | MINDPOWER FOUNDATION | FEBRUARY 2019 - PRESENT

- Launched a non-profit that addresses the mental health problems faced by the youth in today's society. Community events organizer that helps to raise awareness on mental health and how to effectively handle them. Mentor to dozens of kids in the South Florida area. Developing certification program for coaches to be trained/educated on mental.

SWIM/WATER POLO COACH | DR. MICHAEL KROP SENIOR HIGH SCHOOL | NOVEMBER 2017-PRESENT

- FHSAA certified Coach. Designed and implemented swim training program. Incorporated strength training and conditioning through dry land and weight room work outs. Planned and organized swim meets, team events and team bonding exercises. 3 District championships in 2 years.

SWIM COACH | MIAMI-DADE COUNTY | JUNE 2016 - AUGUST 2017

- Built a recreational swim program from 7 kids to 30+ kids in less than 1 year. Planned/organized swim meets, team bonding events and organized a parent booster club. Designed t-shirts and other athletic apparel. Managed the team budget and created an excel sheet for the swimmers to track their progress and improvements.

LIFEGUARD | MIAMI-DADE COUNTY | JUNE 2016 - AUGUST 2017

- American Red cross Lifeguard/First Aid/CPR/AED certified. Ran Learn to swim programs with children ages 2-18+. Monitored pool chemistry and followed all lifeguard protocols to create a safe and comfortable atmosphere for all pedestrians. Featured on Miami-Dade County social media as exemplary lifeguard for accolades as a swim coach.

STUDENT AMBASSADOR | BARRY UNIVERSITY | AUGUST 2015 - JULY 2016

- First freshman in the school's 75-year history to be hired to become a Student Ambassador. Gateway for prospective students from all education levels. Student guide of campus facilities and helped launch the marketing campaign for Barry University Admissions.

HEAD LIFEGUARD/SWIM COACH | COATESVILLE COUNTRY CLUB | MAY 2015 - AUGUST 2015

- Head lifeguard and assistant swim coach at swim/golf/country club. Coached the 11-12-year-old age group swimmers for the summer league. Country club protocols instilled the importance of customer service and how to effectively run a pool facility. Also worked the Drink/Snack bar at the pool as well as a server.

LIFEGUARD | KENNETT SQUARE GOLF AND COUNTRY CLUB | JUNE 2014 - AUGUST 2015

- Lifeguard and private swim instructor for country club. Help to develop learn to swim program for their summer league swim team. Taught private swim lessons to members and ensured safety protocols were followed.

Misc. Experience

SWO CANDIDATE | UNITED STATES NAVY | JUNE 2015 - OCTOBER 2017

- Candidate of the Navy DEP Challenge program to filter potential individuals for Special Warfare operations. The training and knowledge learned in this program have helped to mold me into a unique individual of unparalleled mental discipline. Disqualified as a candidate and from the Navy due to injuries sustained in a life-threatening car accident.

References

JOHN TURNIPSEED | KROP AQUATICS | (305) 206-0574 | COACHJOHN@SWIMNEPTUNES.COM

CHANDLER GULL | EXOS/EQUINOX | (219) 869-9664 | CHANDLERGULL7@GMAIL.COM

MARIA WILSON | FLORIDA INTERNATIONAL UNIVERSITY | (786) 838-5678 | MARIWILS@FIU.EDU

Certifications

AFO Certified | USA Water Polo Coach | USA Swim Coach | CPR/First Aid/AED | Lifeguard/WSI Instructor Trainer

SUNAMY ALVAREZ

Hialeah Gardens, FL 33018
girly2784@yahoo.com
305.563.1340

Seasoned, highly self-motivated, analytical and ethical Human Resources Professional that possesses experience supporting shared services environments. Areas of proficiency include Employee Relations, Talent Management, Reward & Recognition, Training & Development, Diversity & Inclusion, Change Management, Employee Engagement, Succession Planning, Leadership and Team Coaching, Talent Acquisition, and Retention Strategies.

WORK EXPERIENCE

Human Resources Manager

Healing Touch CC - Hialeah, FL
2016 to Present

- ◆ Responsible for all HR related practices to ensure compliance with corporate policies and applicable employment laws in every company location.
 - ◆ Conduct ongoing HR operations and maintain an open line of communication with shareholders, doctors, managers, and employees.
 - ◆ Develop and implement recruiting strategies.
 - ◆ Create and review job descriptions, pay ranges, job titles, and career paths.
 - ◆ Responsible for interviewing and managing the hiring process for doctors and every department for the company.
 - ◆ Oversee and facilitate training and development for employees and managers through various forums such as seminars, speaker presentations, workshops, and/or webinars.
 - ◆ Support managers with personnel related decisions and concerns.
 - ◆ Collaborate with the designated Managers to counsel employees and all levels of management on employee relation issues ensuring legal compliance with policies and laws.
 - ◆ Train, assist, and monitor supervisors in the completion of employee performance evaluations and development plans.
 - ◆ Review all disciplinary actions and conduct internal investigations in accordance with Company policy and legal requirements.
 - ◆ Conduct exit interviews.
 - ◆ Coordinate all OSHA and HIPPA to ensure compliance.
 - ◆ Oversee the administration of all leaves, including but not limited to FMLA, Workers Compensation Disability, and any other forms of leave required under state/federal law and/or corporate policy.
 - ◆ Review and approve Paid Time Off (PTO) requests,
 - ◆ Responsible for bi-weekly payroll processing for both locations.
 - ◆ Plan and execute company events such as Holiday Party, Years of Service Award, Thanksgiving and Administrative Day lunch for all offices.
-

Human Resources Generalist

Aran Eye Associates - Coral Gables, FL

2012 to 2016

Lead the HR Business Partner team and provide oversight on employment relation issues, prevention of adverse incidents, performance counseling and performance management.

- ◆ Conduct routing meetings with each department.
 - ◆ Develop and implement recruiting strategies.
 - ◆ Create and review job descriptions.
 - ◆ Responsible for interviewing and managing the hiring process for doctors, all departments and companies.
 - ◆ Conduct, manages and resolves complex employee relations issues.
 - ◆ Support managers with personnel related decisions and concerns.
 - ◆ Complete employee's reviews.
 - ◆ Review all disciplinary actions and conduct internal investigations in accordance with Company policy and legal requirements.
 - ◆ Conduct exit interviews.
 - ◆ Conduct yearly I9 documentation review.
 - ◆ Implement employee benefits programs and oversee open enrollments.
 - ◆ Oversee the administration of all leaves, including but not limited to FMLA, Workers Compensation Disability, and any other forms of leave required under state/federal law and/or corporate policy.
 - ◆ Responsible for bi-weekly payroll processing for all six companies under common ownership.
-

Office Manager

Florida Retina & Vitreous Center - Orlando, FL
2010 to 2012

Managed main office and one satellite office.

- ◆ Checking in/ out patients
 - ◆ Billing, coding and collection.
 - ◆ Job postings, orientation and training new hires.
 - ◆ Scheduling surgeries and assisting doctor.
 - ◆ Conduct exit interviews.
 - ◆ Coordinate all OSHA and HIPPA trainings in all locations to ensure compliance.
-

Insurance Coordinator

Lakes Radiology - Miami, FL
2005 to 2010

Responsible for all insurance verification and billing of practice

- ◆ Requesting authorization from insurance companies
 - ◆ Verifying patient responsibility and benefits
 - ◆ Compliance with CPT codes and ICD9
 - ◆ Posting benefits on each chart.
-

EDUCATION

bachelor's in science in Business Management

Strayer University
2018

associate in Arts in Business Management

Strayer University

2017

High School Diploma

America Academy

2002

SKILLS

- Employee Relations
- Talent Acquisition
- Training & Development
- Performance Management
- Shared Services Support
- Diversity & Inclusion
- Reward & Recognition
- Succession Planning
- Employee Engagement
- ADP
- Change Management
- Talent Management
- Employments laws
- Organizational Effectiveness
- Team & Leadership Coaching
- Human Resources
- Recruiting
- recruitment
- Compensation
- HR
- Benefits Administration
- benefits
- Payroll
- HRIS

Calvin L. Anderson

5544 NW 54th Circle, Coconut Creek FL
33073 Work; 954-481-9733,

Cell; 954-261-1985

FEB 14th, 2020

Re: City Manager Position, North Miami FL. on Florida League of city
Executive Search.

Dear Honorable Mayor and Commissioners,

Your city is seeking an achievement-oriented professional Manager to lead the City operations and workforce. A manager who will be an outstanding leader and problem solver and who will partner with the City elected Governing board as a supporter and a trusted advisor to help them develop and achieve vision and missions to take the City to the next level. A manager who will be able to foresee the consequences of potential actions and advise the elected officials, so that they can optimize their plans. A leader who will be caring and concerned about improving the quality of life for all the City's residents at the same time. I am a detail oriented, intelligent, upbeat, outgoing, and high energy driven to serve patiently and organize positive plans. An individual with a "can do" attitude and the ability to anticipate and resolve issues before they become problems. A Leader with good judgment and common sense who can envision a new future and the reason to move toward a new horizon.

I am especially interested in this position because my experience with Municipal organizations such as your City has prepared me to understand the financial needs and problems of the City organization from the perspectives of both Strong governance and quality services. I wish to use my knowledge, Skills and experience with a Developed community conscious organization such as North Miami City.

. With my background, knowledge, experience and skills as well as my Master's Degree in Public Administration from Long Island University's Graduate

School of Management, New York City, Specializing in Local government management policies, Finance and Budgets, Economic Development. Human Resource management. I am certain I will be a valuable and contributing member to the City elected officials and management team. working on challenges that is facing the City. such as

- Ability to be a be strong and comfortable in diplomatically talking with elected officials and the public with what they need to hear, not what they want to hear.
- Ability to treat individual all individual Seven commission members equally, providing the same information to all, and insure there are no surprises.to anyone.
- Knowledge and ability to be Passionate about public service and will instill within the organization a spirit of continuous improvement, accountability, and uncompromising integrity.
- Ability to participate in all four commission districts. Working collaboratively and building consensus will be necessary.
- Able to be a consensus builder and creative problem solver, who will maintain active involvement in a wide variety of community and professional groups where he/she will identify and share up-to-date best practices and lessons learned.
- Reputation for maintaining a constructive relationship between elected officials, Communities partners,residence,workforce and management.

I look forward to meeting with the Mayor and Commissioners.

Sincerely Yours:

Calvin L. Anderson (PS)

ANDERSON

54thCircle

FL 33073

anderson@ Hotmail.com

CALVIN

5544 NW

Coconut Creek

(954) 481- 9733 Mr C_

PROFILE SUMMARY:

Results oriented City Manager with over twenty years progressively responsible experience in public administration managing responsibilities in local City, county and state government. Demonstrated proficiency in coordinating programs and interfacing with professionals of all levels; coupled with strong ability to assess services and support, including human service programs public utilities and general information dissemination. Profound knowledge of government policies pertaining to budgeting and accounting coupled with outstanding knowledge of municipal election laws and procedures. Highly skilled in city planning, economic development, and personnel management as well as possess strong concepts of all State and Federal laws and regulations. Good working experience on MS Office (Word, Excel, PowerPoint and Outlook).

Education and

Experience:

- ◆ Master's in Public Administration: Majored in Management Policies in Local Government Accounting, Budget, Finance and Risk management: From Long Island University Graduate School of Management : Brooklyn New York City, NY.
- ◆ 15 to 20 plus years of progressively responsible experience in municipal government as a City Deputy Manager, Chief Financial officer, Director of Internal Audit and Local Government, Compliance manager.
- ◆ Bachelor of Science; Business Administration: Majored in Advance Accounting / Auditing: From Long Island University, Brooklyn, New City, New York.
- ◆ Master's Thesis in Human Resource Administration Long Island University
- ◆ Driver's License is Available.

Skills :

Leadership: Managerial and interpersonal skills to lead a dynamic, financially fit organization in a community with high customer-service expectations, community activism and demand for government transparency.

Communication skills: Ability to work with a very engaged Mayor and City Commission being supportive of their efforts and initiatives while at the same time able to help to delineate and preserve the roles of the elected officials and the appointed City Manager

Financial management Skills: Abilities, lead and monitor financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.

Interpersonal Skills: Ability to be approachable and welcoming at the same time being articulate and able to think in working with the media in a diverse community is essential.

Problem-solving Skills: leading a high-performing workforce in a positive, cooperative, and team-oriented approach to addressing issues.

Organizational skills: Ability to review the structure of the City organization, departments, services, projects and other issues make recommendations to commission for change.

Economic Planning/ Development Skills: Directs economic, planning and community development efforts including attracting new business and retaining and strengthening existing businesses.

Strategic Planning Skills: Engage team, commissioners, citizens, and business, through discussion.

Community Engagement Skills: Engage community into the City operations and keep them informed.

WORK EXPERIENCE:

Compliance /Performance Manager:

Internal/ External Audit Business Consulting Services Coconut Creek FL, 03/ 02/17 –Present

The City Manager serves as the Chief Administrative Officer for the City and is responsible to the Mayor and City Council for the administrative function and daily operations of the City as authorized by the charter. The manager is responsible for directing and supervising all departments and agencies of the city with Specific duties and

responsibilities for the day to day administration, operations and management policies of the government and finances:

- Planned, organized and evaluated the work of City Manager, all City departments to ensure that operations and services comply with the policy and direction set by the Mayor and City Council.
- Directed the development of the capital improvement plan budget for approval by the Council as well as monitored the implementation of adopted budgets.
- Facilitated internal and external communication throughout all levels of the organization and conducted meetings with department heads and key management staff.
- Performed financial and managerial analyses for the Mayor and City Council pertaining to City operations and programs under consideration.
- Represented the Mayor, City Council, and the City at various meetings, functions, and events: served as a liaison to various civic and governmental organizations and committees, taskforces, boards, and commissions.

Township Manager,

Saint Antonio Charter Town Texas, 01/15/14 To 03/02/17

The Town Manager /Administrator of a local government, the manager organizes and directs a team of department heads, supervisors, technicians, and support staff to implement programs and deliver public services. The local government manager's primary responsibility is to implement the policies of the elected officials for whom they work. In a council-manager government,

the manager prepares the annual budget, hires and fires personnel, and directs day-to-day operations.

- Plans, organizes, and manages the preparation and administration of the annual operating and capital budget/program in conjunction with Department Heads and Finance staff; presents the budget to the Mayor and City Council; reviews financial and programmatic aspects of the budget as needed; and presents budget reports to the Mayor and City Council.
- Works with Mayor and Council, Department Heads and staff in development, approval and implementation of annual goals
- Assures that assigned areas of responsibility are performed with established budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal policy control; prepares annual budget requests, assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Prepare and submits to the City Council a balance budget of municipal services in adherence with policy, goals, and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City' resources.
- Advising the City Council regarding economic development opportunities and working in partnership with public and private entities to ensure that future development is sustainable and in the best long-term interests of the City.
- Review the current and long-term financial status of the City and recommend financial strategies that maximize fiscal resources and protect the City from fluctuations in the local, state and national economy. Diverse and reliable funding streams are a key priority for the City.
- Coordinate and supervise the activities of all department and division heads to ensure the efficient operation of the City government as directed by the Council

- the financial conditions and Establishes transparency throughout the City by overseeing the accounting and auditing procedures. Demonstrating that legal provisions have been complied with and reflecting operations of the City, by instituting software improvements to increase efficiency, accuracy and transparency across departments

Achievement:

- Successfully negotiated three separate collective bargaining agreements maintaining employee relations, while simultaneously holding the line on employee costs.
- Implement effective Legislative Policies, Management Practices and systems of internal control that include standing financial instructions managing Cash flow, debt control. Indirect cost, overhead cost, challenging and supporting decision making especially value for money
- Built a high-Performance management team by restructuring and developing existing staff. Eliminated a layer of bureaucracy to become more responsive to residents' needs
- Ensured all decisions taken by Mayor and council related to the City structure, policies, procedures authorities in which the key directions are overseen. For example, independence and oversight, ethics, community social responsibility, delegation of authority, shareholder relations, stakeholder's activism and corporate policy.
- Implementation of proper planning, expenditure tracking and audit of financial resources, including extra- budgetary income in accordance with municipal rules and regulations.

Director/Chief Internal Auditor:

Chanzi District Council, Botswana Southern Africa
January 11, 2010 To Jan 10, 2013

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

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

Achievement:

- **Improve the City risk management:** By providing reassurance on the effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations.
- **Government transparency:** Provide government's obligation to open, accountable and honest with citizens on how it is conducting business and spending tax dollars. This is done by proactive communication, soliciting citizens feedback, providing easy access to

public meeting documents, and effortless self-service of information through digital channels.

- **Leadership:** Provide management with in-depth and unbiased understanding of the risks that the City may be facing allowing for pre-emptive planning and problem solving.
- **Governance :** Gave the City governing board and management team forewarning of ethical and legal issues that the City may be facing.

Chief Financial Officer:

Genesis Business Corp, Lauderhill FL 33313, Feb 2002 to Dec 2009.

The Chief Financial Officer plans, organizes, and manages the City's financial affairs, including functions of accounting and reporting, financial administration, purchasing, treasury, debt management, and budget.

- Responsible for overseeing Utility Customer Service and the administration of other functions as assigned.
- Develop and implementation 325 million operating budget and Capital budget;
- Provide highly responsible and complex administrative and executive support to the City.
- Responsible for bond compliance, including compliance with bond ordinances and resolutions and preparation of State and federal reports, Secondary Market Disclosure, and arbitrage calculations.
- Establishes and maintains good relationships with banks and other financial institutions, investment firms, and bond counsel.

Achievements:

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

Deputy City Manager:

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

The duties of an assistant manager vary widely. The size of the jurisdiction, the needs of the community, the strengths of the manager, and the skills that an assistant brings to the job all play a role in determining specific responsibilities. Some assistants work as the managers second in charge or deputy, with all department heads reporting to them; others manage specific projects or departments. Most assistant managers handle a few specific functions of the local government such as personnel, risk management, or public relations

- Guide and directs the development of systems, projects, policies and procedures to streamline operations, reduce expenditures, and improve service
- Represents City interests to a variety of groups and organizations; performs additional duties as directed by the City manager
- Ensured adequate municipal government finance, water and sewer systems, and complex capital projects is highly funded. and planning controls are in place.
- Project Management: Responsible for planning and defining scope; Activity planning and Sequencing; Resource planning; Developing Schedules; Time Estimating; Cost estimating; Developing Project Budget.

Achievements:

- Establishes transparency throughout the City by overseeing the accounting and auditing procedures. Demonstrating that legal provisions have been complied with and reflecting the financial conditions and operations of the City, by instituting software improvements to increase efficiency, accuracy and transparency across departments
- Restored financial integrity to the water and sewer utility fund by retiring a \$4 million accumulated deficit. Additionally, eliminated the odor problem at the Village's wastewater treatment plant.
- EEO: Promote diversity, fairness and consistency in all recruitment, selection and hiring, directs and evaluates key department/division heads and ensures that recruitment, promotion and training are fair.

**Leadership and Management Competencies : **

KNOWLEDGE,SKILLS,&ABILITIES

- Knowledge of city laws, regulations, policies and practices.
- Knowledge of budget development principles and methods.
- Working knowledge of municipal finance, human resources, public works, public safety, and community development in relation to municipal administration.
- Knowledge of methods used to develop surveys and preparing reports.
- Knowledge of governmental budget procedures departmental and city rules and regulations, policies and procedures.
- Knowledge of all lines of employee benefit plans insurance.
- Knowledge of reserve analysis, cost allocation, forecasting, claims monitoring, risk financing, and employee benefits.
- Ability to prepare, administer and implement municipal budgets and programs.
- Ability to analyze and resolve a broad range of administrative and citizens' issues, or direct such to appropriate entities.

- Ability to maintain positive public relations through tact and courtesy.
- Ability to possess strong interpersonal skills and communicate effectively with poise and confidence.
- Ability to maintain positive public relations through tact and courtesy.
- Ability to analyze and resolve a broad range of administrative and citizens' issues, or direct such to appropriate entities
- Ability to actively solicit ideas from all levels of the organization and will foster innovative solutions through sound administrative practices and strategic planning skills.
- A strong leader who will bring significant fiscal management, economic development, interpersonal, and communication skills, as well as the ability to work closely and effectively with the Mayor and Council, city staff, and the community.
- Ability to be a transparent, disciplined, steadfastly strategic, collaborative, and self-confident municipal manager of high integrity who inspires and motivates others by example.
- Skills and ability to be a highly developed problem solving, decision making, project management, presentation, and media skills.
- Ability to be decisive and capable of analyzing complex issues, developing sound options, and advancing preferred recommendations.
- Ability to communicate with Councilors directly and frankly, but always positively and respectfully
- Ability to provide strong and expert financial skills, with an in-depth understanding of how current high-growth decisions will impact future revenue and expenses once the community is built out.
- Ability to be politically savvy without being political

Philippe Bastien
16358 SW 103rd Street
Phone: 954-674-7088
E-mail: pbastien1@yahoo.com

PROFESSIONAL SUMMARY

Analytical, detail-oriented, reliable professional with over 20 years of experience in management. Adept at finding the most efficient way to achieve quality results in a consistent manner.

EXPERIENCE

Unité Technique d'Exécution (Ministère de l'Économie et des Finances) Port-au-Prince, Haïti
Program Coordinator January 2019-current

- Coordinate activities of program to comply with policies and procedures and determine priorities.
- Monitor and approve program expenditures ensuring that budget allocations are not overspent.
- Prepare periodic reports on program activities and progress status for management and the lender.
- Evaluate program effectiveness, analyze results and take corrective actions.
- Develop and facilitate workshops, training sessions or meetings for/with program participants.
- Responsible for the execution of a 21-school construction with an envelope of \$30 M.

Fonds d'Assistance Economique et Sociale Port-au-Prince, Haiti
Monitoring and Evaluation Director September 2016-September 2018

- Identified performance indicators and develop quality assurance strategies.
- Ensured all programs' aspects comply with institutional requirements.
- Maintained contact with national and international sponsors.
- Analyzed weekly reports to identify the causes of potential bottlenecks in project implementation.
- Documented the lessons learned and best practices of the different programs and projects.
- Oversaw monitoring and evaluation for all programs and projects worth a total of \$150M

Fonds d'Assistance Economique et Sociale Port-au-Prince, Haiti
Quality Control Unit Coordinator November 2012-August 2016

- Put into place the Quality Control Unit to ensure the restart of 19 school infrastructure projects
- Expanded the Unit's mission by adding 52 infrastructure projects.
- Developed a detailed plan to monitor and track projects' progress.
- Managed a \$65M budget for the construction of 70 schools and 1 dormitory in the Olympic Center.

Sonepar USA Boca Raton, FL
Credit Manager November 2010 – September 2011

- Oversaw issuance of credit for all Sonepar USA branches in Florida.
- Analyzed commercial applicants' financial statements to determine credit line.
- Enforced credit policy by assuring adherence to accepted standards.
- Established new credit-rating criteria to better determine credit lines.

Graybar Electric Company Pompano Beach, FL
Finance Manager July 2006 – July 2009

- Managed credit department for Graybar branches in Pompano Beach and Melbourne.
- Established credit-rating criteria and determined credit ceilings and monitored collection of past-due accounts.
- Recruited, trained and motivated staff into achieving DSO goals.
- Analyzed financial statements and developed risk assessment reports.
- Reduced collection period from 65 days to 48 days in 2 years for \$50M in receivables.
- Lowered yearly investment charges by 75% for the branch and decreased write-off amounts by 90%.

Vanguard Car Rental USA, Inc.

Revenue Controller

Fort Lauderdale, FL
August 2003 – March 2005

- Managed rate settings and inventory controls for 4th largest U.S. car rental market.
- Developed and implemented appropriate pricing strategies to maximize profitability for 10,000-car fleet.
- Analyzed market trends and competitor's pricing to advantageously position products for two distinct brands.
- Increased location revenue by \$1M for 1st quarter of 2005 vs 1st quarter of 2004.

SOFTWARE SKILLS

Excel, Word, Outlook, PowerPoint, Skype, Visio, Access, QuickBooks, Adobe, Bloomberg

LANGUAGES

French (Advanced), Spanish (Intermediate)

EDUCATION

University of Miami - Coral Gables, FL

Master of Business Administration, Finance - December 2003

La Salle University - Philadelphia, PA

Bachelor of Science, Finance - December 1996

Friedman, Babette

From: Nancy Bazile <nancyebazile@gmail.com>
Sent: Monday, February 17, 2020 1:41 PM
To: Friedman, Babette
Subject: Nancy Bazile Resume - City Manager
Attachments: Bazile, Nancy Resume 2020.doc

This message has originated from an External Source. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

-City Of North Miami IT Department.

February 17, 2020

City of North Miami
776 ne 125 Street,
North Miami FL

Dear B. Friedman,

I have recently learned of your opening for a City Manager, and I am writing to submit my resume for consideration. As someone with 10 years of serving the people of North Miami and 8 years of experience in accounting and Budgeting for major companies all over city, I believe I am ready to take on the duties and responsibilities of a City Manager.

My professional experience includes listening to the concerns of citizens of the city of North Miami regarding their financial, accounting needs and then working with elected officials to get these concerns addressed through free city courses, workshops and classes. In addition, I am a voting resident of the city of North Miami for over 20 years. I think my experience as resident, an entrepreneur in the Tax Profession and Budgeting in the city of North Miami has prepared me nicely to be the City Manager of North Miami.

The following is a list of my most relevant accomplishments and qualifications.

- Current Master's Degree in Forensic Accounting
- Bachelor's Degree in Business Administration with concentration in accounting
- Forecast revenue and expenses to ensure companies was on budget
- Financial Analyst for JMH under hospitals' CFO
- Recruited, Hired and trained various employees and vendors
- Coordinated town workshops, lectures, classes and other public appearances for citizens to learn financial literacy, credit restoration and Budgeting.

I am certain the role of City Manager is one of the most influential leadership roles in a city government. I have the highest respect for this position. My love for the city and vision will help me do the job better than other candidates for this role. Thank you for your consideration. Looking forward to hearing from you soon.

Sincerely,

Nancy E. Bazile

NANCY E BAZILE

North Miami
305-910-7767
NancyEBazile@gmail.com

PROFILE

I am a self-motivated executive professional with 20 years of administrative, 7 years' supervisory experience in healthcare and 10 years in the accounting industry. I am equipped with exceptional communication, organizational, and leadership skills, taking initiative to exceed expectations on executive level.

EMPLOYMENT HISTORY

Tax Preparer and CEO

2010 – Present Eden Dreams Services, LLC Miami, FL

- Personal, small business and corporate accounting and tax preparation.
- Operated and delegated offices and employees in both Miami Dade and Broward County.
- Effectively conduct client interviews to collect, analyze, and organize tax documents and other information necessary to accurately prepare individual tax returns.
- Pull weekly reports and complete company budget, financial and client's analysis.
- Accounts payable, Accounts receivable, budgeting and Reconciliations for company or clients accounts using excel or accompanying software.
- Budget and manage contract companies financials for accuracy and projects.
- Bookkeeping, Computed, created and enter Payroll for clients and staff

Financial Analyst/ Department Administration

2007-2009 Jackson Memorial Hospital, Denials Management Unit Miami, FL

- Ran total of 12 daily financial reports through hospital systems to analyze a dashboard for corporate heads.
- Handled accounts receivable, cash posting, billing.
- Collected and computed all data in reports for review by finance department heads such as CFO, Department Directors, Managers and Supervisors.
- Produced and delegated monthly revenue cycle reports.
- Updated, tracked, and maintained department's organizational charts, HR processes, and employee trainings.
- Created PAMS and followed process until hired, and assisted both temporary, vendor and permanent employees with system access.
- Supervised contractors and vendors for department and hospital upgrades.

EDUCATION

- **Masters in Forensic Accounting**

2020 – Present Southern New Hampshire University Manchester, NH

- **Associates in Healthcare Management**

2004 City Career College Miami, FL

- **Bachelor of Health Administration**

- **Bachelor of Business Administration**

2011 American InterContinental University Hoffman Estates, IL

Bilingual in English and Haitian Creole

February 26, 2020

Mayor Philippe Bien-Aime
Vice-Mayor Alix Desulme, Ed.D.
Councilman Scott Galvin
Councilwoman Carol Keys, Esq.
Councilwoman Mary Estimé-Irvin

Honorable Mayor and Councilmembers:

In accordance with the City Manager recruitment instructions, in the Attachments please find my Cover Letter, Resumé, and Professional References that I submit for consideration in the appointment of the City of North Miami Florida, City Manager. I have also included the Recommendations of Elected Officials from across my public service career that link the attributes these officials experienced in me to the desired qualifications and experience the Commission is seeking in their next City Manager.

The Résumé provides the detail and the References confirm a career defined by the highest levels of integrity, leadership and achievement in local government.

I possess a Masters Degree in Business Administration, (MBA) and have over twenty-five years of public and private administrative experience. I am an ICMA Credentialed Manager having been recognized by ICMA for 20 Years of “dedicated service to local government”. My local government experience is a verifiable, successful work history leading Florida and Georgia’s most urban and most rural, municipal and county governments through the operational, financial and developmental challenges that North Miami will have to manage over the next twenty years.

My Contract Administration experience is a solid history of delivering quality results and completing projects on time and within budget. I have authored State and Federal appropriation exceeding \$25 million dollars and managed / implemented over \$100 million dollars in local government infrastructure. Projects include regional water, wastewater and storm water systems, roadway / bridges / walkways, court facilities, jails, extensive police, fire and EMS facilities, emergency operations centers, landfill operations, airport improvements, coastal and inland erosion management and a broad range of recreation facilities.

Specific to the City Manager’s qualifications, I have a well-documented history of leading organizations to operational and financial sustainability. My local government experience includes final responsibility for managing Budget, Finance, Procurement Departments, Public Safety Services, Utilities, Public Works, Capital Improvement Projects, Development Services, Parks and Recreation, Facilities Management, Code Enforcement, Human Resources, Collective Bargaining, Information Technology and Special Taxing Districts / Economic Development programs. I serve as lead negotiator for General Labor Relations and Collective Bargaining Units and the local government liaison to state and federal legislators and regulatory agencies. I also serve as the Contract Administrator for consulting Services Agreements, providing, Engineering, Solid Waste, Architectural, Legal, Public Safety, Actuarial, Auditing, Lobbyist, Grants and Building Administration services.

Additionally, I am experienced managing the special challenges Florida municipalities face everyday and have extensive Florida Coastal Emergency Management experience leading the preparations, response, mitigation and recovery from five Federal Declarations of Emergency.

During 2011 and 2012, I served the City North Miami Beach as the City Manager during the City's most difficult transition period. The City was in crisis. We had loss the public's trust when a million dollar employee embezzlement scheme was discovered. Further, due employee turn over in key administrative positions we failed to file financial statements and reports on time. At my first meeting before City Council, I had to report the County's Funding for Community Development Corporation (CRA) funding had been suspended and Miami/Dade County would be seeking reimbursement for previous years funding cycles. During my first Budget Meeting before Council, I reported a \$7.5 million dollar General Fund budget shortfall and a negative (\$3.8) million-dollar balance in the Enterprise Construction Fund. This resulted in a downgrading of the City's Bond Credit Rating and confirmed the need to restructure the City's operational and financial policies. The City Comprehensive Annual Financial Reports (CAFRs) 2013, 2014 and 2015 objectively measures the turn around and documents the positive outcomes the City implemented during my tenure in North Miami Beach.

The management decisions I made in North Miami Beach and over my public service career have withstood "the tests of time". These successes were only possible by a collaborative "team effort" between citizens, elected officials and local government staff. Official documentation from each jurisdiction I have served confirm, steadily improving conditions and the operational solutions our "teams" implemented produced the intended results.

Citizens, elected officials and professional staff I have served, consistently report that I excel in keeping ALL stakeholders, equally and well informed and that I have an outstanding record of developing and maintaining diverse, high performing organizations.

In preparing this submittal, I have carefully reviewed the City's 2016, 2017 and 2018 Comprehensive Annual Financial Reports (CAFRs) and reconciled these document to the 2018, 2019 and 2020 Operational Budgets. I also researched the City's Code of Ordinances, Capital Plans, development codes, financial updates and local media regarding the North Miami community.

Given the time of the year this appointment will occur and the management needs of the City, it is essential that the individual selected have the financial expertise, in-coming operational competencies and experience working with Miami Dade, State and Federal legislators to effectively transition into the City's leadership role(s) quickly and efficiently. I have this ability and will contributor on day one.

I have identified housing solutions in North Miami and will be available for full time service in North Miami April 6, 2020. My salary requirements are negotiable within the range listed for the position and dependent upon the remaining terms and conditions of an Employment Agreement.

Commissioners, I have one clear goal for the City of North Miami and that is to position the City to be the acknowledged best governed and highest performing municipality in the United States!

My Family and I see North Miami as an excellent opportunity in a very desirable location and look forward to meeting with you in the very near future.

Sincerely,



Lyndon L. Bonner, ICMA-CM

Mailing Address: 3431 SW 26th Place, Ocala, Florida 34474

Email: lyndonbonner@gmail.com

Cell Phone: 352-209-2123

Lyndon L. Bonner, ICMA-CM
1320 South Daytona Avenue, Flagler Beach, Florida 32136
Email lyndonbonner@gmail.com
Phone: 352-209-2123

1. Administrative Overview:

A private and public service career that includes over twenty-five years of successful, experience managing the full range of operations and services that the City of North Miami provides. I have verifiable expertise in the areas of sustainable budgeting, finance, law enforcement, emergency services, procurement, utilities management, community planning, jail operations, contract administration, capital planning, large-scale project management, organizational development, succession planning, performance measures, human resources, collective bargaining, economic development, public transportation, information technology, parks and recreation, marina and airport management, grant acquisition, inter-governmental coordination and modern construction methods.

Local government administrative experiences range from managing municipal jurisdictions with less than 50 employees to final administrative responsibilities in county jurisdiction with over 1,600 employees and combined annual Operational and Capital Budgets exceeding \$320 million dollars.

I believe the most significant contribution I bring to local government centers on increasing individual and organizational competencies. The ongoing achievements of elected officials and staff I have had the privilege to serve, are professionally motivating and personally gratifying.

2. Education:

College of Central Florida, Ocala, Florida.	Associates Arts & Associate of Science	AA/AS
University of Florida, Gainesville, Florida.	Bachelor of Science in Business Administration	BSBA
Webster University, St. Louis, Missouri.	Master of Business Administration	MBA

3. Professional Affiliations / Certifications:

Florida Notary Public	Commission Number	EE 205235
Florida League of Cities	Past Finance Committee	
Florida County Court Mediator	Mediation (Inactive)	Certification
Advanced Public Information Official (FEPA)	Emergency Management	Certification
Emergency Coordinators "Train the Trainer" (FEMA)	Emergency Management	Certification
Florida Governmental Finance Officers Association	Member Affiliate	
Georgia Governmental Finance Officers Association	Member Affiliate (Inactive)	
International City and County Managers Association	Credentialed Manager	Certification

4. Management and Administrative Summary:

1973-1983	Heavy Road and Bridge Construction - Journeyman / Supervision / Governmental Liaison
1983-1993	Commercial Marine and Automotive Distribution Industry - Training / Management
1993-2013	Local Government, Municipal and County - Management / Administration
2001-2020	Private and Volunteer Not-For-Profit - Consulting / Management Services
2015-2020	Local Government, Municipal and County - Management / Administration

5. Local Government Employment:

Employer: Jackson County, Florida – County Commission
Title: County Administrator
Dates: March 5, 2018 – March 26 2018
Employees: 424 Population: 49,746
Budget: \$63 Million FY 2017-2018
Contact: Mrs. Lennetta Loman-Greene, Human Resources Director Phone: 850-482-9865

Responsibilities:

Serve as Florida County Administrator in accordance Florida Statutes 125 and the Jackson County Code of Ordinances. Responsible for Administration, Finance / Budget, Procurement, Fire / EMS Services, 911, Emergency Management, Collective Bargaining, County Jail, Senior Services, Human Resources, Risk Management, Transit, Fleet, Capital Improvements, Information Technology, Code Enforcement, Planning / Permitting / Building Services, and Recreation. (Commissioner’s recommendations included.)

The Jackson County Florida County Commission terminated our employment agreement after three weeks serving as County Administrator. The termination was initiated by a single Commissioner and based upon complaints from one individual that alleged a verbal, hostile work environment. The date of the hostile work environment allegations coincide with the date I reported to the Chairman and Commissioners ill-regularities between the County’s 2015 Bond Refinancing Covenants and the County’s Utility Service Agreement as modified at the direction of a individual Commissioner.

Prior to the termination, the County’s Consulting Labor Attorney’s hired specifically to investigate the complaint determined that none of the allegations were “gender based, severe or pervasive”. The investigation concluded that the complaints “did not rise to the level of a hostile work environment.”

Major Accomplishments:

- Revived and scheduled an Inmate Contribution Rates at the County Jail.
- Developed Capital schedule demonstrating the multi-million dollar impact of deferred CIP costs.
- Engaged staff and citizens in addressing Jackson County’s financial and operational challenges.
- Reported the (undisputed) ill-regularities between the County Utility Customer Contracts, Rate Schedules and the 2015 Bond Refinancing Covenants.

Employer: City of Brooksville, Florida – City Council
Title: Interim City Manager
Dates: May 2017 – November 2017
Employees: 120 Population: 8,074
Budget: \$ 46 Million FY 2017-2018
Contact: Mrs. Lynn Sosa, Human Resources Director Phone: 352-540-3810

Responsibilities:

The City of Brooksville City Manager is the Chief Executive Officer for a full-service, municipal government providing Administration, Police, Fire and Emergency Medical Services, Utilities, Parks and Recreations, Public Works, Community Redevelopment and Main Street programs. On May 15, 2017, I was appointed to a six-month term as Interim City Manager.

The City was suffering a financial crisis, the loss of key personnel, increasing operational costs with meager increases in revenue and depleted reserves. Although the Council solicited my accepting the position, I declined pursuing the City Manager position upon my appointment, knowing that the best way

5. Local Government Employment: City of Brooksville, Florida (Continued)

I could serve this City Council and the residents of Brooksville was to develop a comprehensive plan to manage the City's financial position and recruit talented contributors for the City's open leadership roles. (Mayor's Letter of Recommendation and City Council Proclamation included)

Major Accomplishments:

- ♦ Develop Five Year Operational and Capital Improvement Plan.
- ♦ Managed the recruitment and selection of a Deputy City Clerk, City Clerk, Interim Fire Chief, two Fire Captains, Executive Assistant, City Attorney and a permanent City Manager.
- ♦ Served as the City's Lead Negotiator for Collective Bargaining.
- ♦ City's Emergency Manager during preparation, response and recovery from Hurricane Irma.

Employer: Henry County, Georgia – County Commission
Title: County Manager
Dates: October 2015 – January 2017
Employees: 1,674 Population: 240,000
Budget: \$218M General Fund / Operational FY 2016-2017
Contact: Human Resources Phone: 770-288-6000

Responsibilities:

The Henry County Manager is Chief Executive Officer, responsible for General Administration, Finance / Budget, Public Safety (Police, Fire/EMS, 911 and Emergency Management), Human Resources, Risk Management, Transit, Fleet, Capital Improvements, Information Technology, Code Enforcement, Planning / Permitting / Building Services, Airport, Golf Course, Senior Services and Parks and Recreation. (Chairman and Commissioner's recommendations included.)

Major Accomplishments:

- ♦ Increased the General Fund's Unrestricted Fund Balance by \$5.8 million. (2016 CAFR)
- ♦ Secured \$7.8 million in Grant Funds from Georgia Department of Transportation.
- ♦ Developed the Henry County's first 5 Year-Operational and Capital Budget. (Adopted May 2016)
- ♦ Acquired aviation hangars from private receivership valued at \$1.5 million at no cost to County.
- ♦ Mobilized a stalled \$2.0 million gravity collection system to serve the Henry County Airport.
- ♦ Led \$5.0 million ERP / Public Safety / CADD hardware and software migration / renovation project.
- ♦ Implemented cost containment program that saved General Fund Budget \$11,113,424 during 2016.

Employer: City of North Miami Beach, Florida – City Commission
Title: City Manager
Dates: March 29, 2011 – September 30, 2012
Employees: 422 Population: 41,523
Budget: \$111 Million FY 2012-2013, (\$121 Million FY 2010-2011)
Contact: Mrs. Audrey Williams, Human Resources, Phone: 305-948-2900

Responsibilities:

The City North Miami Beach is a full service municipal government delivering services via five divisions, General Administration, Public Services, Police, Leisure Services and Finance / Budget. The City Manager also serves as a Pension Board Trustee, the Executive Director of the Community Redevelopment Agency (CRA), Chief Purchasing Agent and the City's Lead Negotiator for Collective Bargaining negotiations. (Mayor's and Councils recommendations included.)

5. Local Government Employment:

City of North Miami Beach

(Continued)

Major Accomplishments:

- ♦ Increased the General Fund's Unrestricted Reserve Fund Balance by \$2.9 million. (2012 CAFR)
- ♦ Restored the Enterprise Construction Reserves from negative (\$4) million to a positive \$7 million.
- ♦ Adjusted General Fund operations and expenditures to overcome the Revenue short fall of \$7.5 million dollars in 2011-2012 Budget. (2012 CAFR)
- ♦ Developed and implemented organization's first financial and operational performance measures.
- ♦ Updated legacy IT infrastructure. \$3.2M for construction, hardware, ERP analysis and data migration.
- ♦ Developed analysis and implementation methods for the City's sustainable Pension Reform Plans.
- ♦ Updated legacy IT infrastructure. \$3.2 M for renovations, hardware, ERP analysis and data migration.

Employer: Okeechobee County, Florida - Board of County Commissioners
Title: County Administrator
Dates: April 2008 – February 2011
Employees: 418 Population: 39,996
Budget: \$121 Million FY 2007-2008, \$89.7 Million FY 2010-2011.
Contact: Human Resources Department
304 NW 2nd Street, Okeechobee, Florida 34972 Phone 863-763-6441

Responsibilities:

I directly supervised Budget Preparation, Capital Improvements, the Road and Bridge Department, Airport, Industrial Park, Solid Waste Services, Fleet Management, Emergency Management, Planning, Building and Code Compliance, Airport, Civic Centers, Parks, Campground and Marinas. I was also responsible for supervising the work of external consulting engineers, legal counsel and grant consultants. I served as the Lead Negotiator to Collective Bargaining Units that included the International Association Fire Fighters and International Brotherhood Operating Engineers. (Chairman and Commissioners Recommendations included.)

Major Accomplishments:

- ♦ Secured funding and completed over \$7.5 million for Building - Capital Building Projects including the complete restoration of the Historic Okeechobee County Court House and construction of a new 911 Emergency Operations Center, BOTH on time and within budget.
- ♦ Increased service levels while experiencing a 25% decrease in revenues.
- ♦ Administered Specialty Grants for Capital Improvement Projects, including a \$4.4 million airport / runway rehabilitation project, \$2 million dollars in storm water management projects and affordable housing units, \$1.3 million emergency bridge rehabilitation and \$2.7 million dollar Florida Department of Transportation - Local Agency Projects (LAP) funding.
- ♦ Administered the response / restoration operations of two State Declarations of Local Emergency and negotiated Final Closed-Out of FEMA Claims resulting from the 2004 Hurricane Season.

Employer: Sumter County, Florida - Board of County Commissioners
Title: Interim Assistant County Administrator
Dates: February 2007 - December 2007
Employees: 437 Population: 93,420
Budget: \$ 134 Million
Contact: Human Resource Department Phone 352-793-0200

5. Local Government Employment:

Sumter County, Florida

(Continued)

Responsibilities:

Coordinated the activities and communications among assigned departments, including problem identification / resolution and completion of major Capital Improvement Projects.

Provide administrative assistance to the Board, County Administrators and Staff. The position's responsibilities included that of the Assistant Budget Officer, responsible for coordinating the budget process, analyzing budgetary actions and supervising the preparation of the county budgets. My major contributions to the 2007-2008 Sumter County budgets were related to implementation Capital Improvement and completing several Special Projects that has been delayed by personnel changes. My assignment in Sumter County was a ten-month Contract for Interim Services. This arrangement came about as a result of the County Administrator being called to active military duty and my being recruited to serve as Assistant County Administrator until his return. (Supervisor's recommendations included.)

Major Accomplishments:

- Direct and final administrative oversight responsibilities for the work of consulting engineers, contractors, compliance officials, site inspections and payment disbursements for Sumter County's portion of the Lake Panasoffkee restoration project. At the time this was the largest fresh water lake restoration effort in the United States.
- Supervised the re-permitting, completion and compliance certifications of the Sumter County Fair Grounds Exposition Center.
- Coordinated and expedited the Emergency Permitting Review / Fee Waiver Authorizations for emergency repairs and restorations during the 2004 Federal Disaster Declaration. (An F3 tornado that killed 8 and severely injured 25 people, destroying 301 and damaging another 1100 homes.)
- Responsible for the work plan that resolved emergency weather notification failures. I negotiated the equipment purchase, Tower Leases, the geo-technical and transmitting analysis and obtained the Permitting from State and Federal regulatory agencies. This work was completed on schedule and under budget. The National Weather Service reported that this installation was operational in the shortest time in the agency's history.

Employer: City of Bunnell, Florida - City Commission
Title: City Manager
Dates: May 2002 - May 2006
Contact: Mayor Catherine Robinson

Phone: 863-437-7500

Responsibilities:

By Charter, the City Manager is the Chief Executive Officer of the City, responsible for all the administrative and operational functions of the City. (Mayor and Commissioners Recommendations included.)

Employer: City of Dunnellon, Florida - City Commission
Title: Director of Public Services
Dates: December 1998 – July 2001
Contact: City Clerk's Office

Phone: 352-465-8500

Responsibilities: The position of Director of Public Services was a highly responsible position that supervised all the administrative and operational functions of the City's Water & Wastewater Utilities, Road & Streets Department, City Garage, Community Development Department, Building Inspections, Grant Development, Comprehensive Planning, Code Enforcement, Planning and Zoning,

5. Local Government Employment:

City of Dunnellon, Florida

(Continued)

Facility Management, Parks and Recreation Department, Animal Control, Emergency Management and the Solid Waste Collection / Recycling Programs. (Mayor and Council's recommendations available.)

Employer: City of Wildwood, Florida - City Commission

Title: Project Planner, Senior Planner, And Emergency Management Coordinator

Dates: November 1993 – November 1998

Contact: Human Resources

Phone: 352-330-1330

Responsibilities: The training and development of the Community Development Department Staff including Director, Building Official, Planners, Code Enforcement Officer and Permitting Technicians. Supervised all the work related to Comprehensive Planning and Land Use legislation, site plan reviews, plats, concurrency determinations, environmental and developmental permitting. The Project Planner responsible for coordinating the work necessary for the expansion of municipal water and sewer utility.

This was an expansion and capacity building project of a small municipal system to become a regional provider of water, wastewater and reuse utility services. Emergency Management Coordinator responsible to the development of the City emergency management plans and coordinating the response during catastrophic events. (Mayor and Council's recommendations available.)

6. Personal:

My leadership style is best characterized as facilitative and participatory. I am not afraid to acknowledge someone else has a better solution. Administratively, I listen and appreciate the fact that differing perspectives often improves decision-making. I make informed decisions and accept responsibility for my actions. I believe and work under the premise that leadership is a blend of elements not assured by a command of facts or position of authority. I value reciprocal accountability and expect managers to manage, be accountable and recognized for their work, accepting nothing less of myself.

I aspire to be personable and business-professional at all times and have a natural tendency to see and utilize humor in everyday situations. I will be a contributor on day one and I am confident that my local government experiences, management style and personal demeanor are an excellent fit for residents, the business community, City Commission and Staff of North Miami.

I am married to Pamela Lynne Bonner. Pam is a recently retired career law enforcement professional and we are blessed with a 16-year-old Son, John Christopher. We are community volunteers and I serve as Committee Member with Troop 72, North Florida Council, Boy Scouts of America. I enjoy excellent health and am an avid outdoorsman. My hobby interests include paddle sports, sailing, power boating, hiking / camping, photography, drone piloting and GM performance engine building.



7. References:

Professional References:

Dr. Willie Spires, Jackson County Florida, Commission.

2864 Madison Street, Marianna, Florida 32448

Dr. Spires is one of five Commissioners that were my Supervisors in Jackson County.

Telephone (850) 573-1000

Email: spiresw@chipola.edu

Mr. Tommy Smith, (Retired) Chairman, Henry County, Georgia Commission.

111 Ben Horton Drive, McDonough, Georgia 30253

Chairman Smith is one of six Commissioners that were my Supervisors in Henry County.

Telephone: 687-471-3204

Email: tommynsmith@charter.net

Mr. Mark Kutney, City Manager, Brooksville, Florida.

201 Howell Street, Brooksville, Florida 34601.

Mr. Kutney was appointed City Manager in the recruitment process I managed for the City Council.

Telephone: 352-232-0202 Email: makutney_3254@mail.com

Mr. Mac Serda, City Manager, Town of Hillsboro Beach, Florida.

1210 Hillsboro Mile, Hillsboro Beach, Florida 33162

Mr. Serda is a former Direct Report employee who served as an Assistant City Manager.

Telephone: 305-525-5505 Email: wserda@yahoo.com

Mrs. Shari Kamali, Deputy City Manager, City of South Miami, Florida.

6130 Sunset Drive, South Miami, Florida 33143

Mrs. Kamali is a former Direct Report employee who served as a Director of Public Services .

Telephone: 305-778-7700 Email: citydept@yahoo.com

Character References:

Honorable David R. Ellspermann, Marion County, Florida Clerk of Court

Telephone: 352-671-5604 Email: Ellspermann@marioncounty.org

Mr. David Alvarez, F.P. &L Design Engineer (Retired)

309 12 Street Port St. Joe 32456.

Telephone: 941-737-0823 Email: david.alvarez4591@gmail.com

Raymond D. "Boz" Bossert Jr.
1750 Rock Hill Lane
Phoenixville PA 19460

706-215-4567

raybossert@comcast.net

4 FEB 2020

Future Partners in North Miami, Florida

I have been in Government service for over 35 years and have a Masters of Public Administration as well as Strategic leadership. These have inspired me to continue to serve the public in another capacity differing from the Military. As an Army Engineer I am uniquely qualified to build, manage and operate large facilities, a city being one of them, So while others may see this as a challenge, I see opportunity. As you stated you need someone to work with the city leaders and citizens as a partner, a supporter and a trusted advisor and someone who can inspire and mentor town staff, you found your city manager.

As an Army engineer, I know the meaning of building a team and to join an established leadership team is the best time to come onboard. I truly agree there is no "I" in team and my ability to work cooperatively to help the county achieve greatness is motivation enough to vie for this position. My interagency dealings with other government agencies as well as non-government agencies will be valuable to this position. My recent military position as the National Guards Senior personnel and manning policy writer and implementer, will bode me well in employee dealings. My expertise as a Guardsman with the local and State level agencies for natural disasters or manmade emergency situations will come in handy as well, something unique to a senior National Guardsman.

Having lived in the south all my adult and would look forward to returning to the Florida area for this opportunity. I look at this as an opportunity to serve its citizens. You are seeking someone who will be tactful, discrete, diplomatic, apolitical, and honest with the ability to lead, delegate, motivate and inspire with a willingness to hear everyone, build consensus and drive decision-making to conclusion. I can guarantee you I am that and more.

I have built, secured and managed large infrastructure. I have managed large budgets in the Billions in total. I have been involved in strategic planning for state level and national level projects. I am comfortable with speaking and briefing senior level executive as well as day to day discussions with the workers and citizens that make us successful. I am energetic, approachable, motivational, and a great listener. The customer comes first and in this case it's our citizens who deserve the best, but that can only happen if we prepare, educate and empower our city workers. The only question left is when can we chat? I appreciate your time and consideration.

V/R

//Signed//

Ray Bossert

MR. Raymond Dempsey Bossert JR., M.P.A, M.S.S

1750 Rock Hill Lane
Phoenixville, PA 19460
Mobile: 706-215-4567
Email: raybossert@comcast.net
Availability: ASAP

SUMMARY OF QUALIFICATIONS: Accomplished professional with over thirty-five years of successful leadership in executive level management, policy development, international relations, engineering, facility management, fiscal oversight, security planning, emergency management and response, project management and training with multiple military and civilian organizations. Proven leader and experienced in team building, educational instruction, construction quality assurance, security & safety planning, emergency management and project management. Customer focused and results oriented team player with exemplary leadership, planning, training, organizational, and problem-solving abilities.

SKILLS: International engagements, policy writing and development, Decision making expertise and staff planning, construction project management, fiscal management, emergency management/ response/planning, computer skills, Top Secret security clearance and extensive senior executive level engagement experience. Proven leader in stressful situations where solving for "Yes" was always the mission and the end state.

Work Experience:

Valley Forge Military Academy and College

1001 Eagle Road
Wayne, Pennsylvania 19087
09/2018- 02/2020

Senior Tactical Officer (Dean of Students)

Duties, Accomplishments and Related Skills:

Principal and Senior Tactical officer responsible for the supervision, care, discipline and training of 150 College cadets and the mentorship and training of another 200 Academy cadets. Responsible for daily formations, supervision of the housing areas, training of the cadets in all aspects of cadet life (safety, security, health care, academic mentorship, military training). **Supervisor:** Major General Walt Lord (717-645-1176)

Work Experience:

The National Guard Bureau

Chief of Strategic Planning and Policy for Human Capital Management
111. S. George Mason Drive, Arlington VA 22204
08/2017 – 09/2018

National Guard Bureau Personnel and Manning Directorate

Duties, Accomplishments and Related Skills:

Principal advisor to the J1 Director, Director of the Joint Staff, Vice CNGB and CNGB for all military personnel policy and issues. Responsible for the development, coordination, implementation and oversight of military personnel policies and guidance for the 460K members of the National Guard. Division Chief leading a ten-person Joint interagency team. Responsible to Inform, analyze, and provided NGB senior leaders on current and pending policies. Involved in promotion, retirement, payroll, service polices from development to implementation. Lead instructor for a civil support during domestic emergencies course taught quarterly to the States to improve their personnel and manning policies and procedures during emergencies. **Supervisor:** Major General Kevin McNeely (703-607-0780)

Georgia Department of Defense

Director on the Joint Staff for Strategy, Planning and Engagements
1000 Halsey Ave, Joint Forces HQ, Marietta, GA 30060
01/2017 – 08/2017

J5 Director of Strategic Planning and Policy

Duties, Accomplishments and Related Skills:

Director of Strategic Plans and functions as the Georgia Department of Defense, Joint Forces Headquarters, principal staff officer in the areas of joint force development; supporting operational planning; joint doctrine; staff training and emergency management exercises.

- Conducted Bi-lateral engagements with the countries of Argentina and the Republic of Georgia building strategic plans, exercises and institutional development across their interagency's.
 - Planned and executed a national level emergency management exercise focused on a level III hurricane devastating Georgia involving over 200 Local, State and Federal Agencies. **Supervisor:** Brigadier General John King (770-318-3206)
-

Peacekeeping and Stability Operations Institute

US Army War College, Upton Hall, Carlisle, PA 17013

04/2015 - 12/2016

Senior Advisor on Engineering and Infrastructure

Duties, Accomplishments and Related Skills:

Served as the Division chief with The United Nations, North Atlantic Treaty Organization, and Department of State, U.S. Agency for International Development (USAID), U.S. Institute of Peace, and other interagency and non-governmental organizations on all matters dealing with Department of Defense Stability Operations and Disaster response and relief.

-Travelled to over 10 countries to plan and conduct integrated training and education to joint armed forces, interagency, intergovernmental, and multinational organizations.

-An advisor to over 1200 resident and non-resident students at the US Army War college and guest lecturer on engineering, disaster management, theater security cooperation in foreign countries and stability topics.

Supervisor: Colonel (Retired) Dan Pinnell (337-718-1818)

US Army Central Command

7115 South Boundary Road, CCJ4 Engineers Division, Tampa, FL 33621

10/2012 - 03/2015

Deputy Command Engineer

Duties, Accomplishments and Related Skills:

Developed and managed the civil engineer support plan which identified engineer support requirements, standards of construction, potential shortfalls in engineer capability, mitigating actions, and risk to 350 engineer projects valued at \$5.6 billion in 20 countries for the United States Central Command (USCENTCOM).

-Directed and supervised six senior-level managers and one mid-level manager in overseeing five programs consisting of 85 projects which supported the CENTCOM mission and developed engineering requirements in support of Combatant Command Theater Campaign Plan objectives and Long-Term Master Planning effort.

-Executed efforts in 20 countries: over 350 projects valued at \$5.6 billion: and supervised over 10,000 military engineers supporting 100,000 multi-national military personnel and government employees in the Middle East and South West Asia.

-Administered the \$1 Billion reconstruction budget and construction program for the AL Anbar Iraq region over a 12-month period dealing with the US military, Iraqi ministries and security forces as well as other governmental and non-governmental agencies.

-Responsible for the real estate management program for the 20 country South West Asia region and over 250 bases and camps as well as over \$ 2 million acres of US property being leased or managed in the region

Supervisor: Colonel Alan Webster (703-963-0168)

Georgia Army National Guard

100 Aquatic Circle

560th Battlefield Surveillance Brigade (BFSB), Cumming, GA 30040

04/1996- 10/2012

Unit Commander and Senior Staff Officer, Brigade Commander

Duties, Accomplishments and Related Skills:

Commanded, trained, and led various military organizations (Reconnaissance, Intelligence, Communications and Logistics) totaling over 2500 soldiers, and civilians in all facets of military operations, logistics, property accountability, equipment maintenance, and personnel administration.

- Recognized twice for valor in operations in Iraq and Afghanistan in dangerous, extreme conditions and high stress environments involving training and executing missions with local national forces.

- Planned and executed multiple planning workshops to better synchronize all the interagency efforts in the region. Managed a \$10-Million-dollar budget for execution of these exercises.
 - Responsible for deliberate and crisis action planning activities in support of State emergency response operations plan (OPLAN) and the development and contingency operations, focused on engineer and policing support and responsible for over \$250 million in government equipment.
 - Responded to and supported the ice storms of 2014 as the lead military agency in the North Georgia Region. Conducted over 100 missions in support of civil authorities to the surrounding counties and state agencies.
- Supervisor:** Brigadier General John King (770-318-3206)
-

Early Career 1989 thru 1996

US Army 82nd Airborne Division Engineer officer; June 1989- July 1993

307th Engineer Battalion, Fort Bragg North Carolina

- Supervised from 30 to 200 soldiers in the Airborne Engineer Battalion and responsible for over \$50 million dollars of equipment.
- Deployed to numerous countries conducting engineer projects and involved in operational missions.
- Trained in qualifying soldiers to exit aircrafts in all conditions focused on enforcement of safety procedures and establishing unit policies. Recognized as a Master Parachutist and air movement and load specialist.
- Trained in establishing landing zones, runways and hasty runway repair to allow aircraft to enter the unconventional areas of operations.
- Deployed and directed engineer relief operations after Hurricane Andrew in Florida alleviating suffering and providing immediate engineer and security response to impacted populace in Homestead Florida area.

Disaster Assessment Officer for the Small Business Administration; January 1994 – September 1994

SBA, Atlanta Georgia

- Conducted damage assessments in multiple states to assess individual needs for SBA loans after natural disasters.
- Produced reconstruction assessments evaluating the amount of Loan/Grant money that the applicant was applying for.
- Individually deployed and responsible for my own travel budget and operational budget when the need called for an offsite local office to be established for disaster claim submissions.

Owner Plants By Design, Interior landscape company; July 1993 – January 2007

Douglasville, GA 30135

- Founded the Company in 1993 and grew to over 15 employees and gross sales of over \$1 million annually.
 - Serviced the entire metro Atlanta Area (a 6000 square mile footprint) and provided interior landscaping and maintenance services for offices, restaurants and hotels as well as high end residential properties.
 - Responsible for a 40 acre, 10,000 square foot greenhouse operation with over \$2.5 Million in assets.
-

Education:

Shippensburg University Shippensburg, PA United States

Master's Degree 12/2016 **Major:** Public Administration **Minor:** Local, State and Federal Government

US Army War College Carlisle, PA, United States

Master's Degree 07/2012 **Major:** Strategic Studies **Minor:** Strategic Leadership

University of North Georgia Dahlonega, GA, United States

Bachelor's Degree 06/1989 **Major:** Political Science **Minor:** History

Valley Forge Military Academy and College Wayne, PA, United States

Some College Coursework Completed 06/1985

Job Related Training:

- Joint Operational Planning and Military Decision Making Process Instructor, Joint Staff College (2016)
- Dual Status Command Certification, National Response Framework / Incident response (2014)
- US Army Joint Planning Course, Senior level staff and Civil Support Planning (2013)
- US Army Engineer Officer Advanced Course, Advanced Construction and Project Management Skills (1999)
- 4 Rotations to Joint Readiness center at Fort Chafee and Fort Polk 1990-2014, Urban and jungle training
- 6 Rotations to The National Training Center at Fort Irwin from 1990-2011, Desert expertise
- CTC and XCTC rotation participant 6 times at BN and BDE level, Leader and Staff training

- NGB J1 Domestic Operations Training Course facilitator and Instructor for 10 states in 2017-2018, Emergency management Training course

Language Skills:

Arabic-Lebanese: Novice Speaking skills

Affiliations:

- National and State Level National Guard Associations - Life Member
- The Veteran of Foreign Wars - Life Member, Post Secretary and Quartermaster
- Army Engineer Association (AEA) - Life Member
- Valley Forge Military Academy Alumni Association - Senior Alumni Board Advisor

Professional Publications:

- Editor of the Stability Issue of the US Army Stability Operations Lessons Learned, August 2016 Issue
- Contributing editorial provider to the US Army War College "Parameters" quarterly publication.
- Guest Speaker on Stability, Transitions from Crisis to Steady State and Disaster Response at the Nigerian Defense University, Swedish Ministry of Defense, Naval Post Graduate School and U.S. Maneuver Center of Excellence, Fort Benning GA in 2015/2016

Additional Information:

- Top Secret (SCI) Security Clearance for over 15 years
- Winner of the 2014 Georgia "Minute Man" Award (Employee of the Year), best National Guardsman in Georgia.
- Certified Civil-Military coordinator for the United Nations Humanitarian and Disaster operations
- Faculty Instructor for resident and distance education curriculum to students of the U.S Army War College (Colonels in the Military) and is the Humanitarian Assistance/Disaster relief subject matter expert and Middle Eastern area of operations expert.

REFERENCES:

Supervisor: Major General Walt Lord (717-645-1176), waltlord65@gmail.com

Supervisor: Brigadier General John King (770-318-3206), john.f.king.mil@mail.mil

PEER: Mr. Chris Voso (404-623-1400), cvoso1@gmail.com

PEER: Mr. Mark A. Merlino, (978-501-0486)(cell), Mark.A.Merlino@raytheon.com

Subordinate: Mr James van Emburgh (770-634-7553), ojt7@cdc.gov

Salary Requirements \$125K and Moving expenses from Pennsylvania

Michael Brillhart

(772) 643-4874 mbrillhart@aol.com
119 Newberry Lane – Royal Palm Beach, FL 33414

February 28 2020

Babette Friedman, Employment and Benefits Manager
The City of North Miami
776 NE 125th Street
North Miami, FL 33161

Re: City Manager Recruitment

Dear Ms. Friedman:

Please allow me to enthusiastically submit this letter of interest for the City Manager recruitment for the City of North Miami. My experience in local government administration will enable me to successfully focus personnel and organizational resources in the implementation of daily operations, services, and directives in support of the Mayor and City Council.

Understanding the community's high quality of life and requisite for solid team-building and service leadership, I possess a versatile executive level background in public administration. My personal and professional skills include:

- Advising elected Councils on operational needs
- Evaluating service delivery and recommending appropriate improvements
- Preparing and implementing annual budgets and capital improvement programs
- Interpersonal communication and customer service
- Maintaining an awareness of key issues and the ability to coordinate accompanying actions

With local government management experience in Florida, I have a great understanding and appreciation for serving as the North Miami City Manager. Throughout my career I have taken on diverse challenges and proven my ability to deliver positive results.

Accordingly, I have enclosed my resume for your review. Thank you for your consideration of my qualifications. I would appreciate interviewing with the Mayor and City Council at their convenience

Sincerely,

Michael L. Brillhart

Michael L. Brillhart, MPA

Enclosure: Resume

Michael Brillhart

(772) 643-4874 mbrillhart@aol.com
119 Newberry Lane – Royal Palm Beach, FL 33414

PROFILE

Local government executive with comprehensive full-service management experience. Foster extensive networks utilizing team-building relationships that achieve organizational goals. Geared with a multitude of versatile skills in operations, human resources, finance & budgeting, and strategic planning.

EXPERIENCE

MLB CONSULTING, Royal Palm Beach, FL

Executive Consultant, 2017 – present

- Perform executive consulting services for private, not-for-profit, and public sector clients with an emphasis in organizational planning & community development.
- Consulting functions include: organizational evaluation, financial analysis, land development site planning, strategic planning, grants writing, and planning for capital infrastructure projects.
- Serving as a Municipal Administrator on a management transition basis with responsibilities in administering operations, services, planning and economic development, personnel, communications, & intergovernmental relations
- Plan and design organizational management spreadsheets and records

CAMDEN COUNTY, Camden, NC

County/City Manager, 2016 – 2017

- Coordinated planning for new Public Services Building and wastewater treatment plant facilities
- Managed day-to-day operations for the Board of County Commissioners and the unified Camden County/City government serving a constituency of 10,250 with oversight of 100 personnel.
- Served as the Budget Manager with coordination of the annual budget; oversight of legislative affairs, and functioned as liaison on regional emergency management efforts
- Directed planning and design for a new Public Services Building and U.S. EDA funded wastewater treatment plant

BARNSTABLE COUNTY, Barnstable, MA (Cape Cod)

Interim County Administrator, 2013 – 2016

- Directed day-to-day operations for the Board of County Commissioners with service delivery to a regional population of 215,000. Managed 14 departments, 330 personnel, and general fund appropriations in excess of \$80 million.
- Coordinated intergovernmental relations, legislative affairs, regional IT service enhancements, emergency management planning, and annual budgeting
- Directed human resources including recruitment, compensation, and collective bargaining
- Prepared Commissioner's meeting agendas and intergovernmental memorandums
- Implemented a personnel based Succession Plan; hired & promoted Director level positions

Michael Brillhart

ST. LUCIE COUNTY, Fort Pierce, FL

Strategic & Economic Development Director, 2004 - 2013

- Directed economic development business incentives, impact fees, and grants.
- Prepared development agreements, policy ordinances & resolutions
- Served as the legislative liaison in meeting and corresponding with state and federal legislators regarding legislative requests
- Acquired \$9 million in FHWA monies to assist in the construction of the new Crosstown Parkway project
- Coordinated the national award winning *Towns, Villages and the Countryside (TVC)* - Joint Area Planning

PROFESSIONAL PLANNING SERVICES GROUP, Clearwater/Orlando, FL

Senior Executive Consultant, 1995 - 2004

- Developed community master plans and land use plan updates
- Served as the interim Executive Director for the Peoria, IL - Tri-County Regional Planning Commission
- Prepared grant applications to the following federal agencies: FHWA, EPA, HUD, DOE, FTA, and FEMA
- Analyzed the creation of and implemented Community Redevelopment Areas (CRA) and Tax Increment Finance (TIF) districts in Ohio, Illinois and Florida
- Designed and drafted site plans for new Planned Unit Developments
- Provided planning consulting services for Hillsborough County, Florida
- Served as interim City and County Administrator in Illinois for 2.5 years

PINELLAS COUNTY, Clearwater, FL

Concurrency Infrastructure Manager, 1990 - 1995

- Managed a land development concurrency infrastructure system serving a population of 900,000
- Oversight of new land development and Developments of Regional Impact reviews
- Administered capital planning grants in excess of \$12 million
- Prepared and managed a \$2.5 million FHWA congestion mitigation recreational trail grant
- Drafted and implemented the county's five-year Capital Program in excess of \$500 million

CORE COMPETENCIES

- | | | |
|------------------------|-----------------------|------------------------------|
| ○ Staff Supervision | ○ Strategic Planning | ○ Public & Media Relations |
| ○ Economic Development | ○ Legislative Affairs | ○ Organizational Performance |

EDUCATION

University of South Florida, Tampa, FL

Master of Public Administration (MPA)

University of Cincinnati, Cincinnati, OH

Bachelor of Science – Urban Administration/Studies

Michael Brillhart

PROFESSIONAL AFFILIATIONS

International City/County Management Association
Florida City/County Management Association
North Carolina Association of County Commissioners
Massachusetts County Commissioners Association
American Institute of Certified Planners
American Planning Association
Ohio Municipal League
Ohio DOT Certified Local Project Administrator

PROFESSIONAL REFERENCES

Stephanie Jackson	Human Resources	Camden County, NC	252.338.6363
Justyna Marczak	HR Manager	Barnstable County, MA	508.375.6646
Mary Pat Flynn	County Commissioner	Barnstable County, MA	774-255-1174
Don West, P.E.	Public Works Director	St. Lucie County, FL	772.462.1462
Gina Harvey	Traffic Engineering Manager	Pinellas County, FL	727.464.5651

Christopher Brown

678-360-3458 | cbrown82@gmail.com | www.linkedin.com/in/ChrisBrown1982

EDUCATION

University of Miami Business School

Master of Business Administration

Miami, FL USA

December 2018

Georgia State University, Robinson College of Business

Bachelor of Arts in Managerial Science

Atlanta, GA USA

August 2007

- **Honors:** Dean's List

WORK & LEADERSHIP EXPERIENCE

Jolo Flowers

Procurement Manager

Miami, FL USA

February 2019 – Current

Report directly to the business owner. Responsible for maintaining positive margins by ensuring cost of goods sold remain low. Primary person negotiating with suppliers and overseeing all functions of the Procurement department. In addition I assist with operations of all parts of the business when needed.

- In charge of finding suppliers and maintaining relationships with current suppliers.
- Responsible for reducing cost of goods sold by negotiating better product pricing.
- Manage suppliers to ensure they are confirming shipments and fulfilling orders. If suppliers are not fulfilling orders I'm responsible to hold them accountable.
- Oversee all aspects of the procurement department and ensure my team members are fulfilling their duties.
- Over the past 8 months I have reduced the procurement departments overall costs of business expenses from goods purchased from 63% down to 50%. This was achieved by negotiating better terms with suppliers and finding new suppliers.

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Distribution Manager/Project Manager, Distribution

Atlanta, GA USA

February 2009-January 2018

Reported to Area District Manager, and during my third, fourth, and fifth year on the job, won regional and presidential award for quality distribution.

- Oversaw distribution projects for hibu across the Southeast region.
- Led team efforts to increase efficiency of contractors by creating a metrics to hold contractors accountable; this resulted in increased cost savings by increasing time efficiency of contractors.
- Cut costs by reducing overall market costs while maintaining quality and ensuring customer satisfaction.
- Developed strategy for negotiating better warehouse contracts, and hiring more cost efficient contractors, which led to significant savings compared to budgeted costs.

Schneider National

Account Executive, Logistics

Atlanta, GA USA

November 2007 – November 2008

Reported to operations manager; became top account executive in sales, four months consecutively.

- Built a successful book of business by turning cold calls into customers, and built lasting relationships with customers in order to manage and maintain a thriving portfolio of business.
- Successful in managing customer relationships and growing business through existing relationships.

SKILLS, ACTIVITIES & INTERESTS

Languages: Conversational Proficiency in Spanish

Activities: Marketing Club

Interests: Technology, Business Tech, World Travel, Soccer, Volunteering, Education, Basketball, High Tech Computing, and Consulting.

JONATHAN CASTANEDA

6511 Madison Street, Unit 3, West New York, NJ 07093
(201)-290-1022 | jonathanfcastaneda@gmail.com

February 25, 2020

City of North Miami
ATTN: Ms. Babette Friedman
776 NE 125th Street
North Miami, Florida 33161-5654

RE: City Manager, City of North Miami, Florida

Dear Ms. Friedman,

Hope this letter finds you in good health and spirits. This letter is in response to the request for qualifications for the position of City Manager for the City of North Miami, Florida. I am very excited to apply for this opportunity because the position aligns with my professional and academic background and provides an exciting challenge to help guide the vision and direction of progressive leadership in shaping the future environments of an area prime for redevelopment.

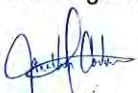
My professional and academic experience make me an excellent candidate for this position. I bring a record of success in government by developing innovative ideas and delivering efficient programs with cost-effective outcomes. I attended the Edward J. Bloustein School of Planning and Public Policy at Rutgers University where I earned my Master of City and Regional Planning with concentrations in Transportation Planning and International/Regional Economic Development. Additionally, I have a Master of Public Administration with concentrations in Governance and Policy and a Bachelor of Science in Diplomacy and International Relations from Seton Hall University.

At the core of my process is the community, and unlike the leadership of many of my counterparts throughout the country – I believe in addressing matters from the bottom up. Consequently, while over the course of the last few years I have been at the forefront of many organizations, I have found that the most successful results have been accomplished when direction and visions are managed by the community, policy stakeholders, and the elected officials who represent them. Additionally, having been groomed in politics, I have a keen eye for shifting political landscapes and take pride in my political hypersensitivity in ensuring that deliverables are in line with the political demand of the communities I serve.

I have over thirty-nine months of managerial and supervisory experience and over six years of government experience in an administrative, policymaking, and/or planning capacity. Currently, I serve as the Municipal Administrator for the Town of West New York in the State of New Jersey. I further have documented experience that adheres to the required KSA's. I am an effective communicator and I am equipped to do so using any medium. Throughout my career, I have had vast experience with budgeting and finance, including the development of a municipal budget. Finally, my degree in planning along with on the ground and technical experience in community development will be useful as the Mayor and Council lead the City of North Miami's development and redevelopment efforts.

The listed responsibilities and required qualifications match well with my portfolio and experience. I would appreciate the opportunity to speak with you about the position and my qualifications. Thank you for your time and consideration and I look forward to hearing from you. My contact information is provided above.

Warm Regards,



Jonathan Castaneda

JONATHAN CASTANEDA

6511 Madison Street, Unit 3, West New York, NJ 07093
(201)-290-1022 | jonathancastaneda@gmail.com

Professional Experience

Town of West New York Municipal Administrator

Administration Office
May 2019 - Present

Chief Executive & Administrative Officer of the Town of West New York, a public body politic and corporate composing 1.01 square miles, 55,000+ residents, 12 executive departments, a municipal parking utility, and 490+ staff. Responsible for the administration of all municipal affairs, the preparation and expending of the 85,000,000 municipal and 2,500,000 utility budget, all capital improvement projects, and the execution of policy actions by governing body.

County of Hudson Chief of Staff

Corrections & Rehabilitation
July 2018 - May 2019

Supervised non-uniformed personnel and contractors. Established efficient data driven management practices; developed and monitored goals and performance measures. Reviewed and established policies to ensure proper implementation of procedural, organizational, and administrative functions. Supervised the preparation of materials for public dissemination, the preparation of Departmental Budget and managed other highly complex and sensitive functional operational responsibilities.

Town of West New York Chief of Staff/Town Planner

Office of the Mayor
September 2016 - April 2018

Coordinated logistics and operations, capital improvement projects, budget preparation, communications, and 8 local municipal boards. Developed initiatives to address transportation needs (parking, transit for seniors and paratransit). Prepared various reports (long range plans, planning/zoning ordinances, and feasibility studies). Administrative consultant to planning board, recommended appropriate action.

New Jersey Legislature Legislative Fellow

Senate Majority Office
January 2016 - May 2016

Conducted fiscal analysis on legislation for three standing committees (Economic Growth, Environment and Energy, and Transportation). Developed 35 executive reports, fiscal impacts, briefs, economic and industry forecasts, and other data for use and public dissemination by Senators and legislative staff.

The Louis Berger Group Planning Fellow

Latin America/Caribbean Div.
June 2015 - September 2016

Authored "Indigenous Peoples Plan" in accordance with World Bank policy (4.10) for 700-million-dollar "Panama Bay Sanitation Project", yielding a rating of 'excellent', accelerating project 4 months and saving over 750 thousand in costs. Steered social management/resettlement plan and socioeconomic section of environmental assessment for design management of 1.8-billion-dollar "Metro de Panama, Phase II Project" and a 500-million-dollar urban redevelopment project of Colon, Panama.

North Hudson Community Program Specialist

Supportive Services for Veterans
October 2013 - June 2015

Managed 1.3-million-dollar budget and directed a staff of 6. Developed policies and procedures for federally funded program. Monitored program performance to ensure compliance with federal regulations. Evaluated program and outreach implementation to assess program efficiency, altering procedures based on results.

United States Senate Immigration/Hispanic Affairs

Senator Robert Menendez
January 2013 - June 2013

Maintained legislative portfolio and recommended/coordinated passage of legislation. Forged relationships with various stakeholders to secure support for Senators priorities. Synchronized priorities to correlate with national and state discussions.

US Dept. of Commerce Export Control Policy Fellow

Bureau of Industry and Security
August 2012 - January 2013

Advised and provided policy recommendations to further administrations export control initiative to senior staff members. Examined and provided preliminary recommendations on 60+ export permit applications and licensing appeals based on regulations set forth in the Export Administration Regulations. Liased with industry and congressional to further administration's Export Control Reform Initiative (ECR).

US House of Representatives Congressional/Press Aide

Congressman Albio Sires
July 2011 - August 2012

Prepared press releases and speeches for Member of Congress in key transportation and foreign affairs committees. Furnished and maintained substantial network of contacts among federal, state, press, and nonprofit organizations. Lead writer and researcher for demographic assessment and analysis report during 2012 redistricting.

Executive Profile

Administrator and Planner with leadership experience in private, nonprofit, and government settings. Specialized in transportation planning and administration, project management, policy formulation and evaluation, and data management and visualization. Passionate about solving the most pressing and complex challenges facing our communities and to harness the power of technology to accomplish that.

Education

Master of City and Regional Planning (MCRP)

Edward J. Bloustein School of Planning & Public Policy
Rutgers, The State University of New Jersey, May 2016

Master of Public Administration (MPA)

College of Arts and Sciences
Seton Hall University, May 2014

B.S. in Diplomacy and International Relations

School of Diplomacy and International Relations
Seton Hall University, August 2011

Technical & Specialized Skills

Geographic Information Systems (GIS) & Modeling
ArcGIS/View, HASTUS, Public Transit (Trapeze), CUBE

Data Management & Visualization

SPSS, Stata, SQL, Tableau

Adobe Suite

Creative Cloud (InDesign, Illustrator, Photoshop)

Microsoft Office Suite

Outlook, Excel, Word, PowerPoint

Languages

English & Spanish (Native), Arabic & French (Beginner)

Licenses & Certifications

Notary Public of the State of New Jersey

Commission Number 50057898, Expires March 31, 2022

Certificate in Politics and Government

Eagleton Institute of Politics, Rutgers University

Human Subjects Certification

Social, Behavioral, Epidemiologic Research, CITI

Congressional Security Scholar

Truman National Security Project

Certificate in Public Policy

Congressional Hispanic Caucus Institute

Certificate in County Administration

Center for Government Services, Rutgers University

Leadership & Service

International City/County Management Association
Member, May 2019 - Present

West New York Urban Redevelopment Board
Chairman, February 2017 - Present

United States of America Selective Service Systems
Local Member, April 2016 - Present

West New York Board of Education
Elected Trustee, November 2015 - Present

American Planning Association
Member, September 2014 - Present

JASON CAVICH, PH.D.

3601 South Ocean Boulevard #404 * Palm Beach, FL 33480 * (813) 210-1512 * jason.cavich@gmail.com

Highly experienced, polished, empirically-driven people manager and thought leader focused on providing evidence-based solutions that lead to sustained competitive advantage for an enterprise while fostering and developing a leading-edge organizational culture. Proven ability to integrate front-edge theories, data, research methods, and statistics into practical application leading to superior organizational performance. Published author, experienced researcher, and former banking vice president who focuses on innovation, value-creation, and strategic management for organizations. Effectively develops partnerships and communicates with all levels and personalities of Fortune 500 organizations, government agencies, and middle market firms to accomplish the most difficult assignments.

CORE COMPETENCIES

- Strategic Management/Simulations
- Organizational Behavior
- Research Methods
- Financial Statement Analysis
- Statistical/Data Analysis
- Corporate Development
- People Leadership
- Problem Solving
- Intellectual Curiosity

PROFESSIONAL EXPERIENCE

Assistant Professor of Management (2017-Present)
H. Wayne Huizenga College of Business and Entrepreneurship
Nova Southeastern University

- Subject matter expert in Strategic Management and Organizational Behavior
- Manage 100-200 students per semester training them in strategic planning, budgeting, corporate finance, and basic and applied business research.
- Train MBA students in computer strategy simulations to run billion-dollar, international companies
- Published author in top-tier, peer reviewed journals
- Published researcher in corporate governance, IPOs, strategic leadership, and institutional investors
- MBA Courses Taught – Strategic Management, Organizational Behavior, Strategic Human Resource Management
- Executive Committee Experience – Experiential Learning, Human Resources Advisory Board
- Doctoral-level training in statistics and research methods – archival data, surveys, experiments, structural equation modeling, regression variants, algorithm development, MPlus, Stata, SPSS, R

Adjunct Professor of Management (2020-Present)
Florida State University, College of Business

- Teach organizational behavior in the MBA program
- Train students on cutting edge research in leadership, teamwork, and organizational culture
- Distance learning for 75-100 students per course
- 16th ranked online MBA program in the United States
- 18th ranked public university in the United States

MPS Systems (2015)
Management Consultant

- Contract work with petroleum companies
- Ran data-driven assessment and testing centers for large petroleum firms to improve hiring practices
- Evaluated job candidates for hire using an evidenced-based process
- Tools used included personality tests, cognitive ability tests, group behavior tests, and semi-structured interviews

Vice President (2004-2011)
Citi – Detroit, MI and Milwaukee, WI

- Strategic advising partner to Fortune 500 and middle market firms
- Lead, organized, and presented strategic credit solutions to clients to maximize clients' businesses
- Lead and organized project management teams to enhance firm's processes
- Produced \$250 million dollars per year in credit/relationship management revenues
- Developed and executed strategic and tactical credit plans to drive revenues, new accounts, and product penetration to exceed financial goals
- Monitored market trends and translated financial data into actionable items for clients

- Decisioned credit risk of commercial enterprises and consumers
- Top ten producer (out of 80 VP's) every year in generating revenues in the most economically challenged market in the United States - Detroit
- Top ten partner numerous times in client satisfaction surveys measuring value to their business
- Negotiated and landed numerous Fortune 500 firms resulting in some of the largest clients in the country
- Trained new hires and developed training materials for all Vice Presidents

University Adjunct Professor/Graduate Assistant (1997-2017)

Oklahoma State University-OKC, University of Central Florida, Oral Roberts University

- 20 years of university teaching experience
- Courses taught – Corporate Strategy, Negotiation, Business Ethics, Ancient and Modern Humanities, World Religions, Philosophy, English as a Second Language
- Leadership experience – consistently manage 100-200 students per semester
- 19 years of online teaching experience
- Distance-education developer for four institutions
- Trained in five distance-education software packages – Canvas, D2L, Blackboard, WebCT, ECollege
- Experienced global worldview in economic and cultural issues

PUBLICATIONS/CURRENT RESEARCH

Newness, K., Negron, S., Mutter, A., & Cavich, J (2019). "Burnout Report of 911 Operators in Police Departments". *Journal of Academy of Business and Economics*.

Cavich, J. & Chinta, R. (2019). *Portfolio Firm Responses to Institutional Investor Activists*. *Journal of Academy of Business and Economics*.

Cavich, J. (2018) Dissertation Title: *Portfolio Firm Responses to Institutional Investor Activists*

Rudy, B.C. & Cavich, J. (2017). Nonmarket Signals: *Corporate Political Activity and the Performance of Initial Public Offerings*. *Business and Society*.

Cavich, J. & Chinta, R., "Pragmatism in Jesuit Values as manifest in Business Concepts of Innovation and Efficiency".

Newness, K., Negron, S., Mutter, A., & Cavich, J. "Burnout Report of 911 Operators in Police Departments".

Cavich, J., McDonald, M. L., Khanna, P. "Hedge Fund Activism and Firm Performance: The Mediating Effect of Strategic Risk Taking and Moderating Effect of Hedge Fund Coordination".

McDonald, M.L., Khanna, P. & Cavich, J. "A Review of Recent Research on CEOs' Influence on Firm Performance".

RESEARCH PAPER PRESENTATIONS

Cavich, J. & Chinta, R. (2019, March). *Portfolio Firm Responses to Institutional Investor Activists*. Paper presented at International Academy of Business and Economics Conference, West Palm Beach, Florida.

Cavich, J. & Chinta, R. (2018, August) *Pragmatism in Jesuit Values as manifest in Business Concepts of Innovation and Efficiency*. Paper presented at the Academy of Management, Chicago, Illinois.

Rudy, B.C. & Cavich, J. (2015, August) *Nonmarket Signals: Corporate Political Activity and the Performance of Initial Public Offerings*. Paper presented at the Academy of Management, Vancouver, Canada.

EDUCATION, SCHOLARSHIP, & ASSOCIATIONS

Ph.D. in Management and Organizations – University of Texas (2013-2017)

- Experienced researcher in strategic management and organizational behavior
- Research method and statistical training in big data analysis, regression usage, hypothesis testing, survey development, textual analysis, experiments
- Extensive training in basic and applied research. Translating front-edge theories and the body of knowledge into actionable plans for larger organizations and enterprises.

Master of Business Administration – Oklahoma State University (Spears School of Business) (2003)

- Adjunct faculty professor while completing program

Master of Divinity – Oral Roberts University (2000)

- Managed a staff of eight people, 500+ plus students, and 25 lecture sections
- Foreign Language Training – Spanish, German, French, Greek

Bachelor of Arts (Sport Management) – University of Michigan (1996)

- ROTC Scholarship Recipient
- Air Force Academy Appointee
- Football Operations Intern with the Jacksonville Jaguars – 1996

4757 N Classical Boulevard
Delray Beach, FL 33445-1210
February 14, 2020

B. Friedman
City of North Miami, FL
North Miami, Florida

RE: City Manager

Dear B. Friedman,

I would like to express my enthusiastic interest in the position of City Manager for the City of North Miami Beach.

I served for nearly two decades as the Town Manager for the Town of Bloomfield CT. I think that offers a unique prospective on working and doing business in New England. I am familiar with some of the challenges and opportunities that South Florida communities such as North Miami have.

I have the requisite skills you seek to have in your next City Manager. I have managed a similarly sized organization both personnel wise and budgetary. I will expand on a few of those skills in this cover letter.

While in Bloomfield, CT, I had the opportunity to submit to my elected officials many balanced budgets. Those balanced budgets often yielded budget surpluses because of prudent fiscal restraint on the part of my departments and maximizing the revenues that we brought in to the Town.

My approach in North Miami would be to collaborate with the City Commission to develop effective strategies to reduce and eventually eliminate budget deficits building to the point where we could eventually look to create budget surpluses as I have done in the past.

During my brief employment as City Manager of Delray Beach, I was able to achieve a bond rating upgrade from its long-standing AA rate to the highly desirable AAA rating.

I served as the chief negotiator for labor contracts while in Bloomfield. The Town of Bloomfield was one of the first communities in the State to move from defined benefits to defined contributions under my leadership. While we can debate the merits of one approach over the other, from a taxpayer prospective, the defined contribution approach is far more fiscally pragmatic. I also shorted or lengthened the term of collective bargaining agreements I presented to the Town Council to the advantage of the Town. Overall, I think that the Town enjoyed a measure of stability

North Miami City Manager
Page 2

and peace between organized labor and management throughout our relationship. It is part of the reality that as a long-standing manager that I would bring to the position of City Manager that someone who is not a seasoned professional might have to learn. I can hit the ground running to restore some of the lost confidence that may have arisen on the part of the Elected officials and citizenry of the City of North Miami as a result of the failings of its chief appointed official.

I also know how to put together and keep together an effective team that manages the business of the City. It is important to have motivated and accountable staff. I think that it is important to have people who know that they are there to provide each and every citizen with the highest quality service that it is our pleasure to serve them with. It is important to have empowered staff people and to mentor them to achieve their highest professional aspirations.

Finally I offer to the elected officials that I would serve in North Miami, the integrity as an appointed official. In this era of Google searching my name, it is easy to see that there were allegations of me being less than candid with elected officials in Delray Beach. Nothing could be further from the truth. Let me say to you that I know whom the City Manager works for first and foremost and is fully accountable to. When the covenant of trust is broken, then it is time for the Manager and Commission to go their separate ways.

I look at the City of North Miami as an opportunity for me to provide service to a community that has a progressive approach to how it approaches the serious business of governance. In conjunction with the City Commissioners and a lot of citizen involvement, I think that we can form a formidable team for even greater future successes in the City of North Miami Beach.

I look forward to discussing this position further with you.

Very Truly Yours,

Louie Chapman, Jr.

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 July 2014 to present

Delray Beach, FL

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

City Manager April 2013 to July 2014

Delray Beach, FL

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.

• **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 (JTPP).
- 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



MARC-ANTONIE COOPER, DBA  **MASTER BLACKBELT**

459 Corniche Way. Apt 105, Lake Mary, FL 32746 (404) 277-1153 - marc2cooper@gmail.com

COMMITMENT | LEADERSHIP | INTEGRITY

Accomplished Executive with demonstrated ability to deliver mission-critical results. I have a unique and effective combination of public service, public safety and private industry experience in a variety of fields. Skilled at working with international, regional, state, and local officials as well as key business decision makers. A team player with strong management and communication skills: verbal, written, interpersonal, presentation, and rapport building. In-depth understanding of large and small businesses and municipal needs and concerns.

AREAS OF EXPERTISE

- Asset & Liability Management
 - P&L Management
 - Change Management
 - Operational Management
 - Relationship Building
 - Turnarounds
 - Employee Relations
 - Organizational Restructuring
 - Lean Six Sigma
 - Strategic Alliances
 - Training and Leadership
 - Project Management
 - Small business development
 - Multi-Site Operations
 - Adjunct Education Instruction
 - Cost reduction and containment
 - Public policy background
-

HIGHLIGHTS AND ACCOMPLISHMENTS

- Developed and implemented an innovative internal communications strategy to improve employee engagement through strategic messaging.
 - Proven success in public sector management and administration, including extensive budget preparation, forecasting and oversight experience; progressive, collaborative and resulted oriented management practices and extensive experience in strategic planning and organizational accountability.
 - Commitment to long range community planning, public safety, emergency management, environmental protection, growth management, affordable housing and commercial revitalization and economic development.
 - Strong practical experience in community/press relations and intergovernmental relations at the local, county, state and federal levels.
-

EMPLOYMENT HISTORY

CITY OF DELTONA - DELTONA, FL

January 2020 - Present

INTERIM CITY MANAGER

Serving in the capacity of Chief Executive Officer for fast growing city located in Central Florida. Full service City government, including: public works, fire, water utility, stormwater utility, parks & recreation, finance, fleet maintenance, human resources, public works, planning, buildings, animal control, code enforcement and contracted law enforcement and solid waste. 352 FTE in house and 85 contracted positions with a \$171 million annual budget.

CITY OF DELTONA - DELTONA, FL

October 2019 - January 2020

DEPUTY CITY MANAGER

Served as the Chief Operating Officer of a full service city government, which included public works, fire, water utility, stormwater utility, parks & recreation, finance, fleet maintenance, human resources, public works, planning, buildings, animal control, code enforcement and contracted law enforcement and solid waste. 352 FTE in house and 85 contracted positions with a \$171 million annual budget.

- Serves as a primary advisor to the City Manager;
- Collaborate with the City Manager in overseeing city operations;
- Leads the City's efforts in evaluating and improving processes to attain operational excellence;
- Monitors progress on each of the City's five strategic pillars, always asking how we can collectively improve upon the past in our service delivery and resource management;
- Prepares material for City Council agendas and attends Council Meetings;
- Prepares clear and concise research reports and follow-up as required, always keeping in mind the best way to communicate with various audiences;
- Complies with the tenets of the International City/County Management Association; Code of Ethics;
- Balances risk and reward in decision making;
- Acts as the City Manager in her absence.

CITY OF DELTONA - DELTONA, FL

August 2018 - October 2019

ASSISTANT CITY MANAGER/INTERIM DIRECTOR OF WATER & PUBLIC WORKS

Recruited by City Manager to oversee and administer city's \$171 Million Dollar Annual Budget, provide oversight and guidance of assignments and activities to the Department of Information Technology, Public Affairs, Buildings and Permits, Code Enforcement, Parks and Recreation, Public Works, which includes Deltona Water; and special projects to ensure they are in concert with the policies and goals of the City Manager and the City Commission.

- Providing administrative guidance, to departments to ensure the City's goals and objectives are achieved in a timely and professional manner;
- Providing the City Manager and City Commission with accurate and timely information to support decision-making and policy direction; serving as an agent of the City Manager in conflict and dispute resolution;
- Assist in the overall daily administration, decision-making and policy direction, guidance with the City Commission and staff; recommending organizational enhancements and restructuring as necessary.
- Responsible for providing effective, professional leadership, positioning the City to meet the community's current and future needs through appropriate technologies and services.
- Perform the duties of the City Manager, as assigned, during City Manager's absence. Perform all work duties and activities in accordance with City policies and procedures.
- Serves as the city's point person in the community and Council outreach efforts, while closely supporting the management team with coordinated communications throughout the organization and the community.
- Assisting in the formulation and execution of complex policies and programs to fulfil the goals and objectives of the City Manager, carry out the City Commission policy direction, and ensure service delivery goals.
- Representing the City Manager in a variety of intergovernmental and community activities and meetings, including coordinating the work of one or more standing Committees to provide the City Commission with information and recommendations for matters under consideration.

CITY OF DETROIT - DETROIT, MI

November 2015 - July 2018

DETROIT WATER AND SEWER DEPARTMENT - RETAIL

CHIEF CUSTOMER SERVICE OFFICER/DEPUTY CHIEF OPERATING OFFICER

Recruited by Director/CEO to help develop department-wide initiative to deliver greater value to customers; Partner with other C-Level Executives to drive performance and accountability through cross-organizational/cross-functional metrics and quantitative data; Establish the strategic and operational direction for the division; Deliver executive oversight and administration of eight (8) multi-site operating units, consisting of over 170 employees and approximately \$24.5M Annual Budget.

- Directed and coordinated DWSD retail and suburban wholesale customer billing and collection activities, collection related to delinquent accounts, processing landlord/tenant agreements, bankruptcy claims and other tasks, including meter reads, special payment arrangements, coordinating services

with other City agencies, scheduling customer billing disputes and hearings, along with other related activities

- Executing operational strategies to deliver services and product and provide leadership and guidance throughout DWSD as it relates to areas of responsibility;
- Oversight for long-range special projects and plans such as DWSD Revenue and Collection, PMO, Customer Service efforts; serves as liaison to the CAO of these projects;
- Coordinating the preparation and submission of the annual portfolio operating and capital expenditure budgets, including a comprehensive report of financial, programmatic, and administrative activities. Contributes as a member of the team that develops DWSD's annual operating budget and key policies;
- Appraising the CEO of current projected financial conditions and future fiscal needs;
- Staffing committees and initiatives as assigned by the CEO;
- Meets and corresponds with various citizens, professional, business, labor union and other groups to answer questions and secure their help in carrying out various programs;
- Developing and implementing goals, objectives, policies, procedures and performance standards for assigned departments;
- Negotiating, reviewing and approving departmental agreements and vendor contracts;
- Interface with the Mayor, DWSD CEO, CFO, COO, City Council, and other department heads to implement, integrate and coordinate programs and policies;
- Working to build and maintain strong relationships with various City departments, including public utilities to ensure capital improvement projects are delivered in a comprehensive manner

CITY OF ATLANTA –ATLANTA, GA

December 2013 – November 2015

DEPARTMENT OF WATERSHED MANAGEMENT

DIRECTOR OF OPERATIONS, OFFICE OF CUSTOMER AND BUSINESS SERVICES

Recruited by DWM Watershed Commissioner to oversee all day-to-day operations of the Office of Customer and Business Services. Organized, developed and executed on the departments strategic and operations goals, overseeing eight (8) multi-site operating units, consisting of 200 employees and approximately \$15.5M Annual Budget.

- Assumed full management responsibility for all aspects including utility billing and revenue recovery, field operations group (inspections and meter reading), meter applications, customer care, dispute resolution, 24 Hour/365 emergency dispatch/call center, and the water sewer appeals board;
- Managed Project Managers, Business Analyst and Quality Assurance Programs;
- Successfully aligned business planning and financial processes with performance improvement and business risk-management activities;
- Maintained responsibility for the department's overall strategic initiatives for billing and revenue collection of \$589 Million annually;
- Deployed Six Sigma DMAIC method while leading high-level, cross-functional teams of Senior & Middle Managers, supervisors and field staff in two mission-critical process-redesign projects.

STATE OF GEORGIA –ATLANTA, GA

December 2012 – November 2013

DEPARTMENT OF COMMUNITY HEALTH – STATE HEALTH BENEFITS PLAN

DIRECTOR OF OPERATIONS

Recruited by Division Chief to oversee the day-to-day operations of a \$3B Dollar, 680,000 members, self-funded health plan; hired, trained, and supervised staff (60+ FTE's); planned and implemented programs/services; ensured compliance; re-engineered processes that helped to maximize service delivery by improving operational efficiency and effectiveness.

- Implemented business process improvements within Financial Management, Employer Services, Customer Service, PMO, Quality, Communications and daily operations;
- In the absences of Division Chief, served as interim with signatory authority;
- Managed cash resources to ensure that adequate liquidity was available for claims and benefit payments;

- Deployed Lean Six Sigma methodology to develop processes around HIT, HIPPA and data analytics to help determine health outcomes of members;
- Spoke on behalf of SHBP with the DCH Board of Directors, Executive leadership, and legislators.
- Oversaw several multisite operations and served as the subject matter expert to review, design, and document all current state processes for health plan administrations;
- Managed the identification process and potential impacts of organizational risk (HIPAA, IT Security) and proactively identifying opportunities to enhance SHBP program effectiveness and increase administration efficiency;
- Orchestrated and lead multi-functional teams implementing rates with actuarial planning, benefit designs, changes and innovative ways of delivering services for our membership;
- Solved problems through logic and ingenuity, working through internal resources and systems.

EDUCATION

DOCTORATE OF BUSINESS ADMINISTRATION
ARGOSY UNIVERSITY - ATLANTA, GA

CERTIFICATION OF EXECUTIVE LEADERSHIP
Cornell University - Ithaca, NY

MASTERS OF PUBLIC ADMINISTRATION
MASTERS OF BUSINESS ADMINISTRATION
Keller Graduate School of Management - Decatur, GA

BACHELOR OF BUSINESS ADMINISTRATION
Davenport University - Dearborn, MI

PROFESSIONAL DEVELOPMENT

02/1999 - Analytical Investigation Methods - Anacapa Sciences - Detroit Police Department
04/1999 - Financial Investigation Techniques - US Department of Treasury - Detroit Police Department
05/2008 & 11/2009 - Certified - Call Center of Excellence Manager, Purdue University
10/2009 - Certified Incident Command System Level 300 and 400
10/2009 - Certified - Six Sigma Black Belt, Six Sigma. US
12/2009 - Certified - Change Manager (Change Management) ProSci Corporation
03/2010 - Graduate - City of Atlanta's Rising Stars Executive Leadership Program
10/2017 - Certified - Six Sigma Master Black Belt, Six Sigma. US

PROFESSIONAL BOARD OF DIRECTORS / ORGANIZATIONS / AFFILIATIONS

Member, Florida City and County Management Association (FCCMA)
Member, International City/County Management Association (ICMA)
Member, Association for Change Management Professionals (ACCMF)
Member, American Water Works Association (AWWA)

www.linkedin.com/pub/marc-antonie-cooper-mba-mpa-ccmp-elc/11/5b3/4b9/

GENESIS CUBAS
15778 NW 10 ST Pembroke Pines Fl, 33028 · (954) 253-5677 ·
Genesiscubas@rocketmail.com

EDUCATION

Currently obtaining a Masters degree in Public Administration
(Business and Government)
Estimated time of completion: October 2020
Liberty University (online)

Bachelors- Interdisciplinary studies
Minor – Political science
Florida Atlantic University

Associates In Arts
Honors
Broward College

Highschool degree
Mater Lakes Academy

RELEVANT EXPERIENCE

JUDICIAL INTERNSHIP

Judicial intern, supervised by Judge Florence Taylor Barner in Broward County courts.
Assist in helping file papers and observe court proceedings alongside Judge Barner

LAW FIRM PAID INTERNSHIP

An intern and legal assistant for Attorney Bill Barner (criminal/immigration court)

LAW FIRM INTERNSHIP

Interned alongside Evian White, at Legal Services of Greater Miami. Was given the opportunity
to file paperwork, make copies and observe/assist court proceedings.

Was given the privilege to work with *Segadores de Vida*, teaching a dance team of about 15
young girls a choreography that was showcased at a conference for over 2,500 women called

Redoma

A current Volunteer for First Priority

A current Youth Group leader/ mentor

Member of the National Society of Leadership and Success

Member of the Honor Society

NICOLE CURRY-COFFEE

CurryandCoffee@me.com

(305) 205-6856

RE: Position Opening

To whom it may concern,

In my search for new creative endeavors, I was thrilled to find the available opening with this illustrious organization. As an ambitious professional with abundant experience, I believe that I would make an excellent addition to your team. My professional background has equipped with me solid practical skills combined with a deep understanding of event planning, coordinating, and facilitation. My attached resume shows the highlights from my years of professional experience.

Identifying improved approaches and enhanced solutions to business challenges are activities that drive and inspire me. Exploration, pursuit, and motivation are my framework for success. I believe that fresh perspectives and trying new techniques help businesses evolve and grow. Like your organization, my goal is to be on the cutting-edge of industry advancements.

Contributions to my former teaching and current event coordinator and supervisory roles, revolve around my essential organizational and creative talents. I have developed strong interpersonal abilities and fostered a reputation as a key contributor through decision-making and organization skills. As a team player, I am collaborative with peers, searching for ways to integrate valuable insights. Through these qualities, I have confidence in my ability to facilitate positive change and collective effort.

I am confident that my skills and experience can be of direct benefit to your organization. I look forward to meeting with you.

Sincerely,
Nicole Curry-Coffee

NICOLE CURRY-COFFEE

18280 Mediterranean Blvd. Condo 303, Hialeah, FL 33015 | 305-205-6856 | CurryandCoffee@me.com

Summary

Service-oriented, progressive and professional experience in strategic-thinking operations with over 20 years of experience in building relationships, cultivating partnerships, retaining top accounts and monitoring growth. Multi-tasking, innovative, and self-motivated leader with expertise on customer service, expanding network connections, persuasively introducing products and services, implementing effective goals, revealing customer needs to deliver solutions. Tactical team builder and strategic planner seeking to leverage background into this role with leading-edge organization and interpersonal skills. Manager-driven to lead continuous improvement in all areas of business operations to enhance connections and streamline internal systems. Focused on growing achievements/profits with multi-pronged strategies.

Skills

- Strategic planning
- Event planning (social and corporate)
- Program management
- Performance optimization
- Operations management
- Marketing expertise
- Business development
- Differentiated instruction
- Teaching, tutoring and counseling
- Public speaking
- School improvement committee
- Curriculum development
- Business growth
- Workflow management
- Contract negotiations and administration
- Budget management
- Schedule management
- Team leadership
- Time management
- Goal setting
- Knowledge of office and hardware/software equipment

Experience

- Teacher** Sep 2000 to Oct 2019
Miami-Dade County Public Schools - Miami, FL
- Performed student background reviews to ascertain learning deficiencies and strengths to develop tailored lessons based on student needs.
 - Mentored and counseled students with social adjustment and academic problems.
 - Taught students to exercise problem solving methodology and techniques during tests.
 - Identified early signs of emotional, developmental and health delays or problems in students and followed up with parents.
 - Collaborated with other staff members to plan and schedule lessons promoting learning and student engagement.
 - Established positive relationships with students, parents, fellow teachers and school administrators.
 - Created and enforced child-based hands-on curriculum to promote student interest and receptive learning.
 - Motivated students to be more engaged in classes through applying positive reinforcement techniques.
 - Helped learners of all abilities build learning and study skills to promote life-long educational goals.
 - Developed individualized lesson plans based on each student's IEP goals.

- Applied proactive behavior management techniques for classroom discipline.
- Taught after-school and summer enrichment programs.
- Developed interesting course plans with multimedia learning tools to meet academic, intellectual and social needs of students.
- Prepared unit and lesson plans for courses of study, following curriculum guidelines and common core standards.
- Developed and implemented interesting and interactive learning media to increase student understanding of course materials.
- Worked one-on-one with struggling students to design individualized lesson plans to increase progress.
- Leveraged diverse instructional strategies and hands-on activities to engage students and boost understanding of material.
- Planned and implemented lessons using various teaching strategies to meet diverse student needs.
- Taught students in various stages of cognitive, linguistic, social and emotional development.
- Introduced and encouraged debate-style classroom setting to increase student active participation and critical thinking.
- Built and strengthened positive relationships with students, parents and teaching staff.
- Modeled lesson planning strategies and classroom management techniques to student teachers.
- Differentiated instruction according to student ability and skill level.
- Worked outside normal hours to be available to answer parent and student questions.

Owner, Event Coordinator

Jan 2005 to Current

Events and Then Some, Inc - Miami, FL

- Assessed, optimized and elevated operations to target current and expected demands.
- Monitored market conditions to set accurate pricing structures and take advantage of emerging trends.
- Enhanced operational performance by developing effective business development strategies, systems and procedures.
- Monitored individual team member performance results and engaged in timely coaching sessions.
- Participated in networking events to establish and cement community ties, B2B relationships and industry connections.
- Monitored contractor adherence to quality standards and plan requirements.
- Promoted branding initiatives, developing effective marketing and sales strategies to meet new business development goals.
- Recruited exceptional job candidates via diverse traditional and digital routes for suitability for key positions.
- Updated financial accounts with current revenue and expense data and quickly resolved discrepancies to maintain compliance.
- Hosted fundraising events for various charities to boost brand awareness and community engagement.
- Trained teams on specific operations and requirements for each job site, including applicable procedures and techniques.
- Assessed business systems and processes, identifying areas for improvement to support future growth.
- Qualified competitive subcontractor bids to determine capability and resources to perform bid work.
- Developed business and marketing plans and prepared monthly financial reports.
- Promoted business on social media platforms to maximize brand identity and generate revenue.
- Presented products at events and trade shows to increase brand awareness.

Board Of Directors, President

Apr 2015 to Current

Moors Master Association, Inc. - Hialeah, FL

- Monitored industry trends and introduced new services to update marketing strategies.
- Monitored business trend forecasts and adjusted budgets and operational plans to maximize growth and opportunities.
- Oversaw strategic business decision-making to develop, enhance and enforce business mission.
- Strategized and implemented plans to transform and revitalize operations, capitalizing on emerging HOA trends.
- Spearheaded initiatives to keep business sustainable, agile and scalable during industry changes.
- Provided organizational leadership and collaborated with executive partners to establish long-term goals, strategies and company policies.
- Guided efforts to develop and optimize HOA operations and enable group to keep pace with changing demands.
- Promoted professional development, social and networking events and outreach.
- Established and oversaw strategic business actions and streamlined operations.
- Orchestrated public policy discussions to steer opinion and advocate for organizational objectives.
- Developed and maintained strong business relationships between departments.
- Developed and monitored internal control systems.

Board Of Directors, President

Jan 2014 to Current

Moors Pointe Condominium Association, Inc. - Hialeah, FL

- Collaborated with company partners to develop and actualize strategic plans to advance company's mission and objectives and promote revenue, profitability and growth.
- Built and deepened relationships with industry partners, driving substantial improvements in revenue numbers while expanding operations into new areas.
- Spearheaded initiatives to keep business sustainable, agile and scalable during industry changes.
- Developed and maintained strong business relationships between departments.
- Oversaw technological improvements, successfully reducing waste and eliminating business bottlenecks.
- Fostered collaboration and development of new practices by business leaders.
- Applied lean strategies to implement operational enhancements, promote efficiency and cut costs.

Education and Training

Master of Science, Psychology
University of Phoenix

2011

Bachelor of Arts, Political Science
Florida International University

1999

High School Diploma
American Senior High School

1993

Accomplishments

- Social Studies Department Chairperson 2013-2017
- Civics/US History/Gifted teacher (regular, advanced, gifted)
- 2002 Miami-Dade Council of Social Studies Beginning Teacher of the Year
- 2003 Miami-Dade Council of Social Studies Teacher of the Year
- 2005-2006 Miami Lakes Middle School Teacher of the Year
- 2006-2007 MDCPS Teacher of the Year Finalist
- United Teachers of Dade (UTD) steward 10 years, UTD steward of the Year
- Served on numerous Social Studies and general curricular teams for MDCPS
- EESAC member and parent
- African-American Heritage Club sponsor
- MLMS Cheer and Dance coach
- Student Council sponsor
- MLMS and CCMS social committee coordinator
- NJHS sponsor
- Justice FL Justice Institute participant
- We the People Competition participant
- Model UN Competition participant
- MDCPS Civics Institute participant
- MDCPS Laws Studies Institute participant
- Project Citizen Club sponsor
- 1st place winners of 2014-2015 MDCPS Project Citizen Competition
- 2nd place winners of 2014-2015 Project Citizen State Oral Hearings Competition
- MDCPS Technology Advisory Committee member
- Social Studies Book Selection Committee member
- 2017-2018 MDCPS Project Citizen District Finalists
- 2018-2019 Project Citizen Florida Finalists and Professionalism Award winner

Certifications

- State of Florida Department of Education, Educator Certificate, #832785, Political Science Grades 6-12, Gifted Endorsement, 07/01/2013-06/30/2023
- State of Florida, Executive Department, Notary Public, #1327295, 01/06/2016-01/05/2020
- State of Florida, Department of State, Events and Then Some, Inc. #P08000003739

George James Ducas – Architect, AIA, NCARB
3628 Hathaway Court
Irving, Texas 75062
(602) 321-4949



October 18, 2019
Reference: Resume

To whom it may concern:

I am a registered architect in Texas and Arizona, USA. I am also a registered Interior Design in Texas. Since I am NCARB (National Council of Architectural Registration Boards) Certified, I have a file in Washington DC that allows me to become registered in other states in the USA. I am currently a member of the AIA (American Institute of Architects) and have in the past been a member of IESNA (Illuminating Engineering Society of North America), and ASID (American Society of Interior Designers). I have a Bachelor of Science Architecture Degree from the University of Texas at Arlington and a Master's of Science Architecture Degree from California Polytechnic State University, San Luis Obispo (also validated by the University of Sao Paulo Brazil).

I have an international background having worked projects in Africa, Europe, South Pacific, Asia, the Middle East, North America, and South America. I have studied 4 languages that include English, Spanish, French, and Portuguese. I have also lived in 10 countries and visited another 50.

My career has had three influences on my knowledge and experience in the construction process, which are architecture, construction management (owner's style representation), and financial (banking) related to construction and real estate development. I have represented parties involved on all sides of the development process to include real estate developer, bank, architect, interior designer, owner, contractor, and construction management team in the field. My interest is to further my credentials in design and development and apply my skills to a directorship level position with architecture, real estate, design, or construction development team. I am open to international opportunities.

My architecture experience is very broad and would be the first influence from 1981-2019. I have worked on several projects as large as 2 billion dollars (Broadgate in London) and coordinated the efforts of those in an office setting as large as 20, which included consultants. I have been the director of an architectural studio. Firms that I have been associated with directly or indirectly have involved many prestigious architects, corporations, government entities, real estate developers, and contractors. These companies, authorities, and architects include Skidmore, Owings & Merrill (SOM Chicago & London), Ford Powel and Carson (San

Antonio), CH2MHill (Dallas), Arcadis (Phoenix), Giffels (Phoenix & Michigan), Arata Isosaki (Japan), Pei (NY), CRSS (Dallas), Lockheed Martin (AZ & DC), Rosehaugh Stanhope Developments (London), Frank Gehry (Santa Monica), City of Dallas, Disney (FL), Nissan (TX), Regional Transit Authority (Phoenix), TSA (AZ), DFW Airport (DFW), Peninsula Hotel (CA), Rosewood Properties (Dallas), Sheraton Hotel (MA), Marriott Hotel (AZ), and others. The largest architectural company I worked for was SOM Chicago and had a staff over 1000. My career in architecture and project management spans from 1981 to 2012. Additional skills from this period include value engineering, project management, technical support, construction administration, and a lead role since 1988.

The Second influence of my career includes owners' representative style construction management services from 2000-2019. This includes on-site field representation, cost estimating, budget evaluation, client coordination, and generally supervising and advising on the process from pre-construction through construction to substantial completion of the project and or final inspection. The positions were responsible for pre-construction such as management and assistance related to data gathering, coordination with project team players, establishing a scope of work, establishing a bill of materials, interviewing architect/contractors, establishing facility construction or modifications requirements, following design standards, permits, security passes, and developing construction solicitation packages. The various positions were responsible for construction supervision such as awarding contracts, supervising construction progress & procedures, post-construction inspection, and compliance with specifications. I resolved issues between client and government authorities, agencies, and stakeholders. During this phase, I supervised the work of as many as 400 workers in the field, 6 prime contractors, and 10 projects simultaneously with 100 percent travel. Projects were in Arizona, New York, and Texas.

The third influence involved real estate development services from 2000-2019 and is included as a specialized development of influence two. My experience involved establishing the construction department for a bank that lends money to real estate developers. I oversaw risk on over 500 million dollars in funds. The position involved architecture, construction management, risk review, banking, knowledge of multi-state construction issues-laws, coordination with developers, hiring inspectors, site inspections, budget review, documentation, and multi-state supervision of 200 construction/land projects (budget over 500 million). I supervised over 100 active projects per month reporting on them monthly, wrote a monthly executive report, and developed the department construction manual on processes, procedures, and risk controls. Project types included commercial, retail, office, multi-family residential, single-family residential, industrial, education, multi-use, hospitality, automotive, restaurant, and land development. Marketing also involved approximately one billion in referrals. I reported to the President and CEO. I was also involved in small real estate development projects, advised on risk to real estate development, and advised on budgeting and risk.

Presently I am involved in real estate development owner's representation and architectural development. My current involvements are as follows:

I was associated with ETI Professionals for contract work with FEMA (Federal Emergency Management Agency). When required, responsibilities include review damaged public facilities (roads, buildings and/or bridges) then develop descriptions of the work and costs necessary for repairs and/or rebuilding of the site. Work with public stakeholders to assist them with the FEMA Public Assistance process.

Real estate development owner's representation and architectural development

Areas of specialization include owners' representative style cm services, budgeting, financial, value engineering, architecture consultant, and development issues, lighting, and research.

Housing renovations and construction management

Design and development drawings for 50,000 square foot house.

Design and development drawings for a 5-billion-dollar cathedral

Federal GSA security clearance through Colliers

Published a book about science and physics

Real Estate Development Programming, Product Development, & Product Resource Management for Holding Company in Saudi Arabia

Real Estate Development Operations, Design, & Construction for a Holding Company in China

My background now incorporates experiences in financial construction (banking), architecture, interior design, contracting, real estate development, construction management, budgeting, and risk review. I am ready for career development and to match my skill set to an appropriate position. My career goal is to be an executive-level manager in the construction industry. I would love to work for your company as I would consider it an appropriate challenge and match for my skills and feel that I have plenty to offer.

Thank you.

George James Ducas
AIA, NCARB
GJDucas@Earthlink.net
[Http://Linkedin/in/gjd2008](http://Linkedin/in/gjd2008)
602-321-4949

GEORGE JAMES DUCAS
ARCHITECT, AIA, NCARB

✉ 1300 Larkwood Drive, Austin, TX 78723

☎ 602.321.4949

Email: gjducas@earthlink.net

FUNCTIONAL SUMMARY:

Participated in innovative architecture, construction management, and financial services since my graduation in 1981, designed new products, worked for major businesses, and turned around problem projects. High-profile and historical projects are in my portfolio. I am a strong strategic thinker and team builder who successfully balances multiple tasks.

AREAS OF EXPERTISE:

Construction Management, Land Development, Vertical Construction, Lending, Architecture, Interior Design, & Lighting, Space Planning and Facilities Design; Key Account Relationship Management Risk-Financial Review, Executive Reports, Commercial Lending, R.E Development Design; Product Development, Value Engineering, Master Plan Budgeting, & Reporting, Estimating, Construction Loans, Banking, Construction Laws, Contracts, Market Analysis, Business Development, Business Referrals, C. Documents & Administration, Life Cycle Costs, Faro Scanning, Specifications & Proposals.

PROFESSIONAL REGISTRATION AND CERTIFICATION:

Architect: Arizona - 2019 (Architecture) & Texas - 2019 (Architecture)

Interior Design: Texas 2019 (Interior Design)

IESNA (Illuminating Engineering Society of North America) - 2002

NCARB (National Council of Architectural Registration Boards) – Certification Current – 2019

IPEC (Institute for Products, Engineering & Construction) – Member – 2003-04

ASID (American Society of Interior Designers) – I have been an associate member of ASID.

AIA – 2019

EDUCATION:

Elementary School – National & International

High School – England

Bachelor of Science in Architecture - The University of Texas at Arlington - 1981

Master of Architecture - California Polytechnic State University, San Luis Obispo - 1985; (Design-Structures-Lighting)

Master of Architecture - University of Sao Paulo, Brazil - 1996; (USA M degree Validated equivalent to Brazil degree)

Principals of Banking and Financial Systems – Center for Financial Training Western United States – Phoenix, AZ – 2005

LANGUAGES AND INTERNATIONAL EXPOSURE:

I studied English, Portuguese, Spanish, & French. I am fluent in Portuguese and English.

Lived in 10 different countries (England, Nigeria, Saudi Arabia, Germany, Angola, Brazil, Ukraine, Venezuela, & Argentina) including the USA, and visited another 41.

I was professionally involved in International projects in Europe, Middle East, S. America, S. Pacific, Asia, and Africa.

PRESERVATION & HISTORICAL:

Preservation & Renovation of the Bachman Water Treatment Plant, Dallas, Texas: First Preservation project by the City of Dallas from which a tradition followed. Project with architects CH2MHill and ArchiTexas.

Kings Cross Master Plan, London, England: Master Plan incorporating and renovating existing historic structures such as a Paper Mill; 2- Billion dollar proposed project. Project with architects SOM and Frank Gehry.

Broadgate, London, England: Master Plan, design, and development of a 2-billion-dollar mixed-use project in the financial historic district in London. Project with architect SOM.

Chapel for the University of Dallas, Irving, Texas: A 3-million-dollar project to incorporate with existing Campus plan sympathetic to original designer O'Neil Fords Campus plan and theory of design. Project with architects Landry & Landry with Ford, Powell, & Carson.

Collin Creek Development, Plano, Texas: Master Plan development and partial renovation of existing mall on 103-acre site. Preservation and renovation of portion of existing mall into a new modern scheme. Architect: Bush Architects.

PROFESSIONAL EXPERIENCE SUMMARY:

Architecture & Interior Design 1981-2019: I have worked on many mixed-use projects, 4 of them as large as 2 billion dollars involving master plan development, some midrise, and others high rise. I have been involved in residential, commercial and many other project types. I have served many prestigious companies as Arcadis, Giffels, Ch2mHill, SOM, Lockheed Martin, CRSS, General Motors and others and on projects of notable architects as Pei, Isosaki, Graham, Ford, Gehry, and others. I have been a studio director and director staff of an architectural office. My involvement has been the full scope of services from marketing and client contact to programming-contracts to construction administration to completion and lease-sales. I'll be ASID and IESNA.

Construction Management 2000-2019: I have worked on-site on multiple projects; budgets, scope of work, and review as many as 100 projects per month. Involving complete design-build as many as 10 projects in 10 cities with 100% travel. I have extensive experience at construction administration from the architect's side as well as cm work from the owner's side. I am experienced in various delivery methods such as design build, builder at risk, fast track, and conventional bid-build. I worked for contractors and owners as a construction manager and supervised as many as 500 on-site. My expertise includes preconstruction through construction; estimating, scheduling, and scope.

Real Estate Development 2001-2019: I have worked for real estate developers in executive roles and been the head of both design and construction. In addition, I have been involved with all real estate activities such as due diligence, special zoning, reviews with city council, land purchase, land analysis, sales contracts, marketing, legal, construction contracts, insurances, schedules, master plan budgets, consultant and contractor selection, bonds, and cash flow estimates. My scope of involvement includes programming, preconstruction, land development and vertical construction in a design build approach; also, franchise development, brands, and flags. I have also hired & mentored staff, managed direct reports, established department matrix, developed operations manuals, and provided executive reports on staff and company performance to CEO and COO.

Finance 1990-2019: I have experience in cost estimating, value engineering, and master plan budgeting; also involved in progressive budgets to include land development and vertical construction. I am aware of the impact to costs by inflation, timeline, schedule, building systems and soft costs. My budgets incorporate contingencies for construction errors, and soft costs based on models developed while I was a manager of a bank reviewing developer budgets in the amount of 100 per month. I have been responsible in supervising funds as large as 500 million. I have been a professional cost estimator and can accurately predict an entire master plan. Included also is an understanding of construction law, reporting systems and software, and operations manual. I have developed a management process toward zero risk called integrated design build.

LIGHTING STUDIES:

I completed a Master's Thesis in Lighting and Design in Architecture. I studied most historical books and articles concerning the art of lighting design published up to 1985; lectured at the Art Institute of Chicago about Light & Design.

ART EXHIBITS:

Exhibited several art pieces at Bank One (Dallas), local art exhibits, art festivals, public spaces, museums, galleries, and educational facilities. I am interested in abstract design, and has developed a new art form that are called graphic abstract emblems that incorporate multimedia as a graphic model in two-dimensions. The art embodies meaning (story) as well as insights into the development of design. Presentation mediums used are paper, acrylic watercolor, ink, and oil paint.

RENDERINGS:

Experience doing renderings in various media to include paper, black ink, color ink, watercolor, graphite pencil, and color pencil. These have been presented as plan/section/elevations, one-point interior perspectives, two-point exterior perspectives, and free hand sketches.

COMMUNITY AND VOLUNTEER:

Volunteer assistant teacher in college for Notre Dame School for the retarded, Irving, TX; Responsibility to IQ's under 20. Activities included directing/participating in art/music exhibits and festivals, raising money for charities, and assistant to non-profit organization 'Music is Forever' (MIF) for disadvantaged youth, Arts Magnet Corporation, Dallas, Texas.

CHRONOLOGICAL SUMMARY

GJD Designs

Phoenix, AZ, Austin, TX, Dallas Metroplex, National & International

President - Consultant

Architecture – Construction Management – Real Estate Development - Finance

10.2006-09.2019

- I am associated with ETI Professionals for contract work with FEMA (Federal Emergency Management Agency). When required, responsibilities include review damaged public facilities (roads, buildings and/or bridges) then develop descriptions of the work and costs necessary for repairs and/or rebuilding of the site. Work with public stakeholders to assist them with the FEMA Public Assistance process.
- Real estate development, owner's representation, and architectural development-design.
- Areas of specialization include owners' representative style cm services, budgeting, financial, value engineering, architecture consultant, and development issues, lighting, and research.
- Housing designs, renovations, and construction management – interiors of high-rise apartments and housing.
- Design and development drawings for 50,000 square foot house and other residences.
- Design and development drawings for 5-billion-dollar cathedral.
- Residential design and high-rise remodels
- Federal GSA security clearance through Colliers.
- Construction Management
- Architecture
- Real Estate Development.
- Finance
- Marketing
- Real Estate Development partnerships, project developments, and franchise developments
- Real Estate Development Projects both national and international.
 - National: Arizona, Texas, Hawaii, Michigan, Florida, New York, Illinois, & other states.
 - International Projects: Saudi Arabia, UK, China
- **Lelege USA Corporation: Dallas, TX & Beijing, China; Long Lake Project, Corinth, Texas, USA.**
 - CCO – Chief Construction Officer – 2nd from Chairman and CEO
 - Head of both the Design and Construction Departments and Staff. In Charge of hiring personnel and reviews.
 - Real Estate Development, Land Development & Vertical Construction; Real Estate land purchase and due diligence, Budgets, Schedules, Insurances, Contracts, EB5 international investment programs, owner's representation, and architectural development-design.
 - Worked in the Dallas Galleria Office and in Beijing Headquarters of Lelege Holding Company.
 - Worked with Tsinghua Chinese Architects in Beijing
 - Design and Development drawings/specifications for 100 luxury homes 6,000 - 10,000 sq. ft. and commercial
 - Land Development for 107-acres raw land adjacent to USA wetlands; performed phase 1 and phase 2 analysis as well as wetlands mitigation analysis and through approval by the Army Corps of Engineers.
 - Reported weekly to the Chairman in China
 - Assisted the office to hire staff and structure internal departments and organizational strategy; international staff.
 - Value engineering, master plan budgeting, & cost estimating.
 - Interviewed and selected contractors for the project.
 - Requested, approved and reviewed drawings from engineering consultants.
 - Developed a process for Integrated Design Build.
 - Involved in directing and developing zoning for planned development through city processes
 - Involved in exploring new forms of insurance delivery.
- **AL Sami Holding Group: Irving, TX & Jeddah, Saudi Arabia; Al Sami Gardens, Jeddah, Saudi Arabia.**
 - Integrated Design Build process established
 - 2-billion Mixed-use master plan proposal for residential & commercial mixed-use
 - Design review and research into modular-modern technologies for housing and commercial development.
 - Research team development, sources of financing, and cost
 - Product Resource Management: Technology research, transfer, licensing, co-authoring, and marketing
 - Real estate development model developed to include manufacturing of new materials and systems used.
 - Design Development, acting as Director of Product Development

- ***Bush Architects – Centurion American: Addison TX & Farmers Branch TX; Collin Creek Project, Plano, TX.***
 - 103 Acre Mixed-Use Project, Plano TX; Partial demolition and renovation of existing mall and site development.
 - 1-billion Mixed-use master plan proposal for residential & commercial mixed-use
 - Studio Director over 3 Studios; Commercial, Mixed-Use, & Residential
 - Set up Operational and Organizational Structure; Development of management systems and work processes
 - Responsible for near 40 staff and hiring for 3 Architecture Studios and Interior Design Department.
 - Start-Up Architectural company
 - Development of contracts, schedules, and review of estimates.
 - Traffic Analysis and Master Planning
 - Value engineering
 - In house training, organization and drafting technology selections
 - Faro training and scanning technology selection; 3D scanning and some for historical buildings
 - Meetings, mentoring, and employee reviews
 - Establishment of teams and work strategies
 - Interviews and Human Resources
 - Billing the client systems & progress reporting
 - In-House reports and client reports
 - Oversight of contractors and local stake holders
 - Programming and design development.
 - Coordination meetings with Landscape, MEP, structural, civil, and technical services.
 - Environmental Testing, site surveys, new culvert design
 - Hazardous Materials reviews & specifications
 - City Council Zoning and planning meetings
 - Code meetings with inspections department
 - Construction Documents, Contracts, Insurances & Specifications
 - Designs for Hospitality, Multi-Family, Housing, Commercial, Restaurants, Mall, Office, and others.
 - Lighting, dynamic glass, and new building materials & technologies
 - Management Philosophy and Meetings
 - Promotions
 - Performance reviews
 - Client meetings
 - Revit & BIM 360 Studio establishment
 - Hewlett Packard Z I9 computer Drafting systems with dual screens
 - Establishment of library
 - Daily & Weekly meetings
 - Motivational speeches
 - Parking Analysis
 - Landscape, Pattern Book, Parks, Trails, & Water Park
 - Asbestos Mitigation & governing laws with safe practices; legality and safety
 - Demolition Drawings for site, 4 big boxes, and partial mall
 - Establishment of Site office
 - Review of Multi-Studio projects and staff
 - Coordination with teams leads and directors and partners
 - Public meetings & presentations
 - Marketing & Presentations
 - Disciplinary actions
 - Historic Preservation of portion of the existing mall.
 - Sustainability
 - Green design
 - Universal or Inclusive Design
 - Interior Design and Architecture
 - Establishing Interior Design Department
 - Establishment of salaries and ranges
 - Establishment of hierarchies and positions of staff

**Stearns Bank Arizona: SBAZ
Manager Construction & Risk**

Scottsdale, AZ & St. Cloud, MN

Architecture – Construction Management - Real Estate Development - Finance

10.2004-10.2006

- Manager of the Construction & Loan Risk Department, which I created.
- Served 100 real estate developers and projects per month; on-site visits with 100% travel when needed.
- Wrote 300-page operations manual, executive reports (monthly), and loan officer-project report (monthly over 100 pages). Wrote risk guidelines for federal review and audit.
- Master plan budgeting, cost-estimating, value engineering and scheduling.
- Recommended new software project monitoring and financial reporting.
- Executive reporting systems including Federal and Federal review and audit.
- From 2 years, my position was Construction Control Manager for Stearns Bank in Arizona. The position involved architecture, construction management, risk review, banking, knowledge of construction issues-laws as they vary per state, coordination with developers, hiring inspectors, budget review, documentation, and supervising over 200 (100 active) construction/land projects (budget more than 500 million) per year.
- Marketing also involved approximately one billion in referrals.
- I established the Construction Department since the bank did not have that department before my arrival. I tracked all loans through all phases that included pre-close, pre-construction, construction, and completion of the project. The filing system that I developed was thorough and detailed. Involved in my daily activities was personnel training and supervision, establishing a comprehensive filing system, development of department policies and procedures in a construction department manual, delivery of a monthly executive report for risk control and project review, delivery of a monthly project report on each project/loan officer, establishing a project and client email database, establishing a database of department documents and templates for use on projects, establishing a library of estimating and construction law resources, researching construction law as it varies per state/project, performing site inspections and reports, keeping a log of meeting minutes and correspondence, meeting with the OCC, alerting the President and Vice President on all financial risk, attending meetings with client on bank procedures and budget review during the pre-close and pre-construction phases and afterwards, lecturing about the construction department to the credit analysis department, researching/recommending software for future bank automation, and establishing referrals for the bank and setting up and participating in meetings with potential clients with a loan officer. Activities also included experience dealing with a title company in a project foreclosure, and site visit with client and contractor in another city on potential project problems and financial shortfalls. I was an invaluable resource to the bank in many areas, informing the executives of fluctuations in the construction economy on a weekly basis.
- I performed cost estimates for the new Stearns Bank proposed for future construction and made recommendations for AIA contract revision and attended project development meetings. So, my skills extended into cm style services.
- I reported on loan officer performance and construction lending performance-risk review monthly. Coordinated all risk with loan officers, developers, and upper management. My background now incorporates experiences in banking, architecture, interior design, storage, medical, real estate development, construction management, budgeting, and risk review.
- Building types that I administered under the bank portfolio included single-family residential, multi-family residential, high-rise, commercial, office, manufacturing, industrial, retail, sports, health, facilities, automotive, hospitality, banking, mixed use, restaurant, industrial, education, interior projects and many others.
- Department controls that I developed included the construction department processes and procedures manual, project controls document, monthly loan officer report and template, and the monthly executive report to the president of the bank. All projects required monthly site visits and coordination with clients, contractors, and bank personnel. States outside of Arizona included Florida, Colorado, California, Nevada, New York, and others. Projects ranged from 50 million to small SBA business ventures.
- It was my responsibility to coordinate with the main office in St Cloud Minnesota on policies and procedures. Hiring involved interviews with the President, Vice President, and CEO of the company. I was responsibilities included managing security and guard against financial risk to the bank. During my time, there I participated in a class related to principles of banking and financial systems. I read monthly financial journals and developed a library that included cost estimating books and programs and books related to construction law.
- Then result was that I dealt with 100 real estate developers per month, supervised over 500 million in funds, could predict zero risk, was accurate on my cost projections and knew what the bank-developer needed to at least more than ¼%, and set up a system that no other bank had whereby Stearns was in great shape during the financial crisis and bought other banks. I understand money, what budgets require and developed models to predict success.

GJD Designs
President - Consultant

Phoenix, AZ, Dallas Metroplex, National & International

Architecture – Construction Management – Real Estate Development

10.2001–10.2004

- I joined IPEC (Institute for Products, Engineering & Consulting) in 2003. IPEC is a Consortium of Engineers, Architects, Technical and Safety Professionals, providing forensic consulting and expert witness services to the legal and insurance industry. The core focus of IPEC is construction. Concurrently I opened a consultancy GJD Designs providing architecture services in Arizona and Texas.
- Areas of specialized service include client-based cm services, lighting design, forensic investigation, interior design, architecture, key account relationship management, owner representation, design, product development, value engineering, research, reporting, management, and development services.
- I was providing architectural consulting services to a real estate developer (Doxa Central) in Phoenix, AZ. I performed due diligence for land development in Ajo, Southern Arizona for 150-unit single family residential housing.
- I provided residential design consultant services for contractor Louis Marson's clients.
- Real estate development due diligence and land development.
- Design and research.
- **Lockheed Martin Corporation & Transportation Security Administration (TSA), Strategic Airport Security Rollout: Phoenix, AZ & Washington D.C.**
 - Construction Manager, Full-time contract, Washington D.C. and Arizona
 - I joined Lockheed Martin from their Washington DC office in 2002 as a Construction Manager to provide construction management support related to security modifications made at airports throughout the United States. This position provided field support in the implementation of the Transportation Security Administration's (TSA) airport security enhancements. I was assigned to Arizona and involved in 10 airports in Arizona that required 100% travel, 10 contractors, and over 200 workers and multiple contracts.
 - The position was responsible for pre-construction such as management and assistance related to data gathering, coordination with airport officials/TSA/Retail team players, establishing scope of work, establishing bill of materials, interviewing architect/contractors, establishing facility construction/modifications requirements, following TSA standards, permits, security passes, and developing construction solicitation packages.
 - The position was responsible for construction supervision such as awarding contracts, supervising construction progress & procedures, post-construction inspection, and compliance with specifications. I resolved issues between local airport authorities, agencies, and stakeholders. Lockheed Martin was selected by the TSA to implement new security operations that will help ensure air passenger safety at the nation's airports.
 - The Airport Security Rollout program was valued not to exceed 490 million. The project was of national importance and congressional-mandated. Lockheed Martin focuses on the defense, information technology, and homeland security requirements of the military services and civil agencies.
 - Airport security clearance.

Don Todd Associates: DTA
Construction Manager

Phoenix, AZ, New York, NY, & San Francisco, CA

Construction Management – Estimating – Real Estate Development Services

10.2000-10.2001

- I joined Don Todd Associates, Inc. (DTA) in 2000 as a Project Manager. DTA is a Construction Management firm with 10 offices in the USA and is ranked in the ENR's top 100 CM firms. I was a Project Manager working in both the Phoenix and New York offices. My responsibilities include pre-contract work, capital budgeting, quantity surveys, material take-offs, cost estimates, contract preparations, proposal preparations, business development, contractual management, financial management, construction management services, negotiations, client meetings, constructability reviews, CPM schedule & methods, review contracts in progress, cost evaluation, reports on pre-design & construction phases, research, and provide professional advice.
- I have assisted the New York office as Project Manager on-site providing construction management services for the Yonkers Board of Education on the Cedar Place Elementary School (Urbahn Architects) valued at approximately 20 million dollars. I supervised near 400 contractor employees on site.
- In the Phoenix office, I was involved in cost estimates for architectural developments in Phoenix and Tucson, and a conceptual cost estimate for the Phoenix Light Rail; 1 billion dollars.

Ganos Associates Architects: GAA
Studio Director
Studio Director– Architectural Services

Phoenix, AZ

03.2000–10.2000

- I was Director on the Marriott Hotel at River walk Center development done for Real Estate Developer George R. Alexander of Pals Land Inc. in Downtown Scottsdale, Arizona. I had the authority and responsibility for the administration of the project. Responsibilities included project organization, scheduling, scope definition, value engineering, estimating, code analysis, specifications, manpower planning, interdisciplinary reviews, and expediting the various design disciplines, as well as monitoring quality and progress. I supervised a studio of 10 employees.
- The 7-floor hotel was designed for over 500 rooms and the site was in the heart of Downtown Scottsdale in the most prestigious area of the town. In addition, the hotel design included conferencing facilities, meeting rooms, suites, systems furniture, 3rd floor pool with entertainment deck, parks, underground parking, restaurant, market, laundry, and food facilities. The hotel design was Phase 1 of a development that had office facilities.
- I directed all staff of 13, consultants, and projects in the office including a Conference Hotel, Residence, Restaurant, Church, Office, and Medical Facility. I met with staff as a group daily and met with each member twice per day and as needed. I had an open-door policy for communication and positive work environment.

Arcadis-Giffels: Merger
Project Manager Lead
Project Management – Architectural Services

Phoenix, AZ & Southfield, MI

10.1999–03.2000

- Hired by Giffels, bought by Arcadis
- Campus Plan Development.
- Live cycle cost analysis and proposal for roofing systems.
- Specifications
- Zoning and code programming.
- Hazardous materials management.
- Security clearance.
- I was Project Manager for the General Motor's Mesa Campus Plan, Desert Proving Grounds, and Worldwide Facility by Arcadis-Giffels for Mesa, Arizona. I had the authority and responsibility for the administration of the project of 5/30 buildings (Engineering North B27, Power Plant B28, Car and Truck B39, Central Warehouse B52, and Health & Administration B29). I also was responsible for the IT Center in the administration building.
- The project scope included new construction and remodeling. Office areas used system furniture. I also supervised the design of the Nurse's Station for the Administration B29. Responsibilities included project organization, scheduling, scope definition, value engineering, estimating, manpower planning, budgeting and expediting the various design disciplines, as well as monitoring quality and progress and staff of 7-10.
- Design of Anechoic Chamber.
- I served as a principal design liaison with the client for the duration of the project and was responsible for the communication of information between the client and the various design group leaders.

GJD Designs
President - Consultant
Project Manager – Architecture – Construction – Real Estate Development

Dallas Metroplex, National, & International

07.1988–10.1999

- I provided professional services by contract in Dallas, Texas for several Architecture and Interior Design companies. Services included design, construction documents, construction administration, project management, planning, and technical consultation for corporate, governmental, and private clients.
- Building types included office, hospitality, restaurants, institutional, religious, residential, retail, industrial, mixed-use, commercial, and public spaces. Objectives were achieved in design to the satisfaction of associate and client, adhering to necessary procedures and schedules. Areas of atypical experience include renovation, system furniture (Bank of China, Hong Kong), value engineering (Walt Disneyworld Headquarters, Orlando, Florida), preservation (Bachman Water Treatment Plant, City of Dallas, Texas), and project redesign and revision (Peninsula Hotel, Beverly Hills, Ca.).

- Areas of specialization and innovation included lighting and structures. I am selective to ensure a high degree of personal involvement.
- Prototype for a Low-Cost Housing System
- Design and research
- Architectural exhibits, presentations, & competitions.
- Architectural design tutoring.
- Airport security clearance.
- Patent drawings.
- Projects were both national and international.
 - National: Florida, Massachusetts, Texas, Colorado, Maryland, Arizona, New York, & California.
 - International Projects: Asia, Africa, South America, and Europe.

Skidmore, Owings, & Merrill: SOM

Chicago, IL & London, England

Project Manager

10.1986–07.1988

Designer – Architectural Technical Studio Lead Support – PM

- ***Broadgate, London, England for Rosehaugh Stanhope Developments & British Rail.***
Broadgate was a 2 billion-dollar and master-planned project by SOM for London. 10 buildings of new construction were provided around a train station. The building heights were approximately 14 stories and 20,000 square feet per floor or more. The project involved access to train facilities and site work. The projects involved planning, design, development, construction administration, and project management. I was sent to London for construction administration on this project.
- ***Canary Wharf, London, England***
Canary Wharf Master-plan was a planned development and mixed-use project for the dock-lands. I.M. Pei, New York was the first architect to design the site, and then it was given to the charge of SOM, Chicago. This was a multi-billion-dollar project. He participated in the design of a proposed building, and site planning development.
- ***King's Cross Master-plan, London, England***
King's Cross Master-plan Competition Proposal (SOM, Chicago & Frank Gehry Architect, California), Multi-use (office, retail, commercial, institutional, industrial, and residential) mid-rise buildings, London, England. The master-plan design competition involved a team of 5. This project was a Master Plan of approximately 30 buildings for London totaling nearly 2 billion in construction costs. This Multi-use community complex included all amenities required for a city neighborhood. Building types included office, commercial, institutional, municipal, community, industrial, housing, landscape, transportation, canals, parks, leisure, and recreation. The project was later redesigned for the client in conjunction with Frank Gehry, Architect in California.

I worked on the projects of Partner Bruce Graham in the studios of John Burcher, Leonard Clagget, and Leigh Breslau.

I was technical lead for my studio

I worked in 2 offices.

Activities in London involved design and construction administration.

HWF

Dallas-Fort Worth Metroplex, TX

Designer

01.1986–07.1986

Design – Architectural Services

- Navarro County Justice Center for Navarro County, Texas. This project involved the design of 50,000 square feet of prison. The design of a correctional facility included courtroom, judge's offices, offices for law enforcement officials, and a county jail.
- Wood County Justice Center for Wood County, Texas. This project involved the design of 50,000 square feet of prison. The design for a correctional facility included courtroom, judge's offices, offices for law enforcement officials, and a county jail.
- Texas Projects.

Landry & Landry Architects & Planners
Project Manager

Design – Architectural Services – PM

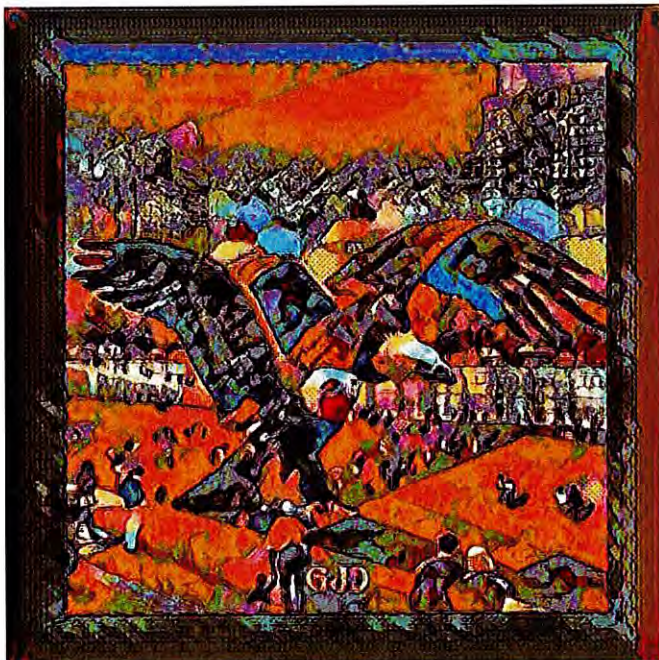
Dallas, TX & San Antonio, TX, National & International

09.1981–09.1983

- University of Dallas: Remodeling of Carpenter Hall, Irving, Texas. This project included the remodeling of interior facilities of the administration building with classrooms. There were approximately 20,000 square feet of interior finishes. Interiors, Science Building, University of Dallas, Irving, Texas. The Science Building (2 floors) of approximately 40,000 sq. feet was a new building. Interior design was provided for the laboratory equipment and furniture in every classroom and space used for teaching. Chapel for the University of Dallas, Irving, Texas. This project involved the design of a chapel of 20,000 square feet for a university campus. This was a new building, highly detailed, in masonry and copper. The building included a hexagonal dome. Some project management was involved.
- There were multiple national projects that included office development, single family residential, k-12, religious, assisted living, and others.
- Dallas home for Jewish Aged; project with Architect Howard Meyer.
- Ambassador's residence Suva, Fiji.
- International work included USA federal government embassies overseas.
- Projects involved coordination with Ford, Powell, and Carson in San Antonio and I worked for and met O'Neil Ford, Architect.
- Majority of Projects were through Ford, Powell, & Carson, San Antonio.
- Design & Design Development
- Construction Documents and Construction Administration.
- Multiple projects, marketing, & presentations.
- Patent drawings
- Architects O'Neil Ford (FAIA) (Ford Powell, & Carson), Duane Landry (FAIA), Jane Landry (FAIA), & Howard Meyer (FAIA)
- Projects were both national and international.
 - National: Texas
 - International Projects: Asia, South Pacific, & Europe

Graduate University followed this experience.

LinkedIn: <https://www.linkedin.com/in/gjd2008/>



Jeremy Frazier

T: 405-519-5726 E: Jeremy.L.Frazier@gmail.com

January 28, 2020

Babette Friedman
Employee and Benefits Manager
City of North Miami
776 NE 125 Street
North Miami, FL 33161

Mrs. Friedman,

I am very interested in the North Miami City Manager position. As a City Manager with several years of administrative experience, my local government experience, education, background and professional skill sets appear to closely match the position profile as published on the City of North Miami linked governmentjobs.com website. As evidenced by the attached resume, I am a results-oriented manager with a strong background in strategic planning, capital improvement planning and project management, human resources management and labor relations, and community development.

I possess valuable experience in all phases of the budget cycle: preparation, approval, implementation, and reporting. As a previous City Manager and Assistant City Manager, I have developed and administered wide ranging general fund budgets in various communities from \$51.6 million dollars to 4.3-million-dollars. I also possess a proven track record in the development and management of various forms of infrastructure. For example, over the last several years, I have provided administrative oversight and executed various capital improvement projects in areas that include: TIF districts, streets, airports, public safety, water, and sewer projects and electric utility systems. I most recently oversaw the administered the construction of a 1.5-million-dollar airport hangar, a 10-million-dollar hospital construction set to be constructed in 2021, and several millions of dollars in street overlays and infrastructure improvements.

Additionally, I possess significant experience presenting to policy makers, managers, municipal staff, and citizens alike. I also have a proven track record of establishing positive and effective working relationships with various internal and external stakeholders within the community. I have leveraged these working relationships to achieve positive and mutually beneficial outcomes. For example, I recently executed a \$175,000 intergovernmental City/County street resurfacing project that could not have been possible were it not for the positive working relationships that I developed and maintain with county policymakers.

Finally, as a current and past board member for various civic organizations and while serving as a gubernatorial appointee, I possess significant policy development experience. I regularly take advantage of local, state, and national training opportunities and stay apprised of best practices. I would welcome the opportunity to discuss my credentials and qualifications with you.

Yours sincerely,

Jeremy Frazier

Jeremy Frazier

Jeremy Frazier

T: 405-519-5726 E: Jeremy.L.Frazier@gmail.com

PROFESSIONAL SUMMARY

Previous and recent City Manager for a county seat community for the fastest growing county in the State of Oklahoma during the past decade. Accomplished City Manager experienced in managing budgets up to \$57.9 million and overseeing diverse organizations of various sizes. Efficiency-driven city leader skilled at leading departments, improving transparency in government and building positive relationships with government agencies, community organizations and members of the public. Skilled in reducing costs, streamlining processes and increasing efficiency across various city departments and projects. Excellent understanding of municipal operations with demonstrated success in leading useful improvements to operations, outreach and cost controls. Exceptional planning, program management and team development skills gained during a roughly 10-year career supporting public sector organizations and small to medium cities with residents ranging from 1,200 to 39,000. Forward-thinking leader with vision for future developments. Background working in city government to manage budgets, infrastructure/capital projects and personnel which include streets, bridge repair/replacement, sewer line repair/replacements, water plant and sewer plant repairs, library renovation, airport hangar construction, and various new housing developments.

SKILLS

- Community Relations
- Budget Preparation
- Departmental Oversight
- Public Policy Analysis
- Labor Relations/ Collective Bargaining
- Public Speaking
- Employee Benefits Analysis
- Crisis and Emergency Communications
- Critical Thinking
- Economic Development
- Public Relations
- Long Range Planning
- Capital Project Management
- Organizational Development
- Results-Oriented
- Tax Increment Financing

PROFESSIONAL EXPERIENCE

El Reno, Oklahoma (19,800)
City Manager

January 2019 – January 2020

- Managed the day to day operations of rural full-service, county seat city with a 2020 projected census population of 20,000, a General Fund Budget for Fiscal Year 2019-2020 of \$29.7 million, and a total fund/departmental appropriation, in the amount of \$57,979,484. Total staffing includes roughly 160 full-time equivalents.
- Finalized planning and worked with local developers and policy makers to secure financing for, develop plans, and to build a new \$10 million dollar healthcare facility within City limits. Construction will begin in February of 2020.
- Administered various public works and capital improvement projects including: \$1 million in street improvement projects, bridge replacements, sanitary/gravity sewer replacement projects, library renovation, airport hangar construction, various new housing developments, water plant upgrades (lime slaker installation), and various demolition projects.
- Appointed and, when deemed necessary for the good of the service, laid off, suspended, demoted or removed all directors or heads of administrative departments and all other administrative officers and employees of the city subject to such merit-system regulations as the council adopted.
- Formed positive working relationships with various local community partners including the El Reno Public School System, Chamber of Commerce, Main Street, churches and other non-profit organizations throughout the community. References available.
- Hired and directed efforts of fleet maintenance mechanic/supervisor to implement system of in-house fleet maintenance repairs for city equipment and vehicles.
- Within first 6 months successfully coordinated and directed the recovery efforts of devastating back to back weather disasters including a historic flood and tornado which killed 2 people, injured nearly 30, and caused over a million dollars of damage.
- Maintained professional relationships between administration, staff, and elected officials.
- Administered a 2 million-dollar, city wide street paving and resurfacing project that resulted in over 4 miles of street improvements to the City of El Reno.
- Supervised directly or indirectly, all administrative departments, agencies, officers and employees.
- Prepared a budget annually and submit it to the council, held responsibility for the administration of the budget after it went into effect, and recommended to the council any changes in the budget which were deemed desirable
- Administered the construction and installation of new \$1.5-million Airport T-Hangar facility at the El Reno Airport. Construction has begun and will be complete within FY 20.
- Understood local laws, codes and regulations and applied this knowledge to achieve desired outcomes of the City Council.
- Kept the council advised of the financial condition and future needs of the city and make such recommendations on matters of policy and other matters to the council as may seem to him desirable

- Ethics in leadership, making value-based decisions.
- Negotiate on behalf of the City with public safety (FOP an IAFF) unions to resolve complex and sensitive issues including grievances, contracts disputes, and an upcoming 2-year collective bargaining agreement, etc.

Muskogee, Oklahoma (39,223)

September 2018 – December 2018

Community Services Supervisor / EM Director

Served a diverse and county seat community of 39,223 (2010 Census), with a FY 2019 General Fund budget of \$33,529,558 and Municipal Authority Budget (Water/Sewer) of \$14,585,552.

- Prepared and submitted an annual budget proposal and manages the administration of the approved emergency management portion of the City's budget.
- Planned, organized and directed the Emergency Management programs for the City; acted as the community representative on all Emergency Management matters; and coordinated activities of the local Emergency Management Agency with other local, State, and Federal, non-profit and private agencies.
- Enforced and supervised a variety of applicable ordinances, codes and regulations relating to zoning, land use, nuisance housing, building codes, health and safety, and animal control.
- Selected, orientated, trained, assigned, scheduled, coached, counseled and disciplined employees; communicated job expectations, enforced policies and procedures.
- Supervised the operation of the Animal Control, Code Enforcement, and Emergency Management departments.
- Received and responded to citizen complaints and reports from other citizens, agencies and departments on alleged violations of City zoning and related municipal codes and ordinances; interviewed complainant and witnesses; conducted investigations and provided recommendations for resolution.
- Established and maintained agency policies and communication procedures for all City employees and volunteers.
- Worked with FEMA and the State of Oklahoma Emergency Management to submit grants and damage reimbursements for State/Federal funding.

City of Cushing, Oklahoma (7,700)

December 2015 – March 2018

Assistant City Manager

- Supported the City Manager by assisting in the supervision and financial oversight of a 9.8 million-dollar general fund budget which accounted for over 22 departments, 136 employees, and various capital outlay projects in a community of roughly 7,700 residents.
- Served as the city's chief communication officer regarding emergency management activities before, during, and after emergency events affecting the community.
- Delivered presentations to councils, boards, commissions, civic groups, and the public regarding programs and services.
- Represented the City when interacting with external stakeholders including local businesses and state and tribal representatives.

- Contributed to the reviewing, comparing, and discussing terms of previous union contracts and proposing amendments to future contracts.
- Involved and visible in the community, regular attendee and organizer of local civic group activities including Rotary, Lion's Club, Chamber of Commerce, Downtown Revitalization Association, Cimarron Tower Elderly Living (Board Member), and American Legion.
- Oversaw efforts to improve the community appearance and image from administering community code enforcement efforts to organizing and executing beautification projects including all phases of code enforcement, overseeing the process of demolishing unrepaired structures and experience leveraging community and state resources to avoid demolitions and other forms of remediation.
- Coordinated and spearheaded efforts to rehabilitate and preserve various businesses and buildings within the historic downtown Cushing business district that resulted in business growth and marketability, and improvement of the community appearance and image.
- Delivered presentations to councils, boards, commissions, civic groups, and the public regarding programs and services.
- Assisted with the administration of a municipal owned electric utility operation, that included a staff of roughly 15 employees.

City of Newkirk, Oklahoma (2,200)
Assistant City Manager

August 2014 – November 2015

- Assisted in the development and implementation of a county seat City, with a population of 2,200 and regularly provided an administrative overview and explanation of administrative activities to political, civic, and business leaders.
- Administered and assisted in the construction of a 1600 LF Sanitary Sewer line replacements projects by leveraging and utilizing CDBG funding.
- Served as the City Manager in the City Manager's absence for all administrative and public functions.
- Highly involved and visible in the community regular attendee and organizer of local civic group activities including Rotary, Lion's Club, Chamber of Commerce, Downtown Revitalization Association, Cimarron Tower (board member), American Legion.
- Supervised the re-establishment of the Chamber of Commerce which included technical and physical setup, membership development, volunteer coordination, and website development.
- Successfully implemented, developed, and submitted for recording to the Oklahoma State Auditor an approved FY 15 General Fund budget of over \$5.5 million dollars; thereafter making recommendations for budget revisions and allocation of funds.
- Administered a municipal electric utility operation that included a staff of roughly 5 employees.
- Oversaw infrastructure rehabilitation including street resurfacing projects and improvements to sanitary sewer systems to address vegetation and water infiltration/inflow issues.

Oklahoma Municipal Retirement Fund
Retirement Plan Administrator

February 2013 – July 2014

- Annually provided financial investment education and projected investment returns for over 1200 government employees representing assets exceeding \$800 million dollars through individual and group administrative, and city council presentations.
- Ensured plan administration, programming and reporting was in compliance with plan provisions and federal requirements.
- Monitored the performance of the Plans third-party administrators and professionals and assisted in the completion of periodic requests for proposals (RFPs) for plan services.
- Facilitated new employee participants and helped identify and facilitate the merging of existing plans.
- Conducted presentations of plan designs and provisions to councils, administrators and staff of municipal plan participants as requested.
- Acted as an internal advocate, and technical resource, for plan participants and facilitated the collection and presentation of records to support appeals and disability determinations.
- Prepared communications to participants for education and compliance purposes. Facilitated the submission of quarterly fees prior to the end of each quarter for extraction from participant accounts.
- Reviewed and handled rollovers, qualified domestic relations orders (QDRO's), required minimum distributions and related transactions. Processed participant terminations for 403B Plan. Managed output of staff and vendors as assigned.
- Traveled to municipalities throughout the state of Oklahoma to educate and update participants of investment options and employee benefits.
- Represented the organization by providing program overviews and at various conventions and events through personal interaction and information dissemination.

Oklahoma Health Care Authority
Research Associate/Budget Coordinator

October 2010- February 2013

- Initially hired as a Carl Albert Executive Fellow as a Research Associate; quickly absorbed additional duties as the Budget Coordinator for the division.
- Coordinated budget of division with the 2nd largest agency for the State of Oklahoma by Appropriation (Medicaid; \$1 Billion).
- Served as a program contact to consumers, providers, agencies, and government officials.
- Ensured compliance with numerous federal and state laws and regulations Medicaid reimbursement policies and methodologies for Medicaid service line expenditures.
- Provided consultee expertise and training while acting as liaison to both intra-agency and inter-agency providers.
- Represented agency at hearings, conferences, meetings and workshops. Prepared complex technical reports, correspondences and memorandums to agency contacts.
- Prepared and provided regular budget to actual reports and briefings in written, graphical and oral formats. Created and analyzed detailed expenditure reports.

- Proactively notified division directors of fund balances, issues, concerns, budget variances or unexpected trends.
- Stayed current and followed all state and federal rules and regulations pertaining to financial management. Assisted in tracking and reporting division performance results in relationship to division budgets. Assisted in inventory, asset management, risk management, and the indirect cost plan.
- Reviewed, analyzed, and discovered unpaid and overpaid vendor claims within the agency's financial management system which resulted in the settlement of \$40,000 of unpaid claims.
- Selected as an agency representative of the Oklahoma Health Care Authority's – Opportunities for Living Life Division to attend the 2012 National Home and Community Based Services Conference.
- In May of 2011 awarded prestigious Carl Albert Executive Fellowship while employed at OKDRS which resulted in the agency transfer to the Oklahoma Health Care Authority.
- Managed a progressive caseload of Title II and Title XVI disability claims; processing disability cases using various secure software applications with Federal and State operating systems.
- Evaluated disability applications for benefits in order to resolve jurisdictional issues and to resolve conflicts in evidence through contact with claimants, representatives, employers, medical providers and others. Analyzed and evaluated multiple case issues simultaneously.
- Analyzed medical source opinions and effects of medication or pain on the claimant's ability to function in a work environment.
- Assessed credibility of claimant's statements regarding their ability to work and prepare vocational assessments for adults based on a variety of vocational factors
- Passed a complete federal background investigation per position requirements.

EDUCATION

Master of Arts in Political Science (Concentration in Public Administration)

University of Central Oklahoma, Edmond, OK, 2011

Coursework: Public Finance and Budgeting, Public Program Evaluation, Public Sector Relations, Research Methods, Intergovernmental Relations, and Public Policy Analysis.

Bachelor of Arts, Communication

University of Oklahoma, Norman, OK, 2007

Coursework: Principles of Communication, Public Presentation and Speaking, Persuasion Principles, and Communication Research Methods

PROFESSIONAL AFFILIATION

- City Managers Association of Oklahoma (CMAO)
 - Certified Municipal Official Designation
 - Past Board Member – Assistant City Manager Representative (2-year term)
 - Past Board Member – Student Representative (2-year term)
 - Past Scholarship Committee – Chair/Member
 - Current Conference Planning Committee – Member

- Oklahoma Municipal Assurance Guarantee (OMAG)
Board of Trustees Member (3-year term)
- University Center at Ponca City
Past Board of Trustees Member (Gubernatorial Appointment) (2-year term)
- University of Central Oklahoma Master of Public Administration Advisory Committee
Member
- Municipal Electric Systems of Oklahoma – Past Board Member
- Oklahoma Municipal League (OML) - Member
- International City/County Management Association (ICMA)
- Lion's Club International – Current Member
- International Conference of Shopping Centers - Member

ADDITIONAL TRAINING


- 2017 Cushing Pipeline Junction Tabletop Exercise (TTX)
- 2017 Public Safety Active Shooter Full Scale Training Response
- 2017 News on 6 Public Information Officer Training hosted by Lori Fulbright
- 2016 FEMA Region VI: Terrorism & Emergency Management Planning Workshop Attendee
- 2015 Oklahoma State System of Higher Education – Regents Education Program
- 2015 Oklahoma Municipal League (OML) Grant Funding Conference Attendee
- 2015 OML/Oklahoma Municipal Utility Providers (OMUP) Water/Environmental Summit
Attendee
- 2015 OML Retail Summit Attendee
- 2015 Ponca City Supervisor Academy Graduate & Newkirk Leadership Academy Graduate
- 2015 International Foundation of Employee Benefit Plans- CAPPP Certificate of Achievement
- 2014 Oklahoma Municipal Clerks, Treasurers' and Finance Officers Association Conference
Attendee
- 2013 Certified Newly Elected Officials Training Received

SKILLS

- Microsoft Office Suite: SPSS, Word, Excel, PowerPoint, Outlook, and Access.
- Computer, fax machine, copier, other office equipment
- Experienced public speaker, communicator, and presenter.

HONORS/CERTIFICATIONS

- FEMA IS-29 Public Information Officer Awareness Trainee, 6/16/17
- FEMA IS-100.b: Introduction to Incident Command System, ICS-100, 12/7/15
- FEMA IS-200.b: ICS for Single Resources and Initial Action Incident, 12/14/15
- FEMA ICS 300: Intermediate ICS for Expanding Incidents, 2/4/18
- FEMA IS-700.a: National Incident Management System (NIMS) An Introduction
- Oklahoma Municipal League - 2017 Community Leadership Development Class 5 Graduate
- 2015 FEMA Certificate of Completion – Flood Insurance Study Tutorial
- 2012 State of Oklahoma Executive Fellow of the Carl Albert Public Internship Program



January 31, 2020

Dear Search Committee:

I would like to take this opportunity to introduce myself and express my interest in your consideration for the City Manager position for the beautiful City of North Miami. I have become more familiar with Miami/Dade county each time I have visited. I have been in your City various times and I could see myself living there and becoming a leader in your community.

My extensive experience including my current position as Chief Financial Officer of the City of St Petersburg, FL, gives me the necessary Florida local government executive management credentials for your position. My education, including a master's of public administration and completion of the PhD Program (completed except dissertation) in Urban Affairs and Public Policy at Cleveland State University has given me the academic qualifications. Within the nationally ranked program at Cleveland State University (Number 1 at the time in the USA for local government management) I had coursework specifically in public administration, public finance, organizational and human resource management, public works management, human resource management that gives me the essential skills to expand my areas of administration to a citywide level. I am comfortable managing almost all areas of local government as I have actually practiced and been responsible in multiple disciplines as my experience in smaller cities allowed me to assist the Mayor/City Manager in nearly all aspects of running a local government, including areas traditionally outside of finance including labor negotiations, human resource management, procurement and contracts, budgeting and planning, and utility administration.

The qualities necessary for a city manager, which I believe I possess, including professionalism and communications. In my position as Chief Financial Officer, I have had to present to city councils for twenty-nine years, with some very technical financial details having to be presented to the public and city officials without such technical backgrounds. I enjoy public speaking and have served as instructor for the Cleveland State Master's program, the American Institute of Certified Public Accountants, and have been on the speaking panel for state and national governmental finance related associations for decades.

I believe my extensive experience and qualifications would give me the background necessary to be your city manager. My financial experience will assist in the long term planning for sustainability for the future of the City. The mission of professional public

administration is very important to me and I would love to finish my career in city administration at the city manager level, which was my goal when I began my pursuit of my Master's in Public Administration (MPA).

Please find attached my resume. Thank you for your consideration, and I look forward to further discussions with you as the selection continues.

Very truly yours,

Anne A. Fritz

annieafritz@yahoo.com

440-570-5454

▶ Anne A. Fritz

10923 79th St E
Parrish, FL 34219
Phone: 440-570-5454
E-mail: annieafritz@yahoo.com

Personal Statement

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

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

Education

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

Pursued Doctor of Philosophy in Urban Affairs and Public Policy.

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

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

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

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

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

Related Professional Experience

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

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

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

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

Chief fiscal officer of full service suburb with duties including:

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

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

Chief fiscal officer of small city with duties including:

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

Teaching and Instruction

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

Publications/Reviews

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

Certifications and Awards

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

Professional Organizations and Boards

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

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

State of Ohio representative to Government Finance Officers' Association.

Technical Committee Chair. Florida Government Finance Officers' Association

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

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

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

Advisory Committee Member, Cleveland State University MPA program.

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

Cory Gondre

Address: 5147 Heron Ct, Coconut Creek, FL 33073

Tel: 954.803.9580

E-mail: cgondre1016@gmail.com

Email: cgondre1016@gmail.com

Dear Hiring Manager,

Success in the Administrative, Medical Sales and Marketing industry requires perseverance, profit-driven focus, and exceptionally honed interpersonal skills. As an experienced and driven professional with a proven history of enhancing sales and revenue growth while managing trusting client relationships, along with my knowledge of medical terminology, billing practices and administrative functions, I stand in a uniquely prime position to significantly contribute to your objectives.

My experience in securing new clients and achieving sales goals positions me to outperform your most challenging administrative and business targets. By leveraging an insightful ability to implement forward-thinking sales solutions, I excel at facilitating productive relationships with key decision makers to quickly build profitable and lasting relationships leading to sustained revenue growth. I am well versed in the nuances of extensive administrative and workforce development functions. I adeptly manage and complete a high-volume of responsibilities while simultaneously delivering outstanding customer service. Furthermore, my sharp attention to detail, my tireless work ethic, and my dedication to top-notch efficiency is sure to make me a strong contributor in this position.

My extensive background in analyzing accounts, investigating discrepancies, identifying and resolving billing issues, and processing payments in my previous roles as a Financial Advisor/Billing Specialist and additional experience as a Sales & Marketing Agent has prepared me to excel in this position. With a strong foundation in account review and past-due collection, my problem-solving and customer service abilities position me to thrive in this position.

However, I believe dedication to forging solid and productive relationships, along with my steadfast dedication to achieving maximum customer service and satisfaction, characterizes my career accomplishments. These skills will quickly allow me to become a valued asset for your organization. I look forward to discussing in further detail how I can impact your bottom line.

Thank you for your consideration.

Sincerely,

Cory Gondre

Cory Gondre

Address: 5147 Heron Ct, Coconut Creek, FL 33073
Tel: 954.803.9580
Email: cgondre1016@gmail.com

PROFESSIONAL SUMMARY

Dynamic, service-oriented and hardworking professional with many years of experience fueling diverse organizational and individual growth, competitive advantage and transformative change in the Health Insurance, Academic and Sales industry, providing administrative and business support in various corporate settings as well leveraging strong leadership and mentorship skill into the development of individuals and employees. Advanced knowledge of insurance processes and medical billing. Blend technology skills with extensive project coordination experience, a marketing orientation and analytical abilities to evolve business strategy. Able to prioritize and manage multiple projects within specifications and budget restrictions.

Area of Expertise

- Billing Practices
- Medical Terminologies
- Quality focus
- Productivity
- Time Management
- Clients Relation
- Process Improvement
- Documentation skills
- Information Analysis
- Sales & Marketing
- Conflict Resolution
- Quality Assurance

WORK EXPERIENCES

Director of Science Department (Environmental Science and Chemistry) June 2016 – Current

BROWARD COUNTY SCHOOLS, BLANCHE ELY HIGH SCHOOL

An inspirational Director of Science Department, contributing effectively to the development of the department. Developed and implemented policies and practices for Science which reflected the school's commitment to high achievement, whereby students became inspired to reach their potential and staff aspired to continuously develop and raise standards, setting stretching targets for students and staff. Analyzed data, ensuring effective progressive plans were in place for individual and groups of students

- Co-ordinated the preparation and development of courses of study, lesson plans, labs and experiment, teaching materials, methods of teaching and assessment suitable for individual students' needs and geared towards abilities and academic development.
- Conducted performance assessments on each assignment and tests written, Assessed and evaluated students' academic performances, commending them when necessary and help detected areas which need improvements towards achieving their goals.
- Maintained and managed records, reports and documentation of staffs and students development.

Licensed Health Insurance/Sales and Marketing Agent

May 2014 – July 2016

HEALTH MARKET ADVISORS FT LAUDERDALE

Designed and implemented effective marketing strategies to market new insurance contracts or adjust existing ones. Contacted potential clients and creating rapport by networking, cold calling, using referrals, etc. Appraised the wishes and demands of business or individual customers and selling the suitable insurance plans.

- Utilized program and operation knowledge on Medicaid and Health Insurance Program to perform policy and program analysis, provide technical advice, and to make recommendations covering all insurance plans.
- Developed and maintained working relationships with internal and external stakeholders, insurance providers and small – moderate businesses by representing management on various initiatives, meetings, or platforms.
- Got promoted to the Senior Enrollment Specialist position, and appointed as the Director presiding over 37 insurance carriers in 17 states.

Financial Advisor and Billing Specialist (Oncology and Emergency Room department)

Jan 2012 – May 2014

BOCA RATON REGIONAL HOSPITAL

- Acted as the focal point providing financial consultation for inquiries on payment options and insurance plans.
- Collected co-payments and self-payments for deductibles from patients in person or via telephone.
- Clarified doctor prescriptions for diagnostic tests, gathered information and assigned the appropriate diagnosis and treatment codes and obtained referrals and authorizations from carriers.
- Established an excellent customer service framework, meeting clients' expectation and collection goals by boosting outpatient center's rank to first position.

VOLUNTEER EXPERIENCE

Exodus United Nonprofit Organization

Oct 2015 - Present

- Member of the board of directors leveraging leadership and counseling skills to drive innovative and creative programs for underprivileged and at-risk teens.

FAU Independent Study Apprenticeship Program

Fall 2012

- Conducted research for multiple D.I.S. endeavors through Inorganic Chemistry and lab experiments.
- Carried out n-depth cancer research primarily through culturing cells using HPLC, FTIR, and UV-Vis machines.

Vice President

FAU Philanthropy and Medical Group Club

- Created unique programs for hands on experience to provide medical aid to countries in need.

EDUCATION & MEMBERSHIPS

Nova Southeastern University, **2017 - Present**
Masters of Science in Bio Informatics

Florida Atlantic University, **2008 - 2013**
Bachelors of Science in Chemistry

Florida Atlantic University, **2008 - 2013**
Bachelors of Science in Biology

Monarch High School, **2004 - 2008**
High School Diploma

PROFESSIONAL SKILLS

- High level of communication skill, both written and oral, with the ability actively listen and engage with others, overcoming barriers to understanding, dealing effectively with contentious and/or sensitive issues, dealing with difficult conversations with empathy and sensitivity, whilst asserting appropriately.
- High level of research skill; translating national and local changes into appropriate pathways and approaches, ensuring other stakeholders are involved and knowledge is shared
- Horizon scanning to enable a strategic view to be taken of potential future changes.
- Ability to work independently within a team, focusing on achievement at an individual and a departmental level
- Ability to lead others, managing day-to-day operational issues collaboratively whilst also ensuring staff have a meaningful vision for the future.

Matthew Grable

Pueblo, CO 81006 | 719.281.8103 | matthewgrable@outlook.com |

Dear Hiring Manager,

As a lifelong public servant with a passion for public service, I was excited to see the posting for the City Manager position. I am interested in this position because I believe that effective leadership is one of the most important characteristics to have in the public service sector. Since assuming the role of Department Chair of the Pueblo Law Enforcement Academy, I have seen the value and impact assistance programs can have on people's lives. I am excited for the opportunity to contribute to that positive impact. I am positive that, with my combination of education and experience I can be the transformational leader needed to serve in this position.

As someone with an eye on the future, I have prepared for this position by serving as a Military Police soldier in the U.S. Army, a Deputy Sheriff with the Pueblo County Sheriff's Office, and the Department Chair of the Pueblo Law Enforcement Academy at Pueblo Community College. During each of these stages of life I have held leadership positions and have been responsible for overseeing budgets, developing and implementing curriculum and policy, supervising personnel, establishing and maintaining high standards, and developing and implementing training and education for both juveniles and adults. In addition to these professional experiences, I have extensive education experience as well. In 2012, I earned a B.S. in History from Colorado State University-Pueblo. Following the completion of my Bachelor's degree, I earned an M.S. in Teaching & Learning with a specialization in Organizational Leadership and Change Management from Colorado State University-Global, and completed a second M.S. in Criminal Justice Leadership and Administration with a specialization in Information Technology in January, 2020.

Professionally, I have had to anticipate, identify, and troubleshoot a variety of issues, whether that be identifying life threatening situations and thinking quickly to assess and develop a plan, to anticipating changes in higher education and implementing plans to deal with those changes. Additionally, I have experience working with different populations throughout my employment history. From training Afghani soldiers, to working with public officials, civilians, and professional contacts while employed as a Deputy Sheriff, and Department Chair, I have consistently demonstrated the ability to not only work with, but work "well" with a variety of populations.

I am excited for the opportunity to interview for the position of City Manager, and look forward to discussing the position in greater detail at your convenience. I can be reached by phone at 719-281-8103 at any time, or by email at matthewgrable@outlook.com. Thank you in advance for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Matthew Grable". The signature is written in a cursive style and is followed by a vertical line.

Matthew Grable

Matthew Grable

Pueblo, CO 81006 | 719.281.8103 | matthewgrable@outlook.com |

PROFESSIONAL PROFILE

Dedicated professional with extensive experience managing a complex program in higher education. Proven track record in managing budgets, personnel, training, and emergency response to ensure the efficient and effective operations between multiple campuses and collaboration between multiple agencies, and governing bodies. Strong reputation for exhibiting an outstanding work ethic and uncompromised devotion to public service. Core competencies include:

- Team Leadership
- Police Operations
- Budget Management and oversight
- Public Safety
- Personnel management
- Security
- Training & Education
- Policy & Procedures
- Justice Planning
- Community Relations
- Program and Training Development, including e-learning

CAREER SUMMARY

PUEBLO LAW ENFORCEMENT ACADEMY

April 2017

to Present

Director, Department Chair (2017 to Present)

Provides day-to-day leadership of classified and APT staff between multiple campuses (Pueblo and PCC Southwest), including defining and evaluating employee performance and addressing personnel conflict.

Administered training and education to academy classes of 30-75 cadets per year.

Supervised over 30 part-time/skills instructors.

Maintains budget oversight for multiple ORG accounts between multiple campuses.

Ensures compliance with policies put forth by the State of Colorado licensing board (P.O.S.T.), the Colorado Department of Higher Education, and Pueblo Community College.

Worked collaboratively with multiple local law enforcement agencies, and the District Attorney's office to ensure accurate and relevant training curriculum.

Maintains oversight of training conducted at multiple locations and campuses including managing site infrastructure. Involved in the development and implementation of curriculum, lesson plans, and emergency action plans.

PUEBLO COUNTY SHERIFF'S OFFICE

2006 to 2013

Detention/Patrol Deputy

U.S. ARMY (COLORADO ARMY NATIONAL GUARD)

2006 to 2014

Military Police Soldier

EDUCATION

Master of Science, Criminal Justice and Law Enforcement Administration (Information Technology), Colorado State University-Global Campus

Master of Science, Teaching and Learning (Organizational Leadership and Change Management), Colorado State University-Global Campus

Bachelor of Science, History (Social Science), Colorado State University-Pueblo

CERTIFICATION & TRAINING

Foundations of Criminal Justice Leadership | Applied Strategic Leadership in Criminal Justice Organizations |
Career and Technical Education in Colorado | Teaching & Assessment Strategies | Education Theory & Research |
Foundation of Modern Educational Leadership | CTE Professional Development Program | Campus Security
Authority

PROFESSIONAL ASSOCIATIONS

International Association of Directors of Law Enforcement Standards and Training | Alpha Phi Sigma

JUAN G. GUERRA, CPA

*2700 Woods Dr. S., Edinburg, TX 78542
sgtguerra@yahoo.com
(956)655-2804*

January 29, 2020

To Whom It May Concern:

Please accept this cover letter as my official application for the position of City Manager for the City of North Miami, FL.

As a well-educated and diversely experienced executive in small, medium, and large organizations, I have developed skills and capabilities that reach nearly every aspect of municipal government. My work history is full of successful instances of proactive and innovative productivity. I offer expertise in strategic planning, efficiency improvements, international trade, intergovernmental relations, economic and industrial development, fiscal administration, progressive management, regional collaboration, and organizational redevelopment. Even with my array of professional experience, I strongly believe that success in any organization can only be accomplished through teamwork.

With four young children, I appreciate the city of North Miami, its culture, and the quality of life it provides. I would love the opportunity to work and raise my family in this beautiful city with such a rich culture. I humbly ask that you consider my complete application for this important position. I can be reached through email at sgtguerra@yahoo.com or through my cell number at (956)655-2804.

Respectfully submitted,

Juan G. Guerra, CPA

JUAN G. GUERRA, CPA

2700 Woods Dr. S.
Edinburg, TX 78542
(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
- ◆ 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

January 29, 2020

Honorable Mayor and Council Members
City of North Miami
776 NE 125 Street, 2nd Floor
North Miami, FL 33161

Dear Mayor, Council Members and/or Evaluation Team:

Please accept my resume as application for City Manager of North Miami. I am Stanley Doyle Hawthorne, an experienced administrator with a diverse public management background. In addition to the following highlights of my experience, I would welcome discussing in-depth my qualifications for this position with the Evaluation Team designated by the City Council.

My combination of experiences from diverse local government communities has prepared me for the challenges of North Miami. My career has spanned from Charlottesville, Virginia, a university town; to Saginaw, Michigan, a midwestern community largely dependent on the automotive industry; to years of city management experience and leadership in Florida communities including Hollywood, Tamarac, Lauderdale Lakes, the Sun 'n Lake of Sebring Improvement District, Lakeland, and most recently, Fort Lauderdale.

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.

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.

Sun 'n Lake is a 22 square mile independent district consisting of both matured urban area and vast area for new development and providing a full range of municipal services, as well as operation of a 36 hole golf course and country club. The district recruited nationally for its chief executive officer opening. I tossed my hat into the ring and was unanimously selected by the Board of Supervisors as General Manager of the Improvement District. In a short time, we determined the community's vision and made tremendous strides in advancing strategic goals to address the district's finances, community factions, and development opportunities. My employment contract expired on September 30, 2004.

From 1998 to 2002, I served as the first City Manager of Lauderdale Lakes. My appointment followed a referendum in which voters overwhelmingly approved a change in its charter from legislative committee oversight of day-to-day administration to a professionally managed structure. Coming from a neighboring city, I recognized the uphill challenges that would be faced by any administrator of this backwardly reputed local government. I was most enthusiastic at the opportunity. During my tenure, the city experienced rapid progress in pursuit of its goals. A first class team was assembled and motivated to take the city to a higher level of organizational performance and quality of life for the community. Lauderdale Lakes became a city "on the move."

In January 2001, I was honored when my professional peers asked me to lead our association of managers in the Fort Lauderdale metropolitan area, the Broward City/County Management Association (BCCMA). I believe that this was directly attributable to the obvious strides of success made in Lauderdale Lakes and my leadership reputation gained in other South Florida communities. During my tenure, the BCCMA too experienced a rebirth through redefining our mission, innovative new programming and venue changes. This collegial association of local government managers is sharing more than ever on issues and practices that benefit our respective communities. I was equally pleased to have been reelected for a second term.

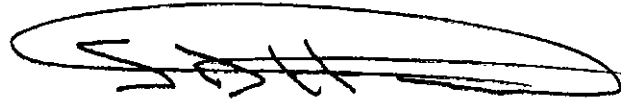
Philosophically, I believe that the success of any organization is a function of a unified, strategic and participatory team whose members cooperate for the

attainment of a common purpose, in this instance, the best for the residents, businesses, and visitors of North Miami. As a public servant, my most important job is to represent each constituent to the best of my ability with empathy and selflessly. Professionalism, ethics, competence and commitment are important to me personally and will guide my every action. I will use my substantive experience, high standards and motivational ability to achieve the goals of the City Council through the administration.

The governing body and residents of North Miami deserve good government institutionalized into the administrative structure; a well run, responsive, accountable, and professional administration capable of providing effective and efficient services. Such will be the defining qualities of my service to the community. I pledge transparent, forthright and accurate information in fulfilling my public responsibilities. I'm confident that my strong background in sustainability planning, parks and recreation, social services, municipal finance, performance budgeting, cyber space and information technology, human resource management, labor relations, capital projects, infrastructure maintenance, utility operations, tourism, redevelopment and economic development will assist the town's future direction.

I hope you will favorably consider my application as I look forward to sharing more of my qualifications with the Mayor and Council and/or Evaluation Team.

Very truly yours,

A handwritten signature in black ink, enclosed within a hand-drawn oval. The signature is stylized and appears to read 'S. Hawthorne'.

Stanley D. Hawthorne

Enclosure

Stanley D. Hawthorne
2528 Inlet Drive
Fort Lauderdale, FL 33316
stanleyhawthorne@yahoo.com

(954) 683-0403

Education and Employment

Master of Arts in Public Administration University of Virginia Charlottesville, Virginia	1985
Bachelor of Science Troy State University Troy, Alabama	1982
Assistant City Manager City of Fort Lauderdale Fort Lauderdale, FL	2011-2019
Assistant City Manager City of Lakeland Lakeland, FL	2005-2011
General Manager Sun 'n Lake of Sebring Improvement District Highlands County, Florida	2002-2004
City Manager City of Lauderdale Lakes Lauderdale Lakes, Florida	1998-2002
Assistant City Manager/Director of Finance City of Tamarac Tamarac, Florida	1994-1998
Director of Management and Budget City of Hollywood Hollywood, Florida	1992-1994
Assistant to the City Manager City of Saginaw Saginaw, Michigan	1985-1992

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

Stanley D. Hawthorne

Employment Experience

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.

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.

Stanley D. Hawthorne

Employment Experience (cont.)

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.

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.

Stanley D. Hawthorne

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

Victor P. Hayek, Ed.D., MBA
2571 Rutland Place
Thousand Oaks, CA 91362
310-492-3239
VictorHayek@gmail.com

Dear Sir or Madam:

As an established leader with high-level management experience, I have learned the best way to achieve success is to motivate my team through well-defined objectives and exercised empowerment. As a child born in a war torn country and eventually emigrating to America, my journey has taught me to lead with empathy and respect for diversity.

As the Deputy Superintendent of the Conejo Valley Unified School District, I oversee a \$200 million budget and the following departments; fiscal services, purchasing, technology, planning and construction, maintenance and grounds, food service, transportation, and risk management. I regularly conduct financial analysis for the superintendent, board and public. I am the integral part of all strategic planning to ensure that finance is considered and evaluated for long term success. I support my findings with data, facts, and projections of what is currently known combined with historical trends. I was pivotal in the development of procurement procedures that brought the District into legal compliance. Prior to my arrival, the District operated like a small “mom and pop” with very little oversight in purchasing and less adherence to any policies. As a former police officer, I understand risk management from a safety lens, and my experience in senior level management positions for public entities, as well as being a sitting board member in insurance pools every year since 2008, has given me a well-rounded and comprehensive background in liability related functions. I apply and administer grants for the school district, ensure Federal and State reporting mandates are accurate and complete, and serve as the liaison with outside entities for all things grant related. As you will see from my resume, my prior public service included time as a Superintendent, college professor, business owner, and entrepreneur.

My leadership philosophy is grounded in fostering a transparent environment of teamwork and collaboration, while understanding that all of us have strengths and weaknesses. I demand professionalism from my team, give them support, direction, and authority to act, while holding them accountable. I understand the importance of aligning priorities within limited financial resources and the necessity to make it a collaborative community process. While you will find my career path diverse and maybe unconventional, the fundamental characteristics of my success remain the same, lead with confidence, courage and empowerment; Traits that only come with experience and education, and a heavy dose of observation and self-directed learning.

I hold a Doctorate in Educational Leadership from Seton Hall University (NJ), an MBA in Finance and BS in Management from William Paterson University (NJ) and a certificate in leadership from Harvard University. I was one of the first seven in the nation to be certified in School Finance and Operations by the Association of School Business Officials International. In 2006, I received a U.S. Patent for one of my inventions, and in 2017 I authored my first book titled *Outclass: How to Ace the Lessons of Life and Graduate with Honors*.

Victor P. Hayek, Ed.D.

Additionally, community service has always been a part of my life. I have been a volunteer for Special Olympics, I biked for the Multiple Sclerosis Society, and I currently serve as a trustee for the Conejo Schools Foundation and the Conejo Las Virgenes Futures Foundation. I also served as an elected board member to the Wayne Board of Education where I also served as President.

Thank you for the consideration and I request that you keep this matter confidential at this time and not contact my current employer.

Sincerely,

Victor P. Hayek

Victor P. Hayek, Ed.D.

Dr. Victor P. Hayek
2571 Rutland Place
Thousand Oaks, CA 91362
310-492-3239
victorhayek@gmail.com

*Educated, dynamic, and self-motivated
organizational leader experienced in
organizational operations and financial
management and community engagement*

Professional Experience

Deputy Superintendent, Business and Operations

Conejo Valley Unified School District (Thousand Oaks, CA) | August 2016-Present

Saugus-Union School District (Santa Clarita, CA) | January 2016-July 2016

As a member of Executive Cabinet, I am responsible for planning, organizing and directing the operation and administration of the Business Services Division of Ventura County's largest school district with 32 school and office sites, 18,500 students and 3,000 staff supported by a \$200 million budget. I provide leadership and support to my staff in order to create a high performance, service-oriented work environment. I promote workplace diversity and positive employee relations while fostering a team atmosphere. As the Deputy Superintendent, I also assume overall responsibilities in the absence of the Superintendent.

- Direct, coordinate and supervise the operations of the Business Services Division, inclusive of Fiscal Services, Planning and Facilities, Maintenance and Operations, Transportation, Energy Management, Child Nutrition and Purchasing/Warehouse Departments. I also oversee the Child Care enterprise program and Measure I, the District's \$197 million facilities bond program
- Provide direction and coordination on the financial planning and budgeting process to department and school site administrators
- Provide technical expertise, information and assistance to the Superintendent and the Board of Education
- Develop and direct short and long term financial strategies for the District
- Assess the financial impact of legislation, ballot measures, negotiations, and related matters; conduct analysis of impending legislation with regard to financial, procedural, and related implications on the District's instructional programs and operational policies and needs
- Prepare and present at Board of Education meetings and at public forums, information related to the state of the District's financial affairs and related implications
- Review, update, and develop when necessary, District policies and procedures
- Liaison with various government groups including the City and County Auditor and Controller, City and County Treasurer, County Office of Education, and State departments of education and finance
- Financial liaison with citizens groups such as Citizens Advisory Committees, Taxpayers Association, Chamber of Commerce, Rotary, bond rating organizations and other public and private groups
- Established the District's first Emergency Operations Center (EOC) and served as the Emergency management coordinator on the Hill/Woolsey/Thomas fires
- Represent the District as an Executive Board Member on the Ventura County Schools Self-funding Authority
- Oversee the District's Civic Center program and related policies
- Oversee real estate management programs for sites, acquisition and sale of property, rentals, leases, rights-of-way and easements.
- Serve as co-lead on negotiations with the District's three labor unions

Superintendent of Schools

Bridgewater-Raritan Regional School District (Bridgewater, NJ) | 2014-2016

11 schools, 9,000 students, 1,200 staff, \$150 million budget

Pequannock Township Schools (Pequannock, NJ) | 2011-2014

5 schools, 2,700 students, 300 staff, \$38 million budget

*Served as the chief executive officer of the School District responsible for the administration and general supervision of the school district. Served as the professional advisor to the Board of Education providing research and evaluation data for long term planning for all phases of District operations. Informed the Board and general public on the state of the public schools. **Notable achievements:** increased enrollment, increased SAT scores, introduced full day kindergarten, no budget increases without cuts for three consecutive years.*

- Led the strategic planning process with input from staff, students and community
- Coordinated a planned program of curriculum development and improvement of instruction
- Communicated outcomes related to goals and priorities to the Board of Education and public
- Reorganized the organizational structure to improve communication and foster collaboration
- Created and presided over the district-wide technology committee
- Established a new employee orientation program
- Developed relationships with local corporations to create internship opportunities for students
- Maintained a cooperative relationship with the media
- Introduced revenue based academy programs that led to increased enrollment
- Lead negotiator with the District's two labor unions
- Evaluated instructional and non-instructional staff

Business Administrator

Pequannock Township Public School District (Pequannock, NJ) | 2011-2012

5 schools, 2,700 students, 300 staff, \$38 million budget

North Caldwell School District (North Caldwell, NJ) | 2009-2011

2 schools, 600 students, 80 staff, \$10 million budget

*Chief Operations and Finance Officer of the School District directly responsible to the Superintendent for all non-instructional functions of the school system. Kept the Board and Superintendent informed on issues and needs related to the district's programs and operations. Provided professional advice supported by data based on thorough study and analysis to the Board and Superintendent on items requiring Board action. **Notable achievements:** Completed capital projects on time and on budget: Turf field installation, track reconditioning, locker room renovations, construction of a new gym facility, and district-wide energy conservation projects.*

- Led finance, purchasing, facilities, transportation, technology, and food service operations
- Developed the annual operating budget
- Informed the Board, Superintendent, and general public on the status of the District's programs and operations
- Promoted constructive relationships between the school district and the community
- Supervised and evaluated operations staff
- Worked with the City CFO to establish the school district portion of the annual tax levy
- Managed Federal and State grants
- Represented the District as a board member of the Joint Insurance Fund (JIF)
- Served as District's public information officer, custodian of records, and Affirmative Action Officer
- Managed the risk-management insurance program

Director of Finance and Operations

St. Dominic Academy (Jersey City, NJ) | 2007 to 2009

*A private, tuition driven high school located in a non-affluent area of Jersey City, New Jersey. **Notable achievements:** I cleaned up and organized the business and operations office, established policies, procedures, and processes for effective performance of school operations, improved tuition collections, established the lunch program and developed a student transportation program that increased enrollment and added revenue.*

- Prepared the annual operating budget (\$5 million)
- Monitored and analyzed monthly operating results against budget projections
- Provided financial reports, recommendations, and advice to the Board of Trustees
- Handled all Human Resource functions; onboarding, orientation, related paperwork
- Managed Endowment and Scholarship funds; advised the Board on investment strategies
- Served as co-chair of the Middle States Committee
- Prepared business related contracts and lease agreements
- Prepared payroll and tax reports (ADP)
- Benefits Plan Administrator for all employee plans (401k, medical, dental, life, worker compensation)

Other Experience

Police Officer

Wayne, NJ | 2001 to 2007

*Graduated at the top of my police academy class. **Notable achievements:** Received commendations and honors during my tour of duty including recognition by the Chief of Police, The Mayor, Mothers Against Drunk Driving (MADD), and the District Attorney.*

- Conducted initial investigations and gathered evidence, interviewed and took statements from witnesses, victims and suspects
- Responded to calls of criminal activity, traffic, domestic disputes, fires, and public disorder and more
- Administered custody procedures as an arresting officer
- Prepared detailed crime reports and presented case files to the detective bureau
- Testified in court and other legal proceedings
- Certified as a Police Academy instructor and in First Aid, CPR and Defibrillator instruction

Adjunct Professor

William Paterson University (Wayne NJ) | 1999 to 2010

- Teach courses in general business, management, finance, marketing, and human resource management

Founder and President

New York Bagel Café, Inc. (North Haledon, NJ) | 1997 to 2007

- Founder of a multi-unit bagel bakery and deli with wholesale and retail operations

Store Manager

Food Town Supermarket, (North Haledon, NJ) | 1986 to 1997

- Started as a bagger and worked my way up to store manager overseeing \$30 million in annual sales with 200+ full-time and part-time union employees

Education | Training | Licenses | Certifications

Ed.D. | Educational Leadership

Seton Hall University South Orange, NJ

MBA | Finance

William Paterson University Wayne, NJ

B.S. | Management

William Paterson University Wayne, NJ

Leadership Institute for Superintendents

Harvard Graduate School of Education, Cambridge, MA

School Finance and Operations (SFO)

Association of School Business Officials International

Administrative Services Credential

(CA Dept. of Education)

Business Administrator Credential

(NJ Dept. of Education)

Superintendent Credential

(NJ, NY Dept(s). of Education)

Teacher of Comprehensive Business Credential

(NJ Dept. of Education)

Real Estate License

(CA Dept. of Real Estate)

Private Investigator License

(CA Bureau of Security and Investigative Services)

FEMA Certifications

IS 100 (Incident Command)

IS 200 (Single resource and initial action)

IS 700 (National Incident Management System)

Community Involvement

Former elected Board of Education member for the Wayne Board of Education (NJ) | Volunteer for NJ Special Olympics | Rider in MS 150 (Multiple Sclerosis Society bike tour) | Trustee of the Conejo Las Virgenes Futures Foundation | Trustee of the Conejo Schools Foundation | Executive member of the Ventura County Schools Self Funding Authority | Board member of the Thousand Oaks Plan to Assist School Sites (TOPASS) Foundation | Member of the General Plan Advisory Committee for the City of Thousand Oaks

Additional

Published Author: *Outclass: How to Ace the Lessons of Life and Graduate with Honors*

Designed and developed U.S. Patent #7100283

Lisa Hogan, JD, MPA
1717 North Bayshore Drive, Apt 1656
Miami, FL 33132

February 10, 2020

Dear Sir or Madam:

I am interested in the City Manager position with the City of North Miami. I have more than twenty years of senior executive experience in the business, nonprofit, and government sectors. I am the President of the Corporate Social Responsibility Foundation, which assists leaders and communities utilize business and philanthropic resources to build strong sustainable communities and equitable and effective public policy. Prior to the foundation, I completed a six-year tenure as the CEO of a national trade association for owners and dealership franchise operators of the global Fiat Chrysler Automobiles Group Company (FCA). I was responsible for leading and managing all finance and senior administrative activities including national meetings, government affairs, cross sector relationships, philanthropy, HR, training, investments, budgets, fundraising I also created education, economic development, arts & culture, and grant making programs in communities across the country.

I have previously served in senior executive, board and legal positions with Fortune 500 companies, the federal government, universities, nonprofits and foundations - among them AT&T, the United States Department of Justice, United Way, Florida Grand Opera, National Arthritis Foundation, and the Federation of International Trade Associations. I am also the chairperson of the Miami-Dade Educational Facilities Authority (Municipal Bond Revenue Board), where I have approved and overseen the review of funding applications and issuance of more than \$2 billion in financing for capital construction, education, and community development projects for universities, hospitals, and scientific research centers since 1992. I have also designed and implemented social service and community development programs through volunteer organizations throughout my professional career.

I hold a Master in Public Administration from the Harvard University Kennedy School of Government, a Juris Doctorate from the University of Texas School of Law, and Bachelor of Business Administration in Finance and International Business from the University of Texas at Austin. I also completed a Knight Foundation Fellowship in Community Building at the University of Miami School of Architecture in 2004.

I welcome the opportunity to discuss my experience, interest and qualifications more fully at your convenience. I can be reached at hoganlisa00@gmail.com or (305) 377-3219.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa Hogan", with a stylized flourish at the end.

Lisa Hogan

LISA HOGAN, JD, MPA
1717 NORTH BAYSHORE DRIVE, APT 1656 ☐ Miami, FL 33132
(305) 377-3219 ☐ hoganlisa00@gmail.com

BUILDING ORGANIZATIONAL & COMMUNITY VALUE THROUGH PEOPLE AND SUSTAINABLE PRACTICES

Multi-disciplined/multi-modal, solutions-focused Senior Executive with 25 years of successfully delivering operations management, legal representation, and business results for Fortune 500 companies (retail, automotive, communications, financial services), trade associations, foundations, nonprofits, and government organizations. Works collaboratively with multiple levels of organizations and drives results through increased productivity, process improvement, and appropriate resource deployment. Implements operational solutions and positions organizations as "industry leaders / essential partners" through a culture of people first strategies and ethical decision-making. Leads turnaround initiatives that reposition organizations to achieve improved revenue and operational performance, industry recognition, and strong fiscal governance. Solid credentials include a Juris Doctorate from the University of Texas School of Law, Master in Public Administration from Harvard University Kennedy School of Government, and Bachelor of Business Administration in Finance from the University of Texas at Austin.

CAREER PROGRESSION AND PERFORMANCE MILESTONES

Corporate Social Responsibility Foundation, Miami, FL
President & CEO

October 2017-Present

Leads the Foundation and advises businesses, foundations and nonprofits in the development and management of CSR / Corporate Citizenship, social purpose, impact philanthropy, charitable giving, sustainability initiatives, and employee engagement programs. Provides counsel and thought leadership on brand and CEO activism, diversity and inclusion, impact investing and performance standards for entities and their partners/supply chain relationships (including transparency, environmental impacts, community development, and human rights). Assists organizations develop strategies to strengthen marketing, external affairs, communications and ethical decision-making.
www.thecsrfoundation.org

Chrysler Minority Automobile Dealers Association, Miami, FL
Executive Director & CEO

June 2011-September 2017

Responsible for the national automotive trade association's operations, financial management, fundraising, philanthropy, PAC, conventions, and member services. Directed the Association's external, legal and government affairs activities, franchise candidate recruitment, diversity & inclusion, member access to capital and corporate social responsibility efforts. Engaged with owners / franchise dealership operators of global Fiat Chrysler Automobiles (Jeep, Dodge, Ram, Alfa Romeo, Maserati), corporate manufacturing executives for all domestic and import brands, transportation and automotive industry trade associations, federal and state agencies, elected officials, and nonprofit leaders to bring consensus and advance the economic, safety and civic interests of the industries, business owners, affiliated services, suppliers, and citizens.

- Advised CEOs/Owners/General Managers of dealerships on operations, governance, HR, franchise and OEM issues.
- More than doubled the association's membership, revenues, assets, fundraising, and sponsors.
- Promoted diversity and inclusion in the award of new vehicle franchises, strengthened membership services and built new relationships.
- Participated in legislative, regulatory and advocacy efforts on Capitol Hill and in state legislatures relating to vehicle emissions and safety, infrastructure and transportation funding, tax and regulatory assessments and industry oversight.
- Established educational scholarships, philanthropic, education and community impact programs with corporate partners and national organizations, including Feeding America, Boys and Girls Clubs of America, various universities and the US Department of Education.

General Counsel - Served as outside General Counsel of the CMDA Association from 2004 - 2011. Handled legal matters and provided governance and compliance advice. Participated in the successful industry advocacy and education efforts on Capitol Hill, with the administration and federal agencies resulting in the federal government's auto industry bailout in 2009 and institution and implementation of the TARP and TALF programs during the Great Recession.

March 2006–May 2011

Lisa B. Hogan, P.A. Law Firm & Non-Profit Consulting, Miami, FL
Shareholder and Principal

- Advised companies, foundations and nonprofits on governance, philanthropy, corporate social responsibility, national and local grant making, employee engagement, community relations, program design and implementation, partnership development, and strategic planning.
- Represented private companies, individuals and government entities in civil litigation, corporate and administrative matters.
- Conducted briefings and prepared testimony, client and industry position papers, data and statistics for Capitol Hill presentations, congressional hearings, and federal agency and White House meetings.

Coffey & Wright, LLC, Miami, FL
Of Counsel

November 2002–March 2007

Represented clients in administrative, automotive, business, commercial, real estate and white collar litigation.

Catholic Charities of the Archdiocese of Miami (formerly The Deaf Services Bureau), Miami, FL
General Counsel

March 2000–October 2002

- Built effective and sustainable partnerships across government, social and business sectors in public health related areas.
- Addressed healthcare, health disparities, and services for hearing- impaired community.
- Collaborated with management in the development and implementation of a strategic plan.
- Provided strategic leadership and legal counsel for nonprofit public health & social service organization.

AT&T (formerly BellSouth Communications Headquarters, Atlanta, GA)
Headquarters Counsel - Major Litigation Department

August 1998 - February 2000

- Provided strategic leadership and legal counsel for Fortune 500 Corporation.
- Supervised the major litigation department (cases with at least \$1 million in potential damages) for the five (5) state Southeastern Region.
- Responsible for franchise issues, road and property rights of way and easements for communications equipment, poles and vehicles, government relations, community and external affairs, ethics, compliance, facilities, leasing, major tort, telecommunications and technology innovation development matters.

United States Department of Justice - U.S. Attorneys Office for the Southern District of Florida, Miami, FL
Assistant United States Attorney

February 1994–July 1998

- Provided legal counsel and strategic leadership, budget and case management for federal agencies of the United States.
- Responsible for Commercial, Business, Environmental, Healthcare and Disaster Relief litigation. Legally established FEMA's protection from liability for emergency debris removal for property cleanup and restoration of land and sea transportation thoroughfares during and after natural disasters.
- Responsible for issues and policy considerations related to funding and the environmental impact of dredging and clean up of the Miami River and Biscayne Bay to increase transportation, development and commerce on those waterways.
- Successfully litigated first case allowing for sand/beach renourishment in the United States and successfully litigated the historical Everglades Protection and water quality case against the state of Florida.
- Developed community relations and outreach programs, grants, and environmental justice initiatives. Created and chaired the task force for the child visitation and exchange program to serve victims of domestic violence, which is now known as the Court Cares Program for the Eleventh Judicial Circuit of Florida.

Hughes Hubbard & Reed, LLP, Miami, FL
Trial Attorney

October 1989–January 1994

- Provided legal counsel and devised litigation strategies for banking, real estate, and commercial concerns.
- Specialized in business litigation, commercial transactions, contract disputes, and trademark infringement.

SELECTED PERFORMANCE MILESTONES & CORPORATE RESPONSIBILITY/ COMMUNITY IMPACT

- | | |
|---|--|
| <ul style="list-style-type: none"> ◇ Chairperson of the Miami Dade County Educational Facilities Authority (Municipal Bond Revenue Board) Since Ms. Hogan's appointment in 1992, the Authority has approved more than \$2.2 billion in financing for capital construction and infrastructure projects for universities, hospitals and research facilities following assessment of detailed budgets, financial statements, underwriting and investment institution materials, and architectural plans. Funding applications average at minimum \$68 million per project. ◇ Keynote speaker, panelist and presenter at national and local conferences on topics of philanthropy, Corporate Social Responsibility, leadership and sustainability. ◇ Former Member of Florida Supreme Court Judicial Nominating Commission. Appointed to commission by Governor in 1990. | <ul style="list-style-type: none"> ◇ Created and administered national and community programs for the common good:
 Social Impact: Philanthropic Grants & Education Scholarships; The Links Leaders College Preparatory Summer Academy for At-Risk Middle School Students; Court Cares Parental Exchange Program for Children of Domestic Violence; Dealer-for-a-Day Youth Mentoring Project with the Boys & Girls Clubs of America; CMDA Fights Child Hunger National Project supporting Feeding America, Inc.; Arts Grants, Arts in Schools Programs, Youth Music and Opera Education programs. ◇ Business Impact: South Florida Corporate Responsibility Business Leaders Speakers Series; Community Development and Urban Revitalization Programs; 2002 Inaugural Harvard Kennedy School/Harvard Business School Social Enterprise Conference Planning Team. |
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ADDITIONAL PROFESSIONAL BACKGROUND

EDUCATION	GOVERNMENT APPOINTMENTS	SELECTED ARTICLES & PRESENTATIONS
<p>University of Texas School of Law Juris Doctorate (JD) in Law Austin, TX – June 1989</p>	<p>Miami-Dade County Educational Facilities Authority (Municipal Financing and Revenue Bond Board \$2.2 billion in financing issued) 1992 - present (Chair)</p>	<p>"The Rise of CEO Activism in the Age of Information" Harvard Kennedy School Review, September 25, 2019</p>
<p>Harvard University Kennedy School of Government Master in Public Administration (MPA) Concentration: Corporate Social Responsibility and Philanthropy Cambridge, MA – June 2002</p>	<p>Gubernatorial Appointment to the Florida Supreme Court Judicial Nominating Commission 1990-1994</p> <p>South Florida Ecosystem Restoration Task Force 1995 - 1998</p>	<p>CSR: The Power of Partnerships and Shared Value - Keynote Speech City Year 10th Anniversary Miami Women's Leadership Luncheon 2018</p> <p>Achieving the Triple Bottom Line – Presentation to Corporate Social Responsibility Summit Sponsored by the Council for Corporate Responsibility and Florida Diversity Council, 2015</p>
<p>University of Texas at Austin Bachelor of Business Administration (BBA) – Finance / International Business Austin, TX– June 1987</p>	<p>CURRENT AND FORMER BOARDS</p>	<p>Mastering Business Growth in Franchising – Presentation to Annual Business Forum sponsored by the International Career and Business Alliance, 2016</p> <p><i>Guide to Best Practices in Corporate Social Responsibility (Chapter 3 Stakeholders- Finding Common Ground)</i>, PR News Press, Volume II, 2008</p>
<p>University of Miami School of Architecture John S. and James L. Knight Foundation Fellowship – Community Planning /Building Miami, FL – June 2004</p>	<p>National Arthritis Foundation Board of Directors 2006-2012</p> <p>Young Patronesses of the Florida Grand Opera Board of Directors 2004-2012</p> <p>Florida Memorial University Advisory Board 2006-present (Chair)</p>	<p>"Business Can Partner With Residents" - Op Ed, Miami Herald, May 24, 2008</p> <p>"Equitable Development Can Work for Cities and Residents" - Op Ed, South Florida Times, June 6, 2008</p>
<p>Goldman Sachs 10,000 Small Business Program - Miami Dade College Certificate of Entrepreneurship Miami, FL - August 2017</p>	<p>Chrysler Minority Automobile Dealers Association Board of Directors 2011-2017 (Executive Director & CEO)</p> <p>Girl Scouts Council of Tropical Florida Board of Directors 2001-2009</p>	<p>Co- author of ten opera education and appreciation books for children (<i>Opera FunTimes Series - Young Patronesses of the Florida Grand Opera</i>) 2000 - present</p>
<p>CURRENT AND FORMER AFFILIATIONS AND OFFICES HELD</p>	<p>Donors Forum of South Florida Foundations Association Board of Directors 2004-2010</p> <p>Legal Services of Greater Miami Board of Directors 1990-1998</p> <p>Dade County Bar Association Young Lawyers Division Board of Directors 1995-1998</p>	<p>SELECTED AWARDS & MEDIA COVERAGE</p>
<p>Miami Dade Beacon Council Community Economic Development Partnership - Corporate Representative 1998-1999</p> <p>Gwen Cherry Bar Association South Florida 1992-present (Past President)</p> <p>The Links, Inc. (Dade County Chapter) 1993 - present (Past President)</p> <p>Perez Art Museum Miami - Ambassador Patron 2016-present</p> <p>United Way of Miami Campaign Kickoff Committee 1994-1998</p> <p>National Automobile Dealers Association - Automobile Trade Association Executives 2011 - 2017</p>		<p>Miami Herald Newspaper – 2016 Most Powerful and Influential Professionals in Business and Industry</p> <p>2016 and 2015 Industry Leader - <u>Driven: Multicultural Achievement in the Automotive Industry Magazine</u></p> <p>"Driving the American Dream: The Chrysler Minority Dealers Association Celebrates 30th Anniversary", The Miami Times, December 7, 2016</p> <p>Women Moving History Forward Award - Florida Memorial University, 2007</p> <p>Fed Ex Orange Bowl Committee Civic Award, 2002</p>

BYRON N. HOLLISTER

8213 Pissarro drive LC, NM 88007 (575)-312-9101
Rhinosquad@yahoo.com

EXPERIENCE

01/2000 to present

50% OWNER, Hacienda Carpet and Tile

- Handled all Managerial functions of the Store.
- Managed and supervised employees.
- Scheduling of all employees.
- Daily reports and monthly reports.
- Handled all merchandising receiving and stocking.
- Commercial bidding
- Great communication skills.
- Job site management
- GB-98 General Contractors License

7/2019 TO 12/31/2019

DEPUTY COUNTY MANAGER LUNA COUNTY

Head of daily operations of:

- Economic Development
- Human Resources
- Payroll
- Accounts Payable
- Maintenance
- Grants
- Public Information Officer
- Emergency Management
- Hiring
- Firing
- Counseling
- Building Projects
- Capital Outlay
- Budget
- Dispatch
- IT
- DWI

01/1998 to 10/2012

UNITED STATES MARSHAL SERVICE,

- Managed and supervised 40 TO 50 employees.
- Scheduling of all employees.
- Daily reports and monthly reports.
- Commander of Multi Agency Task Force.
- Multi- million dollar budget oversight .
- Rated employees semi annually.
- Over 500 hours of training to include emergency management and Hazmat.
- Secret security clearance
- Guidance and direction to lower level management
- Knowledge of Federal, State and Local laws
- Multiple speaking engagements at Universities
- Applied for and received multiple grants

05/1990 TO 01/1998

LAS CRUCES POLICE DEPARTMENT

- Homicide Detective
- S.R.T. Sniper
- Crime scene processing expert
- Testified under oath
- Several hundred hours of police related training

1982-1986

UNITED STATES ARMY

- Intelligence analyst
- Top Secret Umbra security clearance
- Graduate of defense language institute
- Code breaking school

EDUCATION

1990

NMSU, LAS CRUCES, NM

Bachelor of Science, Criminal Justice

SKILLS

- Fluent in German
- Microsoft Office proficiency
- Excel spreadsheets
- Word perfect
- Time Management
- Employee hiring/termination
- GB-98 General Contractor
Emergency Management trained
- Professional and mature
- Strong problem solver
- Strong Interpersonal skills
- Dedicated Team Player
- Employee counseling
- Policy
- Strong public speaker

AWARDS

National Softball Hall of Fame inductee 2016

REFERENCES

John Hefley, Retired
Supervisor U.S. Marshal Service
(575) 312-0334

Rosa Porras
Human Resources Director LC
(575)494-4203
Rosa_Porras@lunacountynm.us

Bernadette Sedillo
Assistant Federal Public Defender
(575) 527-6930
Bernadette_sedillo@fd.org

When I met Mr. Hollister he was a Las Cruces Police Detective in 1994. I was working as a prosecutor for the District Attorney's Office. Mr. Hollister handled all of his cases with the extreme professionalism. He is someone I trust to get the job done and done right. He moved on to the U.S. Marshal Service and I became a Federal Defense Attorney. My dealings with Mr. Hollister were exactly the same as before. He was always there to help if there was a problem or there were any extenuating circumstances with my clients that needed attention. He has always been professional and his staff very loyal to him. On a more personal note, I have socialized with Mr. Hollister as his wife and I have been friends over the years. We have taken several vacations together and Mr. Hollister has always conducted himself in a professional manner. If you are looking for someone to create a good working atmosphere for your employees then you have found your candidate.

Bernadette Sedillo

(575)652-9656

To: whom it may concern

From: John Hefley

Ref: Letter of Recommendation

Byron Hollister and I have worked together from 1997 until 2012. We were Both Deputy U.S. Marshals. In 2005 we became the Supervisory staff for the Southern District of NM. I worked with this gentleman every day during this time. He is extremely motivated and excellent at thinking outside the box in order to get the job done whether it be to motivate someone or procure funding from outside sources. He has supervised multiple deputies and evaluated and counseled all of them. He is an excellent speaker and makes sure that his employees are taken care of. He has written policy and given several classes in various subjects. We were both on the board to interview and select new marshal recruits from around the nation. Byron and I had the overwhelming task of being extensively involved in the building of the Las Cruces Federal Courthouse from 2006 to 2008. Because of our due diligence in procurement and finding extra money from different Federal entities the Las Cruces Courthouse is considered one of the best in the nation. I have also worked with him on the National Safe Surrender Program. He and I headed 10 committees over the span of one year to prepare for this event. This event was held in many cities to include the likes of Detroit and Baltimore. Las Cruces ended the highest turnout per capita out of all the cities. Mr. Hollister also scored the highest in the nation on his entry exam and was promoted to Task Force Commander in his first year eligible. To this day I have a meal with Byron once a week and he is one of my most trusted friends. He is a hard worker and will succeed at anything put in front of him.

John Hefley

(575)312-0334

December 10, 2019

February 10, 2020

Attn: B Friedman
City of N Miami
776 NE 125 Street
North Miami, FL 33161

Re: City Manager Position

Dear B. Friedman:

I am presenting my resume for consideration for the position of City Manager.

I was recently (2017-18) the City Administrator for the City of North Bonneville where I managed these departments: Public Works, Planning, Fire, Accounting/Finance, General Administration (including water/sewer billing), HR (including labor, compensation, classifications, benefits, staffing, leaves/return to work) and Accounting/Finance. While we outsourced Legal, Engineering, Muni Court and Police, I was the liaison for those initiatives as well. I was responsible for these DOT transportation grants: TIB, TAP, BRAC (bridges), as well as CDBG/Commerce (for water/sewer infrastructure grants). I was responsible for many reports including the enterprise budget and I attended the Regional Transportation/MPO meetings with cities, ports and counties to submit our TIP and I attended city council meetings twice a month presenting my city administrator's report.

Prior to that, I worked for twelve years as a public sector HR Director at Ben Franklin Transit in the Tri Cities (which operates similarly to a city). There I was responsible for all aspects of HR including but not limited to: labor relations with multiple unions, performance, safety/training/workers compensation, leaves and accommodations, compensation, classifications, benefits, staffing, legislation, succession planning, risk management (600 vehicles and all lawsuits) and the drug and alcohol program. I served on these committees: Strategic Planning, Enterprise Budget, IT, Service Development, Leadership Development, and the Succession Planning. I attended monthly Board of Director meetings (composed of city and county elected officials) and Admin & Finance Committee meetings for 12 years. In terms of Government Affairs, I went to the Hill many times in March to secure DOT 5307, 5309, 5339, 5310, and ARRA grant funding.

Prior to that, I was an International IT Recruiting Director in the private sector in the IT industry in Seattle.

In between assignments, I do HR executive search and consulting focusing on city, county, transit and IT executive positions.

All told, I have 13 years of public sector HR experience at the executive level (and 7 years in the IT industry as a Recruiter and Recruiting Director in the Seattle area).

I hold a Bachelor of Arts degree in History and a Master's in Public Administration, both from the University of Washington with some elective classes from the UW Law School.

I possess a record of solid job progression with increasing responsibilities, scope and complexity. I have a proven track record of achieving organizational integration, assimilating job requirements and employing new and different methodologies where needed to create efficiencies and effectiveness. My experience provides a well-rounded knowledge base and skill set that will be beneficial to your organization.

It is my hope that I will be considered a viable candidate for your position. I ask that my efforts in this regard are kept confidential. Please contact me should you need additional information.

Sincerely,

D. Sam Hughes
425.830.3352
writemeinwa@hotmail.com

D. Sam Hughes

Objective

To continue my executive management experience in the public sector and IT

Summary of qualifications

A progressive and results-oriented HR Director with extensive experience in IT, the public sector (cities, counties and transit) regulatory compliance, accounting/finance, risk management, labor and employee relations, strategic planning and budgeting.

Professional experience

2018-19 TCC ES Seattle/Tri Cities

Principal

Firm focusing on transit, cities, counties and IT; services include executive search, labor, workplace investigations, assistance with budgets, capital plans and infrastructure/grants.

02/2017 -2018 City of North Bonneville N Bonneville, WA

City Administrator reporting to the Mayor with full scope administrative duties associated with running a municipality.

- Accomplishments include street grant projects, establishing internal controls for excise taxes, reconciliation of city resolutions with financial initiatives, analysis of water and sewer billing issues, developing an online calculator for utility bills, and infrastructure grants. Worked with federal agencies (Rural Development, CDBG and state department of Commerce), state Dept of Ecology, and state Dept of Revenue.
- Responsibility for annual budget: assisted in all phases of the budget process; worked with department heads for departmental budgets. Verified the budget presented to the Council was carefully scrutinized to ensure the City is being fiscally responsible. Regulatory: State Dept of Revenue and local county.
- Grants Administration re these grants: DOT/TIB, DOT/TAP (for streets); DOT/BRAC (for bridges); CDBG/Rural Development/RCAC, and WA State Dept of Commerce for water and sewer infrastructure (lift stations, etc).
- Managed AP, AR and Payroll and was responsible for these accounting reports: Budget to Actual, Excise Taxes, Interfund Transfers, and Treasury.
- Internal Controls: Managed DOR and state of Washington audits as well as water/sewer billing audit. Found errors in sales tax disbursements to DOR. Audited Water and Sewer bills and developed online calculator for citizens to check their bills based on meter readings.
- Labor and employee relations: Participated in contract negotiations and the interpretation of the Collective Bargaining Agreements; contract administration; grievance administration; made decisions relating to labor in coordination with the Mayor and the Union Business Agents out of Portland, OR. Regulatory: federal Dept of Labor, state Employment Security and DOR.
- HR Management: Oversaw hiring, compensation, labor and employee relations, benefits, payroll, performance, and risk management (was WCIA rep). Regulatory: state PERS
- Responsibility to the Council: Attended regular meetings of the City Council composed of elected officials. Submitted items of business to be considered. Administered the policies/resolutions of the city and carried out its directives. Educated Council on subjects of importance to the City, particularly financial matters. Recommended short and long range plans including the TIP, Capital Facilities Plan, and Asset Mgmt Plan. Served part time as Clerk taking notes at council meetings. Regulatory: Public Records Act.
- Regional representation and meeting attendance: Represented, or, when appropriate, delegated representation of the City at meetings such as IACC, RCAC, RTPO, TIB/DOT, cities, port, counties, WCIA insurance pool, and Labor Relations Institute meetings. Stayed informed of regional issues and participated in meetings that addressed city issues.

- Professional relationships: Maintained positive working relationships with appropriate officials at local cities, county, port, school district, and other state and federal agencies to promote the needs and objectives of the city.
- Professional standards: Sets the standard of professional behavior, efficient use of time and resources, cooperation, and quality of work, expected of all City employees. Led by example.
- Community relations: Oversaw programs to ensure the City effectively communicated with and was responsive to the needs of a diverse population of customer/owners. Encouraged appropriate city participation in community activities.
- Performed other duties as assigned by the Mayor and City Council.
- Supervision of these departments: Public Works, Planning, Fire, Accounting/Finance and General Administration (includes HR and Risk Management). We contracted out Police, Muni Court, Engineering and Legal but I was the liaison for those as well.

2003 - 2015 **Ben Franklin Transit** Tri-Cities, WA

Human Resources Director/Government Affairs reporting to CEO

- HR executive for a public sector transit agency (operates similarly to a city)
- Labor and employee relations: Sat at the negotiating table for 12 years; interpretation of the Collective Bargaining Agreements for multiple unions. Contract administration. Grievance administration. Attended and prepared for arbitrations and labor management meetings. Wrote Step 1 and 2 responses to grievances. Trained in Resolve Interest Based Negotiating methodology. Attended Labor Relations Institute for 12 years. Made decisions relating to labor in coordination with the General Manager and the Union Business Agents out of the Tri Cities. Regulatory: federal Dept of Labor
- Oversaw staffing, benefits, compensation, performance, HRIS, workers compensation, leaves and accommodations, drug and alcohol program, metrics, and brought matters to the Board of Directors, as appropriate. Was responsible for ensuring agency employees were qualified and capable in their specific job responsibilities. Regulatory: federal DOT, state DOT, OSHA, WISHA, federal Dept of Labor, WA state Employment Security.
- Supervised Safety, Training and Risk Mgmt (600 vehicles) and all lawsuits. Regulatory: Federal DOT.
- Responsible to the General Manager and the Board of Directors (composed of city and county elected officials): Attended regular meetings of the Board of Directors for 12 years. Submitted items of business to be considered. Administered the policies of the agency and carried out its directives. Educated Board on subjects of importance to the agency, particularly HR matters. Served on these committees: IT, budget, TDP long term planning (similar to TIP), Leadership Development, and Strategic Planning. Regulatory: DOT both state and federal and Public Records Act.
- Annual HR budget: Assisted in all phases of the budget process; worked with supervisors re annual budget. Verified the budget presented to the Board has been carefully scrutinized to ensure fiscal accountability. Regulatory: WA State DOR.
- Regional representation and meeting attendance: Represented, or, when appropriate, delegated representation of the agency at meetings such as WSTA, APTA, WSTIP, SHRM, and stayed informed on local, state and federal issues. Partnered with local cities, counties, school districts, and other state and federal agencies to promote the needs and objectives of the agency. Regulatory: Federal and state DOT.
- Leadership: Led the agency's HR team, was responsible for setting the direction of the agency through goal setting/implementation and the development and implementation of the agency's strategic and operating plans. Communicated goals to Board Members and employees. Encouraged a high level of excellence in the work the agency performed. Initiated a Leadership Development program.
- Professional standards: Set the standard of professional behavior, efficient use of time and resources, cooperation, and quality of work expected of all agency employees.

- Community relations: Oversaw programs to ensure the agency effectively communicated with and was responsive to the needs of a diverse population of customers. Encouraged appropriate agency participation in community activities through the Customer Service Ambassador Program and through our diversity initiatives.
- Annual State of Washington and federal Triennial audits. Regulatory: State DOR and federal DOT.
- Transit Government Affairs visiting our Congressional delegation on the Hill (Senators Murray, Cantwell, and our local House Rep) regarding obtaining these grants: 5307, 5309, 5339, 5310 and ARRA. Regulatory: Federal DOT
- Supervision of staff of 10.5

2000-2003

ISumbra

Issaquah, WA

International IT Recruiting Director for ISumbra

- Provided counsel to CEO on all aspects of human resources administration including recruitment, selection, classification, disciplinary issues, termination, international compensation, immigration, HR strategy, management reports, benefits, budget and relocation. Regulatory: Immigration laws
- Managed full cycle recruitment process, instituted incentives for attracting and retaining IT employees during time of highly competitive labor market; supervised HR

Other IT recruiting contract assignments include:

Spacelabs Medical, 1500 employees with a mfg facility in France, IT recruiting manager

Weyerhaeuser, 40,000 employees at the time, mfg pulp and paper with plants in US and Canada, IT Recruiter

Education

- Master's in Public Administration, University of Washington, some elective classes at UW Law School
- BA in History, University of Washington

Interests: Running, options trading, reading, hiking, and former pilot out of Boeing Field, Seattle, WA

Seminars in FMLA, FLSA, ACA, ADA, Workers Compensation, PERS, EEO/Civil Rights, Resolve Interest Based Labor Relations, Job Analysis Validation, annual Labor Relations Institute put on by Assn of WA Cities (13 years)
SHRM National Legislative Conferences

Volunteer Work: Former Board Member of SHRM; former Board Member for Hope Home; English as a 2nd language; Washington Trails Assn; Fred Hutch; Children's Hospital; Kadlec Hospital; food banks; Li'l Bits Therapeutic Riders; US Senator; Seattle City Councilman

Memberships with: APTA and WSTA Legislative Committees; WCCMA; ICMA; McEDD (Mid Columbia Economic Development District) ; Graduate of the 2011 Leadership APTA Class (25 chosen nationwide); member of ICMA and WCIA; Attend various Economic Development Councils in SW Washington

Andrew E. Hyatt
6 Ponte Vedra Court, Unit B
Ponte Vedra Beach, Florida 32082

February 7, 2020

Mayor and Council
City of North Miami
776 NE 125 Street
North Miami, Florida 33161

Ref: City Manager

Dear Mayor and Council,

This letter will serve as a formal request for consideration to join the City of North Miami as City Manager. Currently, I am the Texas State Director for K9s For Warriors (temporarily located in San Antonio, Texas). Previous City Manager positions have been in Neptune Beach (Florida), as well as East Ridge, Fairview and Etowah in Tennessee. Prior to becoming a City Manager, I was the Community Development Manager in Deerfield Beach, Florida and Senior Administrative Assistant for the City of Jacksonville, Florida.

During my career, I have had a myriad of responsibilities including City Administration, Human Resources, Economic Development, Customer Service, Equal Employment Opportunity, Ethics Officer, Disciplinary Review/Actions, Purchasing, Payroll, Benefits, Civil Service Rules Review Committee and other responsibilities. I have worked within a Civil Service system, represented by the American Federation of State, County, and Municipal Employees (AFSCME) union and hired more than 500 seasonal workers. I have either managed or assisted in managing budgets as little as \$750,000 and in excess of \$23 million.

In 2011, I was instrumental in the initial investment by the City of East Ridge into the Border Region Retail Tourism Development District (Act). This Border Region Act is designed to keep sales tax dollars in the State, not "leak out" to bordering states, and therefore, makes the city more competitive for new development within the Border Region District. The city can be reimbursed for the cost of financial incentives by receiving a portion of the state's share of increased sales tax revenue. That initial investment of \$4 million was for infrastructure improvements to developers who then brought in a Bass Pro Shop.

I understand the issues a landlocked city faces having served as City Manager of two (2) landlocked cities – I know of the struggles to maximize your tax dollars and what it takes to maintain a balanced budget.

As a City Manager, I have developed Strategic and Business Plans. In addition, as Community Development Manager in Deerfield Beach, I developed a five-year master plan for community development, resulting in a streamlined process for the Target Area of the city utilizing federal and state funding. By simplifying the process, we became more customer focused, this allowed for detailed input from the local target community.

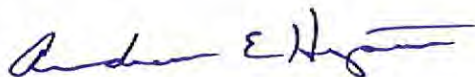
Throughout my career, I have focused on making a difference as a public administrator. Through my government experience, I feel I have developed a balanced and objective approach to municipal management. As you can see on my resume, I have made an effort to continually improve professionally. I have also obtained the required certification by National Incident Management System (NIMS).

I am a visionary and the type of manager that does not involve himself in the political arena, choosing instead to focus on making the city the most efficient, effective, results oriented and quality municipal government in America. I am a public servant and to that end I work to strengthen the organization and to lead by example. I subscribe to the team approach to problem-solving and work hard at team building. In addition, I am a hands-on manager who is capable of multi-tasking in order to get the work accomplished.

With over twenty-five (25) years of highly responsible management and leadership experience in both the private and public sector; over seventeen (17) years have been in municipal government, and more than twelve (12) years as City Manager. My education includes a Masters Degree in Public Administration, a Bachelors Degree in Political Science: Public Administration and an Associate of Applied Science Degree in General Business Management. I possess excellent oral and written communication skills as well as strong computer skills. I would like the opportunity to discuss further with you my qualifications for possible employment.

Thank you for your consideration. I feel my experience and qualifications make me an excellent candidate for City Manager of the City of North Miami. I look forward to speaking with you soon. I can be contacted at **904-609-6477** or via email at andrewehyatt59@gmail.com.

Respectfully,



Andrew E. Hyatt

ANDREW E. HYATT

6 Ponte Vedra Court
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 Highway 151

San Antonio, Texas 78227

Supervisor: Patty Dodson – Chief of Staff/General Counsel (904.686.1956)

JUN 2019 to Present

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 municipal corporation. Responsible for the day-to day city-wide operations for a full-service city with a permanent population of approximately 7,200, 75 employees, operating budget of \$5.3 million and fifteen (15) separate funds totaling over \$12 million. Prepare City 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 is 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 municipal corporation. Prepare City 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 municipal corporation. Prepare City 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 municipal corporation. Prepare City 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 since 2007)
- Florida City/County Manager Association (Member since July 2015)
- Beaches Chamber of Commerce Board of Directors (Member since July 2015)

ADDITIONAL CERTIFICATIONS

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

ALPHONSO JEFFERSON, JR.

*451 NW 87th Terrace, Apt 202
Plantation, Florida 33324
(C) 407-376-2541
alphonsojefferson@msn.com*

November 2, 2019

Human Resource Department
City Hall - Administration
776 NE 125 St
North Miami, FL

Please allow me to present myself to you via this letter of introduction. Throughout my 31 years in private, public and military service, I have been afforded wonderful opportunities to work with amazing teams.

Collectively, we have been able to realize some significant accomplishments that had a direct benefit to residents, businesses and visitors. The following are a few accomplishments:

- Managed and assumed responsibility of agencies that represented over 50% of a \$5.0 billion budget.
- Increased employment opportunities for residents in socio-economic distress areas.
- Consolidated the E911 Dispatch System from ten (10) Public Safety Answering Points to three (3) in one year.
- Partnered with non-profit agencies and regional providers to enhance the unincorporated area of Broward County.
- Implemented a \$3.0 million economic development toolbox to improve commercial businesses in the unincorporated area.
- Worked on increasing affordable housing opportunities by building over forty (40) new homes in economic distress areas.
- Reduced 911 call transfers by 95%; thus, improving overall public safety.
- Awarded the Florida Governor's Sterling Award in 2008, 2009 and 2010.
- Developed a performance management system to include instituting a Balanced Scorecard Management System.
- Developed collection strategy resulting in an additional \$14.0 million of revenue at a ROI of 183%.
- Developed a ten-year (10) financial plan (revenue and expenditures) to fund \$200 million in major transportation projects.
- Procured and managed inventories in excess of \$2.0 billion and provided financial strategies to utilize resources in a cost-effective manner.
- Developed policies, procedures and tools regarding the implementation of Total Quality Management program.

ALPHONSO JEFFERSON, JR.

451 NW 87th Terrace, Apt 202

Plantation, Florida 33324

(C) 407-376-2541

alphonsojefferson@msn.com

I believe in working with diverse and high productive teams in achieving a common goal. As a result, I am submitting my resume to your office to express my desire to interview for the position of **City Manager for the City of North Miami, Florida**. The experience and qualities you seek match well with my skills, accomplishments and professional experience.

I do hope that you will give me full consideration for the position. My resume is enclosed for your perusal.

Sincerely,

Alphonso Jefferson, Jr.

Alphonso Jefferson, Jr.

ALPHONSO JEFFERSON, JR.
(C) 407-376-2541
ALPHONSOJEFFERSON@MSN.COM

CAREER SUMMARY

An effective and innovative leader with demonstrated performance in collaborating, interfacing and working successfully with various elected officials, executive staff, senior management, citizens and community leaders in public and private organizations, and built effective and productive teams to achieve the mission, vision and goals of organizations. Senior level executive with thirty-one (31) years of experience in governmental and private sectors with skills in the following areas:

Strategic Management	Financial Management	Operations Management	Workforce Management	Leadership Management	Economic Development
Strategic and Operational Planning	Revenue, Research and Statistical Analysis	Project Development and Execution	Human Resources and Operational Management	Listening Leader and Complex Decision Making	Job Creation
Critical Thinking/Customer Satisfaction	Procurement	Risk and Emergency Management	Organizational Alignment and Development	Relationship Building and Nurturing	Commercial and Small Business Initiatives
Business Process Improvement	Budgeting	Contract Management and Negotiation	Recruitment and Retention	Building High-Performance Teams	Growth Management, Planning and Code Enforcement Strategies
Process and Performance Management	Treasury Management	Planning, Scheduling and Task Management	Training and Development	Intergovernmental Coordination and Public Affairs	Redevelopment and Affordable Housing
Ongoing planning, monitoring, analysis and assessment	Financial Analysis and Forecasting	Cost, Project and Quality Management	Organizational Change Management	Development and Execution of Strategy: Short & Long-Term View	Apprenticeship Programs
Continuous Improvement and Balanced Scorecard	Capital and Facility Planning	Requirements Development and Communication	Labor Relations	Customer Service and Leadership Development	Revolving Loans Programs
Presentation Development and Delivery	Grants Preparation, Management and Monitoring	Capital Projects Development and Management	Forecasting Labor Requirements	Plan, Organize, Coordinate and Execute	Business Retention, Attraction and Enhancement Program
Development of Goals and Objectives	Return on Investment/Profit and Loss	Business Process Reengineering/Lean Six Sigma	Strategically Optimizing the Productivity of Employees	Lead High-Performance Teams to a Common Goal/Objective	Enterprise Zone, Opportunity Zone and Community Redevelopment Agency Strategies

EDUCATION

Master of Business Administration, University of Phoenix, Orlando, Florida,
Bachelor of Science in Business Administration, University of Central Florida, Orlando, Florida
Associate of Arts, General Studies, Valencia Community College, Orlando, Florida
Executive Leadership Program, Certificate of Completion, Rollins College, Winter Park, Florida
Lean Six-Sigma Green Belt, Certificate of Completion, Villanova University, Online
Certified Professional in Human Resources (PHR), expired, Society for Human Resources, Human Resources Certification Institute
Certified DDI Facilitator, Customer Service and Leadership Facilitator, Development Dimensions International and AchieveGlobal
Certified Florida Redevelopment Professional, Florida Redevelopment Association
National Incident Management System (NIMS); Incident Command System Courses: 100, 200, 300, 400, 700, 701, 702, 703, 706, 800

RELEVANT EXPERIENCE

Broward County Board of County Commissioners, FT. LAUDERDALE, FL 04/2012 – PRESENT

Assistant County Administrator/Assistant to County Administrator – County Administration

County Administration executive with the responsibility in the execution of policies and procedures for a full-service county governmental entity with human services, airport and port operations, mass transit, public works and jail functions in support of 6,200 employee operation and \$5.0B budget. Appointed by and directly reports to the County Administrator and serves as the primary liaison to the Office of Management and Budget, Regional Communications and Technology (911 Emergency System), Public Works, Emergency Management, Municipal Services District (Unincorporated Area), Judiciary, Sheriff, State Attorney, Public Defender, Supervisor of Elections and Property Appraiser. Together these agencies comprise more than 50% of the County's operating budget. Oversight of agency budget development, coordination and administration is a key responsibility, including both operations and capital budgets. Duties also include performing research, conducting a variety of special studies and implementing administrative policies. Functions also include the coordination of the funding program and bid solicitation process in support a \$300M County Courthouse building program. Broward County is the 2nd largest county in the State of Florida with 9 single member districts.

Achievements:

- Develop a \$3.0M economic development toolbox for commercial businesses in the unincorporated area.
- Oversee over \$1.0B in vertical and horizontal construction projects.
- Develop Economic Self-Sufficiency and Transit Employment projects to create jobs in the economic distressed areas of Broward County.
- Develop a \$20M enhancement program for the unincorporated area of Broward County to include affordable housing, community development and parks improvements.
- Oversee the E911 Consolidated System in excess of \$500M to include call-taking/dispatching, radio systems, computer aided dispatch and phone systems.
- Oversee the implementation of a \$80M public safety radio system and \$1.3M local government radio system.
- Manage the facility security initiatives throughout Broward County.
- Enhance Emergency Management policies and procedures to better respond to emergency situations.
- Develop Emergency Operations Plans for all courthouse facilities and county buildings in Broward County.
- Oversee FEMA related reimbursements in excess of \$300M.
- Responsible for agencies that represent 50% of the County's operating budget.
- Coordinate funding program and bid solicitation process in support a \$300M County Courthouse building program.
- Coordinate funding program and bid solicitation process in support of a \$100M Joint Medical Examiner/Crime Laboratory building program.

Brevard County Board of County Commissioners, VIERA, FL 03/2010 – 04/2012

Director – Budget Office

Provided leadership and direction in strategic management, capital planning, budget and financial management for a \$1.2B county governmental entity that is 10th largest in the State of Florida with 5 single member districts. Responsibilities include strategic and performance management, financial management, budgeting, capital improvement planning, FEMA and stimulus monitoring and implementation, performance measurement, and operational planning for a full service county governmental entity with human services, airport, mass transit, public works, and jail functions in support of a 2,700 employee operation.

Achievements:

- Presented a \$1.2B dollar budget to the Board of County Commissioners, citizen groups, media and other stakeholders.
- Led the development and presentation of a Property Assessed Clean Energy (PACE) program for Brevard County, Florida.
- Led the development of a performance management system to include instituting a Balanced Scorecard Management System.
- Updated budget and financial policies to better reflect direction by the Board of County Commissioners and eliminated redundancy.
- Assisted reducing debt obligations and defeasing over \$41M in bonds.
- Assisted in the organization receiving favorable bond ratings from rating agencies.
- Developed first strategy map to communicate the strategic framework and refined organizational performance measures.
- Refined the capital budgeting process to focus on capital planning and the development of a five-year capital improvement program.
- Coordinated with state, municipalities, community redevelopment agencies (CRAs) and other local governments.
- Led the refinement of the budget development process to include public engagement and the streamlining of processes.
- Enhanced the monitoring and reporting of financial information to better communicate financial information.
- Implemented a financial forecasting model to review financial impacts over a multi-year basis.
- Developed solutions to address budget shortfalls the range from \$9.0M to \$30.0M.
- Served as a member on labor negotiation teams for contract negotiations with IAFF (490 employees) and LIUNA (668 employees).
- Served as Chairman of the Deferred Compensation Investment Committee with total plan assets of \$61M for 1,900 employees.

- Served on selection committee and contract negotiation teams to purchase services for the organization.
- Assisted in developing community outreach programs, responded to media inquiries and worked on legislative initiatives.

ORANGE COUNTY CLERK OF THE COURTS, ORLANDO, FL 06/2003 – 03/2010**Support Services Administrator**

Provided leadership and direction to 43 employees in developing and managing a \$47M annual operating and capital budget, processing of \$222M in cash receipts, purchasing, implementing operational and performance excellence initiatives, developing workforce management strategies for a 600 employee operation, and facilitating strategic, performance measurement, financial and operational planning.

Achievements:

- Awarded the Florida Governor's Sterling Award in 2008, 2009 and 2010.
- Developed collection strategy resulting in an additional \$14.0M of revenue at a ROI of 183%.
- Initiated partnerships with private agency to process over \$4.0M in cash receipts at no cost and savings to the Clerk's Office.
- Implemented new revenue recovery approach resulting in of \$3.0M in additional revenue in the first year.
- Assisted in developing community outreach programs, responded to media inquiries and worked on legislative initiatives.
- Led process improvements and cost savings efforts resulting in more than \$10.2M in direct savings.
- Developed organization's first documented strategic plan, strategy map and performance measurement system.
- Developed, implemented and evaluated methods to address a \$6.8M to \$8.0M revenue shortfall.
- Worked directly with local/state officials, judicial and citizen groups to resolve financial, process and customer service problems.
- Presented budget to the CCOC Executive and Finance Committee for approval and established open government website.
- Negotiated contracts for performance and technology systems, office supplies, and third-party vendors.
- Planned and directed human resources management activities to maximize the strategic use of human resources to include payroll, employee relations, benefits administration, compensation, risk management, training/development, and recruitment/ retention.

Director of Financial Services

Provided leadership and direction to 25 employees in developing and managing a \$40M annual operating and capital budget, processing over \$200M in cash receipts, policy/procedures, financial management, analysis and planning, budgeting and forecasting, and developing workforce management strategies for a 553-employee operation.

Achievements:

- Implemented e-payment services to gain efficiencies that resulted in savings of \$1.45 to \$1.75 per financial transaction.
- Worked with judicial system stakeholders to include the local/state officials on the implementation of Revision 7 to Article V.
- Presented budgets to Executive and Finance Committee for approval.
- Led processing improvements initiatives and served as Champion of Performance Excellence initiatives.
- Developed cash handling/procurement policies to ensure proper procurement, and handling over \$200M in cash receipts.
- Redesigned revenue recovery process to increase collections by 97%, and established performance measures.
- Implemented HRIS/Financial System to better account for financial, purchasing and human resources activities.
- Negotiated and implemented point-of-sale and electronic portals to process payments of over \$200M in cash receipts.

ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS, ORLANDO, FL 04/1996 – 06/2003**Assistant to the Director - Orange County Growth Management Department**

Provided leadership and direction to 3 employees in developing and managing a \$100M annual operating and capital budget, financial management and analysis, budget and forecasting, developing workforce management strategies for a 400 employee operation, and strategic, financial and operational planning to support Building Safety, Planning, Code Enforcement, Animal Services, Environmental Protection, Housing & Community Development and Zoning Divisions. Assumed responsibilities of Deputy Director from 6/2000 – 11/2000.

Achievements:

- Planned and directed human resources management activities to maximize the strategic use of human resources to include payroll, employee relations, benefits administration, compensation, risk management, training/development, and recruitment/ retention.
- Implemented \$3.1M financial and expenditure plan for the Lake Apopka Restoration Act grant to address economic issues and serve as point-of-contact on media inquires.
- Worked with community non-profit groups and elected officials in executing economic development initiatives for grant funds. Worked on Capital Improvement Element (CIE) to ensure alignment with Comprehensive Plan.
- Optimized financial condition of agency by identifying over \$2.0M in additional revenue and \$1.0M in cost savings for Department.
- Worked with the Enterprise Zones (EZ) and Community Redevelopment Agencies (CRA) along with the Planning Division.
- Presented financial strategies to the Construction Council, Home Builder's Association, and Building Code and Adjustment Board.
- Presented budget to the Board of County Commissioners highlighting strategies, funding and challenges.
- Managed citizen task forces in implementing Holden Heights economic redevelopment and County Public Notification Criteria.
- Led and directed organizational development and process improvement activities.

Public Works Administrator – Orange County Public Works Department

Provided leadership and direction to 12 employees in developing and managing a \$300M annual operating and \$300M capital budget, financial management and analysis, budgeting and forecasting, developing workforce management strategies for a 584 employee operation, and strategic, financial and operational planning to support Roads & Drainage, Stormwater Management, Traffic Engineering, Development Engineering, Highway Construction, Engineering, and Transportation Planning Divisions.

Achievements:

- Developed a ten-year (10) financial plan (revenue and expenditures) to fund \$200M in major transportation projects.
- Managed over \$300M capital improvement program and presented financial outlook report to executive leadership.
- Presented budget to executive leadership communicating strategy, funding and challenges.
- Worked on Capital Improvement Element (CIE) to ensure alignment with Comprehensive Plan.
- Worked on Concurrency Management Issues with the Engineering, Traffic Engineering and Highway Construction divisions.
- Served on Impact Fee and Concurrency Management Committees to address funding and concerns by developers.
- Tracked and reported all reimbursable expenditures associated with emergency situations to FEMA.
- Led and directed organizational development and process improvement activities.

Capital Improvements Coordinator / Sr. Mgmt & Budget Analyst – Orange County Office of Management and Budget

Provided leadership and direction to 3 employees in developing, analyzing and managing various departments for an overall budget total of \$1.7B and a capital budget of \$500M in a 9,000-employee operation. Served as Orange County's Capital Improvement Coordinator with responsibilities in managing and developing a \$500M capital improvement budget and plan, intergovernmental coordination, public affairs, policy development, project management, communications, planning and administrative functions to achieve the established vision, mission and goals of the organization.

Achievements:

- Created, coordinated and implemented policies regarding the use of over \$1.0M in Community Funds on an annual basis.
- Worked with elected officials and legislative staff in the disseminating information to the community and execution of community projects. Provided program status reports to the Mayor and county commissioners.
- Worked directly with neighborhood organizations in the implementation of community funds.
- Developed policies to manage capital projects and to provide direction on forecasting and executing projects.
- Worked on Capital Improvement Element (CIE) to ensure alignment with Comprehensive Plan.
- Tracked and reported all reimbursable expenditures associated with emergency situations to FEMA.
- Led and directed organizational development and process improvement activities.

OTHER PROFESSIONAL EXPERIENCE**UNIVERSITY OF PHOENIX, PHOENIX, AZ - 07/2009 - present****Aixa College Online Faculty Member**

Serve as an online instructor for a course entitled *Critical Thinking*. Students are given the opportunity to analyze and discuss various types of media to determine which sources provide the most reliable information. Topics addressed include the relationship between critical thinking and clear writing, credibility of sources, rhetorical devices, fallacies, unclear or misleading language, and the characteristics of various types of arguments.

VALENCIA ENTERPRISES, ORLANDO, FL - 07/2009 – 04/2012**Adjunct Instructor**

Certified Development Dimensions International (DDI) and AchieveGlobal Instructor with a focus on delivering Leadership Development and Customer Service trainings to corporate clients.

Achievements:

- Developed customized training course on leadership to include Motivating Others, Working with Teams, and Performance Development.
- Delivered leadership trainings to Orlando International Airport, CHEP, Tax Collector Association, TOHO Water Authority and Orange County Corrections Department.

SEA WORLD OF FLORIDA, ORLANDO, FLORIDA - 04/1992 - 04/1996**Productivity/Business Analyst - Business Analysis Department**

Provided leadership, guidance and direction to business units in developing, analyzing and managing a \$500M annual budget in support of a 2,000-employee operation.

Achievements:

- Analyzed theme park activity to identify cost containment, process improvements and revenue enhancement opportunities.
- Developed policies, procedures and tools regarding the implementation of Total Quality Management program.
- Developed and monitored workforce and presented the labor budget to corporate headquarters.
- Conducted labor, process, productivity and time studies to analyze department workflow systems and identify efficiencies.

UNITED STATES NAVAL RESERVES, ORLANDO, FL - 06/1988 - 07/2008**Retired Supply/Logistic Officer – Lieutenant (Veteran)**

Provided leadership, guidance and direction to 50-unit members in procurement, supply chain management, inventory, and financial management to support efforts of the Navy's Sailors, ships, squadrons, submarines, and shore stations across the globe. Procured and managed inventories in excess of \$2B and provided financial strategies to utilize resources in a cost-effective manner. This worldwide effort required strong leadership, organization, strategic planning skills, understanding of supply chain management systems, and experience in intergovernmental coordination and public affairs.

Achievements:

- Recalled to active duty in support of Operation Enduring Freedom in 2007. Served as Logistic Officer and worked with Afghanistan vendors in the procurement and transportation of construction materials to military basis throughout the country.
- Served as Strategic Communication Officer/Public Affairs for the Center for Security Forces for approximately one (1) year.
- Worked directly with media in communicating activities of Navy projects to the community and wrote and published articles on activities of the Center for Security Forces to highlight activities for the organization.
- Provided financial management, cost containment, transportation, logistical and inventory strategies.

AWARDS

Distinguished Budget Award (Orange County BoCC), Government Financial Officers Association (GFOA) – 1996 to 1998, **Best in Class Collections Program**, Florida Sterling Council – 2007, **Distinguished Budget Award (Clerk's Office)**, Government Financial Officers Association (GFOA) – 2008, 2009 and 2010, and **Florida Sterling Award for Performance Excellence**, Florida Sterling Council – 2008.

VOLUNTEER ACTIVITIES AND BOARDS

Orange County UNCF Advisory Council Member, National Forum for Black Public Administrators Mid-Florida Chapter (Pres.-7yrs, member-13yrs), American Society for Public Administrators Central Florida Chapter (Pres.-1yr, VP-1yr, member-5yrs), Society for Human Resources Management (SHRM), International City/County Managers Association(ICMA), Alpha Phi Alpha Fraternity, Inc., Florida Government Financial Officers Association (FGFOA), Government Financial Officers Association (GFOA) Budget Reviewer, Heart of Florida United Way Fund Distribution Committee, Orlando Chamber of Commerce Leadership Alumni –Class #65, Greater Orlando Organizational Development (GOOD) Network, Florida City and County Manager Association (FCCMA), and Orange County Leadership Institute Alumni.

AREAS OF EXPERTISE

- Project Management Professional (PMP)
- Professional Human Resources (PHR)
- Microsoft Office Specialist Master
- Training and Development
- Camtasia, Articulate, Visio, MS Project
- Marketing, Publishing, & Communication
- Author of [Educators' Blueprint](#)
- Data Analytics

EDUCATION

West Texas A & M, Texas

MBA, Computer Information Systems

2017

University of Houston, Houston, Texas

Ed.D., Doctorate in Education, Historical, Social, & Cultural Foundations

2005

EXPERIENCE

DeValentino Properties LLC, Houston, Texas

2005-2020

Real Estate Broker

- Commercial and residential property marketing and communication.
- Property management HVAC, plumbing, electrical, and landscaping.
- Recruit, train, and manage licensed real estate agents.
- Manage budgets and operations of multiple properties.

University of Phoenix

2006-2020

Associate Faculty & Dissertation Committee Member

- Work in LMS to facilitate the development of students' knowledge.
- Guide the development of students' review of the literature.
- Provide research methodology guidance for dissertation studies.

Houston Community College, Houston, Texas

2018-2019

Supervisor

2004-2010

- Managed recruitment, budget, enrollment, registration, and staffing.
- Utilized PeopleSoft, Oracle, and other applications to manage the program related responsibilities.
- Developed trainings and implemented policies and procedures.
- Monitored grant requirements and ensured program compliance.

University of Houston Downtown

2017

Adjunct Faculty/Program Supervisor/ (grant-funded)

2003-2005

- Developed curriculum and presented instruction.
- Completed campus visits and guided students' development.
- Utilized Blackboard, Zoom, and other technology to facilitate students' growth.

Houston ISD, Houston, Texas,

1998-2016

Teacher, Counselor, & Administrator, Houston, Texas

- Project management of 5 departments, 100+ campuses, 75k+ students.
- Managed online platforms: Pearson, EdPlan, Riverside, ETS, PEIMS
- Trained teachers and leaders on applications and instructional methodology.
- Delivered instruction to students to increase knowledge and skills.

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

January 20, 2020

Dear Madame or Sir:

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

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

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

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

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

Sincerely,

Odis Jones

ODIS JONES

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

EDUCATION:

MASTER of PUBLIC ADMINISTRATION DEGREE
Western Michigan University 1997

BACHELOR OF SCIENCE DEGREE
Central Michigan University 1994

PROFILE SUMMARY:

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

WORK EXPERIENCE:

City Manager (CEO)
City of Hutto, TX
Population: 36,000

2016- 2020

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

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

2013-2016

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

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

2012-2014

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

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

2008-2012

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

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

11/2007-2/2008

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

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

2004-2007

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

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

Interim City Manager
City of Centralia, IL

1/2004-7/2004

Population: 17,000

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

City Manager
City of Obetz, OH

2000-2004

Daytime Population: 16,000

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

Special Projects Manager for City Manager
City of Battle Creek, MI

1995-2000

Population: 55,000

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

Reference Available Upon Request:

Marvin J. Joss
cell: 201-874-4232
marvjoss@yahoo.com

**13 Mara Blvd
Sparta, NJ 07871**

**4823 Via Palm Lakes, unit 1306
West Palm Beach, FL 33417**

February 9, 2020

RE: CITY MANAGER

SIR/MADAM:

I am writing to express my interest in the City Manager position. I have extensive municipal management experience over the past 20 years that makes me well qualified for this position. As a City Manager in three different municipalities, I have always had responsibility for all municipal operations. This included:

- Preparing and managing the yearly operating, capital and utility budgets
- managing all personnel, including the negotiation of various labor contracts
- Overseeing all municipal departments, including police and fire
- Overseeing redevelopment and municipal construction projects
- Handling all resident and stakeholder inquiries and problems with professionalism

I believe in leading by example, which always includes acting with the highest moral, ethical and professional standards. I am proud of my reputation earned over many years, as a Manager who gets things done the right way.

Currently, I am serving the U.S. Census Bureau on a temporary assignment, representing them in Northwest New Jersey. This assignment involves forming partnerships with governments, non-profits and businesses for the purpose of getting the word out about the importance of the upcoming Census. I give public presentations and handle all inquiries and issues that arise regarding the Census in my territory.

I believe my experience and unique expertise will serve North Miami well, and will lead to a very successful partnership. I own a second residence in South Florida, and expect to permanently relocate there upon completion of my Census assignment. I can be reached at your convenience at the above contact information.

Sincerely,

Marvin Joss

Marvin J. Joss, QPA, CTA

13 Mara Blvd
Sparta, NJ 07871

4823 Via Palm Lakes, unit 1306
West Palm Beach, FL 33417

cell: (201) 874-4232
Marvjoss@yahoo.com

Objective

A position which utilizes my experience and skills in project management, public and private organization relationship building, public speaking and interpersonal relations. In addition, as a Municipal Manager, I have many years experience managing personnel and preparing and managing yearly operating budgets

Work Experience

July 2019-Present

U.S. Dept. of Commerce-U.S. Census Bureau, NYRCC

Partnership Specialist- Full Time/Temporary

- ★ Create and maintain partnerships with government and non-profit organizations
- ★ Formulate Census outreach plans with our partners
- ★ Schedule and perform public presentations regarding Census operations
- ★ Actively recruit for the Census Bureau to fill staffing needs

Borough Administrator

June 2017-May 2019 (part time)

Chester Borough, NJ

- ★ Implement and manage various projects as assigned by the Governing Body
- ★ Manage personnel and outside professionals
- ★ Prepare annual municipal budgets for general operating, sewer utility and pool utility

Township Administrator

July 2006- April 2017

Clinton Township, NJ

- ★ Prepare and manage yearly operating budget of \$12 million
- ★ Full responsibility for all personnel management
- ★ Negotiate all union labor agreements (Police and Public Works)
- ★ Coordinate activities of professionals to complete assigned tasks and projects on schedule.
- ★ Consistently seek out and apply for various grants
- ★ Oversee Police and Fire Department
- ★ As a State licensed Purchasing Agent, I served as the Township's Purchasing Agent

United States Selective Service- Local Board Member

March 2016-June 2018

Region 1, State of New Jersey

Borough Administrator

Feb 2000-June 2006

Borough of Netcong , NJ

- ★ Responsible for yearly operating and capital budget preparation & management
- ★ Full responsibility for all personnel management within the Borough
- ★ Successfully obtained numerous grants from State D.O.T. and Federal HUD Community Development Block Grant to fully and partially fund projects.
- ★ Managed the formation of the Business Improvement District from conception to completion- Served as Treasurer and Executive Board member
- ★ Obtained Transit Village Designation from the State of New Jersey
- ★ Manage Netcong's water and sewer utility.

Tax Assessor & Purchasing Agent (part time)
1995-April 2017 **Borough of Netcong , NJ**

- ★ Appraise all Borough property for property tax purposes
- ★ Testified as an expert witness and negotiated value on all tax appeals
- ★ Serve as the Borough's part time Purchasing Agent

Musconetcong Sewerage Authority- Purchasing Agent (part time)
February 2014- April 2017 **Mt. Olive, NJ**

- ★ Oversaw purchasing function to ensure proper procedures are followed

Clinton Township Sewerage Authority- Commissioner
January 2007- December 2011 (part time while Township Administrator)

- ★ Served as Treasurer 2010 and 2011

Adjunct Professor of Public Administration
1998-2000, 2006 **Fairleigh Dickinson University**

- ★ Taught various management and public policy classes.

Tax Assessor
1993-2000 **Township of Randolph, Randolph, NJ**

- ★ Chairman of the Geographic Information System Committee, in charge of acquisition and implementation.
- ★ Prepared defenses and testified as an expert witness at all Property Tax Appeals.

Tax Assessor
1990-1993 **City of Bayonne** **Bayonne, NJ**

- ★ Appraised all City property, including large industrial and commercial sites.
- ★ Testified as expert witness and negotiated value on over 2,000 cases.
- ★ Implemented City-wide property revaluation (13,000 parcels).

Assistant Tax Assessor
1987-1990 **City of Jersey City** **Jersey City, NJ**

- ★ Appraised commercial and residential real estate for assessment purposes.
- ★ Personally testified on, or negotiated settlements for over 10,000 appeals.

Education

Fairleigh Dickinson University, Teaneck, NJ
1998- Master of Administrative Science,
from Public Administration Institute. 3.80 G.P.A.

1996- Certificate in Public Management
16 credit graduate level program.

Coe College, Cedar Rapids, IA

- ★ **B.A., Economics and Business Administration**

Professional & Personal

- ◆ Willing and available to relocate and/or travel for employer as needed on short notice
- ◆ Qualified Purchasing Agent (QPA), State of New Jersey, 2005
- ◆ Certified Tax Assessor (CTA), State of New Jersey, 1987

Deron King
200 West Lake Cove
McDonough, Georgia 30253
(678) 583-6867

February 8, 2020

City of North Miami
Babette Friedman, PHRP, FCLRP
Personnel Administration Department, 1st Floor\
776 NE 125 Street
North Miami, Florida 33161
Via Email: bfriedman@northmiamifl.gov

Re: City Manager Position

Dear Ms. Friedman,

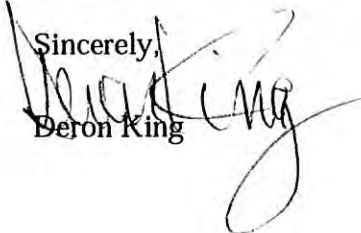
I would like to submit my name as a candidate for the position of City Manager for the City of North Miami, Florida. I currently serve as the Deputy City Manager for the City of East Point, Georgia. Among my duties include providing direct oversight of various city services such as water and sewer, parks and recreation, electricity, and sanitation. Among my accomplishments was serving as the Project Manager for the design and construction of our new City Hall Building which opened on May 6, 2019. I also served as the City Manager for the City of Waycross, Georgia. Among my accomplishments was overseeing the transition of the billing and collections for the City's Sanitation Services from a private commercial hauling company to the City. As the Chief Administrative Officer for the City, I oversaw all city services which included police, fire, engineering, community improvement, finance, human resources, public works, and production technology. I also served as the Director for the Butts County, Georgia Department of Community Development in which I was responsible for overseeing all urban planning and land use activities for the county. Prior to this position, I served as the Chief Executive Officer for BK & DK Associates, LLC, a family owned residential investment company formed in 2005 located in McDonough, Georgia. I also served as the City Administrator for the City of Forsyth, Georgia in which I was responsible for overseeing all city operations which included among its' services electricity, television cable, water treatment, fire protection, law enforcement, parks and recreation, garbage pickup, street maintenance and code enforcement.

I have also gained managerial experience serving as the City Manager for the City of Stone Mountain, Georgia. As City Manager, I gained first-hand experience in managing a diverse, growing suburban city located approximately 25 miles east of Atlanta, Georgia.

My educational background includes a Bachelor of Arts Degree in Political Science from the University of Iowa and a Master of Public Administration Degree from Clark Atlanta University.

I am extremely interested in the position of City Manager because it would provide for me an exciting opportunity to work for a great City which is devoted to improving the quality of life for its' residents. I welcome the opportunity to discuss with you this exciting opportunity with the City of North Miami. I can be contacted at 678-583-6867 or via email at deronking@charter.net. Thank you for your consideration.

Sincerely,


Deron King

Deron King
200 West Lake Cove
McDonough, Georgia 30253
(678) 583-6867

OBJECTIVE: Seeking a challenging position that includes directing, implementing, and evaluating governmental operations for a municipality.

PROFESSIONAL EXPERIENCE:

Deputy City Manager, City of East Point, Georgia **April, 2015 – Present**

Responsible for:

- Direct oversight of various city departments and operations.
- Provides policy recommendations to the City Manager, Mayor and City Council.
- Represents the city in daily interaction with the general public, businesses, community organizations, local, state and federal governments and other entities.

Project Manager Consultant, Stovall Design Group **March, 2014 – April, 2015**

Responsible for:

- Managed project budgets and ensures key milestones are reached for each project.
- Identified local marketing opportunities for new business.
- Provided proactive follow-up with prospective customers

City Manager, City of Waycross, Georgia **September, 2010 – March, 2014**

Responsible for:

- Directing all city operations and services consistent with the polices and ordinances of the city;
- Supervising all city departments;
- Proposing policies and procedures for City Commission approval;
- Chief liaison to governmental agencies, municipalities and community groups.

Achievements

Assisted in the development and design of the City and County's SPLOST and LOST Agreements. Provided the administrative oversight of the rehabilitation of the historic City Auditorium which utilized SPLOST funds.

Provided for a balanced budget and strong financial position for the city from 2010 to present. Created the Production Technology Department which is responsible for oversight of the city's television channel 42 and revamped website.

Chief Executive Officer, BK & DK Associates, LLC **February, 2009 to August, 2010**

Responsible for:

- Directing administrative operations for the purchase, rehabilitation, and sale of residential properties for family owned business.

Director, Butts County Office of Community Development **May, 2008 to January 2009**

Responsible for:

- Overseeing county's community development department and supervising county planning staff;
- Proposes policies and develops procedures related to urban planning, zoning, permits, and land use development initiatives utilized by the county, including the cities of Jackson and Jenkinsburg;
- Representing the county in daily interaction with the general public, businesses, the news media, community organizations, local, state, and federal governments and other entities.
- Provides administrative assistance to the County Administrator as required.

Chief Executive Officer, BK & DK Associates, LLC

March, 2005 to May, 2008

Responsible for:

- Directing administrative operations for the purchase, rehabilitation, and sale of residential properties for family owned business.

City Administrator, City of Forsyth, Georgia

May, 2002 to December, 2004

Responsible for:

- Overseeing city's administrative operations and supervising all departments for the city ;
- Proposing policies and developing procedures relating to the city's budgetary, purchasing, cash management and accounting activities;
- Representing the city in daily interaction with the general public, businesses, the news media, community organizations, local, state and federal governments and other entities.

Achievements

Provided policy guidance to Mayor and City Council in developing Fiscal Year 2003 and 2004 budget
Increased city revenues in various departments
Streamlined and improved the city's Building Inspection Program.

City Manager, City of Stone Mountain, Georgia

October, 2000 to April, 2002

Responsible for:

- Directing the city operations and services consistent with the polices and ordinances of the city;
- Providing staff assistance to the Mayor and City Council;
- Supervising all city departments;
- Proposing policies and procedures for City Council approval;
- Chief liaison to governmental agencies, municipalities and community groups.

Achievements

Assisted in the development and design of the city's internet website
Provided policy guidance and assistance to the Mayor in the development of the city's operating budget for fiscal years 2001 and 2002
Developed new city programs which provided additional funding for city operations and services

Planner, Georgia Department of Human Resources

March, 2000 to October, 2000

Responsible for:

- Program development, governmental budgeting, and facilitating strategic planning for programs;
- Identifying division/department gaps in the state information base;
- Serves as a member of a special team for proposed legislation;
- Monitoring the design, construction, and implementation status of projects.

Achievements

Provided policy review for 10 proposed programs/projects for Office of Planning and Budget Services
Provided the technical and budgetary assistance to the Commissioner to successfully cut the Division budget costs by 15%

Teacher, DeKalb County, Georgia Board of Education

December, 1999 to March, 2000

Responsible for:

- Teaching elementary students grades 1st through 7th in courses ranging from Computer Science, Math and English.

Chief of Staff to Fulton County, Georgia Commissioner

January, 1996 to July, 1999

Responsible for:

- Program development, evaluation, policy making, research development, budget analysis, and strategic planning for the County Commissioner of District 5 in Fulton County, Georgia.
- Performance of cost benefit analysis of the county departmental programs with combined annual budgets totaling over \$100 million;
- Provision of recommendations to County Commissioner regarding county issues and activities; and
- Direction of staff of three District employees.

Achievements

Developed, with the assistance from Fulton County officials and the Brown-Field Airport Steering Committee, a Noise Abatement Program with a \$1 million budget that will provide home improvements to approximately 150 to 200 homes within a one-year period (1998)

Provided the technical and budgetary assistance to District Commissioner to successfully cut the County District 5 General Fund budget costs by 15% in 1996 and 5% in 1997

Developed, with the assistance of county officials, an improved Public Information system which allowed for a 30% increased efficiency rate in the release of information concerning County District 5 activities to the general public

Served on the Northwest Senior Multi-Purpose Advisory Committee which provides the policy direction for the design and construction of a \$4.4 million multi-purpose Senior Center Facility opened in November, 1998

Provided technical assistance and recommendations to the County Commissioner of District 5 in the successful attainment of over \$10 million for capitol improvement projects for County District 5 in 1997 and 1998

Assisted county officials, citizens, community groups and business groups in the development of the Southwest Fulton Comprehensive Plan

Planner, Fulton County Georgia Government

November, 1993 to December, 1995

Responsible for:

- Reviewing land use proposals, with an estimated value of over \$300 million, for adherence to county land use policies in 1994 and 1995;
- Providing recommendations to the County Board of Commissioners concerning proposed economic development projects;
- Leading negotiations between community groups, citizens, and developers on land use issues affecting Fulton County, Georgia

Achievements

Reviewed over 90 land use/economic development proposals to determine potential growth effectiveness as well as adherence to county land use policies in Fulton County, Georgia from 1993 to 1995

Provided approximately 80 to 90 recommendations for land use development proposals to the County Board of Commissioners from 1993 to 1995

Provided policy review of over 70 proposed economic development projects which would bring an estimated \$200 million in economic development to Fulton County, Georgia

Negotiated over 30 agreements between community groups, businesses, citizens, and developers over a two-year period (1993 to 1995)

COMPUTER SKILLS

Microsoft Word, Microsoft Power Point, Microsoft Access, Microsoft Excel

PROFESSIONAL AFFILIATION

Full Member: International City County Management Association

Member: Georgia City County Management Association

EDUCATION

Bachelor of Arts Degree, Political Science, The University of Iowa, Iowa City, Iowa

Master of Public Administration Degree, Clark Atlanta University, Atlanta, Georgia

REFERENCES

The Honorable Clarence E. Billups
Mayor, City of Waycross, Georgia
802 Dorothy Street
Waycross, Georgia 31501
(912) 285-498

Robert Powell
1170 Michael Court
Lithonia, Georgia 30058
(770) 482-2780

Tyree Stovall, Principal
Stovall Design Group, Inc.
129 Stolen Hours Lane
Fayetteville, Georgia 30215
(678) 588-1007

Jake T. Kornegay

jakekornegay15@gmail.com

2748 Spring Meadow dr | Warrington | PA | 18976 | tel: 215.791.3156

EDUCATION: TEMPLE UNIVERSITY, Fox School of Business, Philadelphia, PA
Bachelor of Business Administration, Graduation: May 2020
Major: Business Management

Selected Courses:

STAT 2103	HRM 1101
ACCT 2101	ACCT 2102
MIS 2101	MKTG 2101

EXPERIENCE: OPEN DOOR VALET, Newtown, PA April 2018 – Present

Valet Driver

- Responsible for parking customers vehicles and ensuring their safety and timely return to owner.
- Trouble Shoot issues with clients on the lot, for example, lost claim tickets.

MOD PIZZA, Warrington, PA August 2016 – April 2018

Manager, Retail

- One of the fastest growing retail chains in the United States, started as a crew member and was promoted within a year to manager.
- Ensuring the crew was on task, oversaw daily operations, counted register twice each shift, including money deposits, as well as opening and closing store.

Happy Tymes, Warrington, PA April 2014 – November 2015

Cashier/Party Caption, Retail

- Greet and interact with each customer upon entry before asking what kind of package they would like to purchase using credit cards/cash.
- Operate front counter, monitor how parties are doing, as well as make sure all rides are covered, schedule and reserve birthday parties by securing deposits in advance.
- Prepare, arrange, and supervise parties and food orders according to the desires of host families before, during, and after party while ensuring children are entertained and active. Assess and resolve any customer complaints to best ability.

Ann's Choice, Warminster, PA October 2012 – April 2014

Server, Dining Staff

- Delivered food request to residents for breakfast, lunch, and dinner.
- Worked with POS system, providing quick, fast service to every resident.

SKILLS:

- POS databases
- Microsoft Office – Word, PowerPoint, Excel
- Data Entry
- Management
- Customer Service

MIRKA LITWAK

SUMMARY

A professional with over 14 years of experience across research, data management, and analytics.

WORK EXPERIENCE

Franklin Templeton Investments, Fort Lauderdale, Florida

Jan 2005 - Feb 2019 · 14 yrs 2 mos

Manager, Global Research Library - Portfolio Services

May 2016 – Feb 2019 · 2 yrs 10 mos

- Led Data Visualization, Information Technology, and Research Librarian teams within the Global Research Library, focusing on providing customized research and data visualization services to investment professionals globally.
- Expanded and built strong client relationships by acting as liaison with portfolio managers, research analysts, marketing, and compliance teams to facilitate approval of content used for external communication with clients.
- Improved services, data quality, and reporting by creating user-friendly dashboards to view, cross-filter, and analyze usage data.
- Improved operating efficiency by simplifying work processes.
- Enhanced team abilities through a constant focus on professional development (SQL, FDS, API, etc.).

Supervisor - Data Visualization, Global Research Library - Portfolio Services

Feb 2012 – May 2016 · 4 yrs 3 mos

- Developed data dashboards, spreadsheet models, and chart-books tracking global returns, valuations, and economies.
- Assisted with creating and updating client presentations using PowerPoint.
- Leveraged various software to automate the updating process of charts, data dashboards, chartbooks, reports, and presentations.
- Coached analysts to support the rising needs of data related services.
- Served as a subject matter expert on database/software functionality. Conducted database or software trainings for investment professionals on as needed basis.

Data Visualization Analyst, Global Research Library - Portfolio Services

Jan 2008 – Feb 2012 · 4 yrs 1 mo

- Expanded department capabilities by providing quantitative services.
- Provided analytical support to senior portfolio managers by performing secondary research and developed original content justifying portfolio positioning using macroeconomic and financial data.
- Proactively developed expertise in a software used by investment professionals which allowed us to expand our country coverage for 46 countries.
- Researched, analyzed and translated data into effective charts and graphs. Used economic, industry/sector, and company financial data to create the content.

Business Analyst, Marketing

Jan 2006 – Jan 2008 · 2 yrs

- Simplified the updating process of pitch books, product profiles, and sales presentations by converting them to Excel and PowerPoint.
- Created centralized repository for data and supporting documents enabling team members to access files easily and in a timely manner.
- Improved and increased operating efficiency by automating/digitizing number of manual and repetitive tasks (pitch books, sales presentations, client reports, etc.).

Document Specialist, Marketing

Jan 2005 – Jan 2006 · 1 yr

- Production of pitch books and sales presentations.
- Production of content for quarterly client reports.
- Production of global marketing materials.

Graphic Designer, Miami, Florida

Mar 2002 – Jan 2005 · 2 yrs 11 mos

As a self-contractor, I worked with multiple companies such as WLRN Public Radio and Television for South Florida, Ocean Drive, Luminaire, Tail, Inc., GT Financial, LLP & GT Mortgage, Absolute Realty of South Florida, Marc Leasing, Spidy Bakery s.r.o., ULR Systems Corporation, Tropical Tribune, Cobalt Design Studios, and Franklin Templeton Investments:

- Developed marketing materials, newsletters, interactive flash presentations, e-commerce site, corporate identity, posters, web-site banners, and TV guides.
- Developed advertising campaign for Absolute Realty to create awareness nationwide, which increased sales over 130%.
- Developed environmental graphic and spec sheets for Luminaire to define products.

Restaurant Centrum, Ropice, Czech Republic**Bookkeeper and Inventory Control**

Jul 1996 – Oct 1999 · 3 yrs 4 mos

- Single-entry bookkeeping.
- Handled cash and made daily deposits.
- Controlled price structures and margins by designing system to immediately alert management of low profit margins.
- Maintained employee payrolls, personnel database, and managed budget.

EDUCATION

Bachelor of Fine Arts in Graphic Design

Ai - Miami International University of Art & Design, Florida, USA

Graduated with Honors in June 2003: Summa Cum Laude, Best Portfolio, Excellence in Humanities and Social Science

Technical Administration Assistant - Similar to an Associate's Degree in Business Administration

Technical Vocational School, Havirov, Czech Republic

Graduated with Honors in June 1996

SKILLS

Microsoft Office Applications (Excel, PowerPoint, Outlook, Word), Microsoft Power BI, Factiva, SharePoint, Lexis-Nexis, Mindjet, Bloomberg Terminal, FactSet, and Adobe Creative Suite.

Able to learn proprietary systems/applications quickly and easily.

LANGUAGES

Bilingual in English and Czech

WILLIAM J. McCAULEY, III
4336 South Woodland Drive
Bensalem, PA 19020
(484) 645-2131 Cell

February 24, 2020

The Honorable Philippe Bien-Aime
City of North Miami
776 NE 125 Street
2nd Floor
North Miami, FL 33161

Dear Mayor Bien-Aime:

In response to your announcement, I would like to apply for the opening as City Manager of North Miami. I am enclosing my resume in application for the position.

As you consider my inquiry, I shall have amassed over 40 years of progressively responsible experience in local government. As my record of accomplishment shows, I am a dynamic leader, a team player, and a results-oriented manager. The greatest strengths I possess are my vision, financial acumen and economic development skills, and they have all been battle tested on the front lines of municipal management.

It strikes me that the skills I have acquired in local government would be an obvious fit for the challenges that lie ahead in North Miami. Throughout my career, I have turned around municipalities in crisis while working in tempestuous political mediums. In my present position, I resurrected Bristol Township from the brink of bankruptcy and mired in corruption to create a community with new jobs, rebuilt infrastructure, an obsession for customer service, and improved quality of life. As a direct result of my efforts, Bristol Township was named as one of the top 50 places to live in America by Money Magazine. At this point in my career, I would welcome the challenge to take a well-managed City to an elite local government.

Should you have any questions, or require any additional information, please do not hesitate to contact me. Thank you for your kind consideration in this matter.

Sincerely,


William J. McCauley, III

Enclosure

WILLIAM J. McCAULEY, III
4336 South Woodland Drive
Bensalem, PA 19020
(484) 645-2131
E-MAIL: wmccauley@comcast.net

BACKGROUND SUMMARY

Over forty years of progressively responsible experience in local government management. Proven track record in turning around financially distressed communities and fighting municipal corruption. Excellent leadership, financial, economic development, negotiating, redevelopment, and labor relations' skills.

PROFESSIONAL EXPERIENCE

McCAULEY CONSULTING, LLC
PRESIDENT, BENSALEM, PENNSYLVANIA

JANUARY 2020 - PRESENT
2010 -- 2014

Started own company to provide management and financial services to the public and private sector. Perform management studies, collective bargaining agreement review, contract negotiation, Act 111 police contract exhibit preparation and expert witness testimony, and budget review. Reactivated LLC upon separating from Bristol Township.

TOWNSHIP OF BRISTOL

JANUARY 2012 – DECEMBER 2019

TOWNSHIP MANAGER, BRISTOL, BUCKS COUNTY, PENNSYLVANIA.

Responsible to seven- member Council operating under newly enacted Strong Manager - Council form of government.

DUTIES: Chief Executive and Administrative Officer for Bristol Township, population 55,421, \$70 million budget, \$60 million in Pension Assets, and 130 full-time equivalent employees. Largest First-Class Township in Bucks County.

MAJOR ACCOMPLISHMENTS:

- Conducted land acquisition and oversaw design, bidding and construction of \$8.5M Municipal Park reconstruction including new Amphitheatre, artificial turf athletic field, spray park, accessible playground, baseball field, parking areas and walking trail.
- Named one of top 50 places to live by Money Magazine in their 2106 edition of Best Places to Live in America.
- Produced \$18,713,282 in General Fund surpluses and \$29,693,783 in all funds surpluses. Implemented "Cutting to Invest" approach by drastically reducing expenses to invest in dilapidated infrastructure and save Township from bankruptcy.
- Oversaw design, bidding and construction of \$6 Million in improvements to Municipal Buildings including construction of Police sally port, new Public Works Building and Salt Shed, and extensive renovations to interior of Administration Building and exterior of Municipal Complex.
- Constructed over \$64 million in Capital Improvements during tenure without raising any taxes and lowering real estate tax millage twice.
- Challenged corrupt District Attorney in Common Pleas Court leading to landmark victories resulting in being first plaintiff in history of the Commonwealth of Pennsylvania to have a Grand Jury Report thrown out and not allowed to be used for any purpose.
- Created over 2500 new jobs in six years by implementing comprehensive economic development policies emphasizing Keystone Opportunity Zones offering significant state and local tax abatement benefits, providing financing for businesses, and streamlining the review process for development.

- Resurfaced 125 miles out of a total of 177 miles of Township highways including many original roads constructed by William Levitt without raising taxes.
- Proposed and implemented new five-year solid waste and recycling contract saving property owners \$5.4 Million. New contract provided each residence with 96-gallon trash cart and 65-gallon recycling cart for once-weekly collection by totally automated natural gas powered trucks. Recycling performance increased 73% in first four years of operations.
- Improved Bond Rating from A2 to Aa3 during period when Bristol Township School District, with the exact same tax base, was downgraded from Aa2 to A3 with negative outlook.
- Proposed and implemented Blight Abatement Program resulting in the reduction of vacant houses from 200 to 67 in first year. Created a \$1,000,000 revolving fund to pay for all expenses related to condemning blighted houses, demolishing structures, and putting properties back on market.
- Obtained \$2.5 Million in grant funding for the construction of traffic signal and intersection improvements throughout the Township.
- Completed complex \$20,505,000 bond refinancing of two issues including a taxable bond resulting in \$1,190,683 savings to Township.
- Obtained \$1,275,000 in grant funding to install state of the art *STARSENSE*, "Smart Street Light" system, and replace 4,400 antiquated, expensive street lights with LED luminaires. The \$2,450,000 project paid for itself in four years with cost savings from electric and maintenance expense.
- Reduced unfunded liability for Post-Retirement Health Benefits by \$18,700,000 from 2013 - 2016.
- Supervised over \$14 Million in construction improvements to Wastewater Treatment Plant and Collection System to bring Township into conformance with Consent Order with US Environmental Protection Agency making Sewer Plant compliant with all regulations for first time in 20 years.
- Replaced over 100 40-year old neighborhood signs with visually attractive state of the art signs.
- Reduced workforce by 34 full-time equivalent positions for cost savings in excess of \$3,600,000 while increasing Township services.
- Renegotiated energy contracts lowering electric rate for street lights from 6.8 cents to 3.9 per kilowatt hour and general rate from 8.6 cents to 6.8 cents per kWh saving \$375,000.
- Proposed and implemented amended 2012 Budget with tax cut and \$105,249 spending reduction within 30 days of assuming office and eliminated \$705,000 structural deficit in first year.

KEYSTONE MUNICIPAL SERVICES, INC 2007 – 2011
MANAGEMENT CONSULTANT/MARKETING REPRESENTATIVE, MORTON, PENNSYLVANIA.

DUTIES: Provide executive search, interim management and financial services to clients. Perform management and organizational studies, financial analysis, and contract negotiations for municipalities. Draft contract proposals, prepare exhibits, and testify on behalf of municipal clients in Police binding interest arbitration hearings. Responsible for marketing company services to local government contacts.

TOWNSHIP OF BENSLEM 1994-2007
DIRECTOR OF ADMINISTRATION, BENSLEM, BUCKS COUNTY, PENNSYLVANIA.
 Responsible directly to Mayor, operating under Strong Mayor-Council form of government.

DUTIES: Chief Administrative and Fiscal Officer for Bensalem Township, population 60,000, \$75 million budget, \$61 million Trust Fund, \$55 million in Pension Assets, and 210 full-time employees. Full service, first ring suburban community bordering City of Philadelphia. Ninth largest municipality in Pennsylvania.

MAJOR ACCOMPLISHMENTS:

- Proposed and negotiated sale of water distribution and sewer collection systems with 16,000 customers to private water company and county sewer authority for \$71.5 million.
- Produced Township's Economic and Political Impact Analysis on Slot Machines at Philadelphia Park Racetrack for Legislators directly resulting in Host Municipalities receiving 2% of Gross Terminal Revenue or \$10 million annually, whichever is greater.
- Completed four-year, \$16 million Highway Reconstruction Program in three years at cost of \$13.8 million, including reconstructing and/or resurfacing every roadway in Township.
- Proposed acquisition of golf course, driving range, and banquet facilities by use of eminent domain powers saving Township several million dollars and preserving 120 acres of scarce open space from development.
- Negotiated three-year contract for banking services providing for highest interest rate paid any municipality in PA and NJ, no fees for any services, and \$180,000 contribution for naming rights to Township Amphitheatre in Park facility.
- Proposed and established Capital Trust Fund for investment of net proceeds from sale of utilities to provide long-term revenue source from sale of asset. Developed written investment policy and selected two money managers to invest and preserve \$61 million.
- First municipality in PA to install RequestPartner program, an online Citizen Request Management System. Residents can submit and track service requests or complaints 24 hours a day/7 days a week with all requests maintained in a centralized offsite database.
- Installed state of the art computer network with 130 users converting from various software programs to Microsoft Outlook 2000, Office 2000 and Small Business 2000 providing first Township internal and external E-mail systems and uniform software in two buildings.
- Improved Township's Fund Balances from negative \$256,000 to a \$16 million surplus without raising real estate taxes.
- Negotiated Consent Order and Agreement with PA DEP and directed clean up and restoration of Wetlands in Township park to complete five-year work plan early and save \$1 million on cost of clean-up. Township received 2000 Honor Award from Consulting Engineers Council of PA for innovative approach to an environmental project.
- Secured three bond rating upgrades from Moody's Investor's Service from Baa to Aa3.
- Negotiated groundbreaking Cable TV Franchise Agreement providing for payment of franchise fees on gross internet revenue, state of the art Cable TV and Internet services, and donation of \$150,000 to construct Township's own television studio.
- Negotiated cash incentive program to buy out employees with costly indemnity health insurance while saving \$250,000 in first year and \$1 million over five year period.
- Reduced annual insurance premiums for general, public officials, and police liability, property, business auto, and workers compensation from \$1.3 million to \$336,500.

- Implemented Township's first Geographic Information System including consultant selection, contract negotiation, and acquisition of new aerial photos for use as base maps. Oversaw production of Township's first official digitized zoning and highway maps.
- Supervised bond issues totaling \$62,820,000 to refinance and restructure existing debt and provide funds for necessary capital improvement programs and projects.
- Reduced Workers Compensation Experience Modification from 1.8 to .464 and lowered annual premium from \$922,000 to \$130,000.
- Proposed and directed the transfer of two pension plans with \$32 million in assets from the PA Municipal Retirement System to Township administered plans resulting in first year savings of \$500,000, total savings of over \$2 million, and improved benefits to employees.
- Guided all phases of \$2 million construction of new Public Works facility.

BOROUGH OF PHOENIXVILLE

1991-1994

BOROUGH MANAGER, PHOENIXVILLE, CHESTER COUNTY, PENNSYLVANIA. Responsible to 12 member partisan Borough Council, operating under Strong Manager Ordinance.

DUTIES: Chief Administrative Officer for Borough of Phoenixville, population 15,500, \$11 million budget, and 100 employees. Full service community including water and sewer plants serving 25,000 residents.

MAJOR ACCOMPLISHMENTS:

- Eliminated \$1.2 million deficit in under two years, corrected negative cash flows in water and sewer funds to put all funds in black after seven consecutive years of deficits.
- Conducted in-house investigation leading to Federal Bureau of Investigation inquiry and convening of Grand Jury probe into political corruption.
- Secured \$335,000 Community Development Block Grant for construction of storm sewer improvements to provide additional stormwater capacity and abate flooding conditions.
- Supervised three bond issues totaling \$8.8 million to refinance existing debt, rehabilitate antiquated water system, and provide funds for necessary capital improvement projects.
- Developed and implemented written \$3.5 million Five Year Capital Improvement Plan for Water Distribution system. Oversaw replacement of largest number of miles of mains in history of the Borough.
- Implemented transfer of police dispatching duties to Chester County saving Borough over \$300,000 in first two years.

LOWER PROVIDENCE TOWNSHIP

1985-1990

TOWNSHIP MANAGER, LOWER PROVIDENCE, MONTGOMERY COUNTY, PENNSYLVANIA. Responsible to five-member partisan Board of Supervisors, operating under Strong Manager Ordinance.

DUTIES: Chief Administrative Officer for Township of Lower Providence, population 20,000, \$5.4 million budget, and 75 employees.

MAJOR ACCOMPLISHMENTS:

- Chaired Montgomery County Municipal Waste Advisory Committee charged with preparation of County's first Solid Waste Management Plan.

- Negotiated 36-year lease of 13.7 acres in State Park from Pennsylvania Department of Environmental Resources for only \$20,000 for development as Township Park.
- Chaired Consultant Selection Committee of Transportation Management Association for program design and served as founding Director in joint public/private partnership.

TOWN OF CHARLESTOWN **1982-1985**
TOWN ADMINISTRATOR, CHARLESTOWN, RHODE ISLAND. Responsible to five-member partisan Town Council, operating under Home Rule Charter.

DUTIES: First Chief Administrative and Fiscal Officer for Town of Charlestown, population 6,000, seasonal population 25,000, \$1.5 million budget and 40 employees, second fastest growing municipality in State of Rhode Island between 1980 and 1985. Responsible for making the many administrative, organizational, and operational changes necessary in the transition to council-manager form of government.

TOWN OF WESTMINSTER **1980-1982**
TOWN MANAGER, WESTMINSTER, VERMONT. Responsible to three-member Board of Selectmen, operating under State Town Manager legislation.

DUTIES: First Chief Administrative and Fiscal Officer for Town of 2,600, \$515,000 budget and ten employees.

TOWN OF CANAAN **1979-1980**
TOWN ADMINISTRATOR, CANAAN, NEW HAMPSHIRE. Responsible to three-member Board of Selectmen, First full-time Administrative Officer for Town of 2,500, seasonal population 6,000, \$750,000 budget and 13 employees.

TOWN OF HOLDEN **1978**
INTERN TO THE TOWN MANAGER, HOLDEN, MAINE. As part of undergraduate program worked in Town Manager's office on special projects.

EDUCATION

Bachelor of Arts, University of Maine, May 1979.

Major in Public Management with concentration on local government administration.

Graduate coursework in Master of Business Administration Program, St. Joseph's University, Philadelphia, Pennsylvania.

Completed Association for Pennsylvania Municipal Management Professional Development Program.

Completed Federal Bureau of Investigation Community Partnership Program.

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES

Full Member, International City/County Management Association

Member, Southeastern Pennsylvania Municipal Management Association
 Secretary, 1998; Treasurer, 1999; Vice President, 2000; President, 2001.

Bucks County Consortium of Communities
 Second Vice President, 1998-1999; First Vice President, 1999-2000; 2000-2001 President.

Founding Director, Delaware Valley Health Insurance Trust, 1998-2007
 Executive Committee Treasurer, 1999-2007.

RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA–CM

905 Brickell Bay Dr. Suite 323 Miami, Florida 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

January 29, 2020

City of North Miami, Florida
Human Resources

Subject: City Manager

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. I have over 25 years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA–CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning and implementation of capital programs up to \$2-Billion including facilities and public infrastructure, e.g., transportation, water/sewer systems–treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue-enhancing initiatives across 20 Departments and Bureaus including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and three audits within 18 months after taking over. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013. Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership within three years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver after my first year of service.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances were implemented and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, 500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. Also led the administration and implementation of numerous government programs and preparation of multiple budgets for several Departments and Cities. Moreover, served as Chief Financial Officer in charge of assessing financial conditions, recommending policy alternatives, and implement cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Mendez-Saldivia, MBA, PE, CGFM, ICMA–CM

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

Ricardo Jose Mendez, PE, MBA, CGFM, ICMA-CM**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

Ricardo Jose Mendez, PE, MBA, CGFM, ICMA-CM

- 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

Ricardo Jose Mendez, PE, MBA, CGFM, ICMA-CM

- 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 \$2 Billion 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

Ariel Morel, MBA, MS

Operations | Organizational Management | Quality Assurance

SENIOR ADMINISTRATIVE & OPERATIONAL EXECUTIVE

Miami Beach, FL ■ arielmor24@yahoo.com ■ (305) 796-5626 ■ [linkedin.com/in/arielmor24/](https://www.linkedin.com/in/arielmor24/)

January 28, 2020

Philippe Bien-Aime
City Mayor
City of North Miami
776 NE 125th Street, 2nd Floor
North Miami, Florida 33161

Dear Honorable Bien-Aime,

I am a highly experienced executive with expertise in ensuring exemplary service quality, implementing highest use of resources, and eliminating unnecessary expenses to drive operational efficiency across dynamic organizations. I read with interest the opening you had posted for the **City Manager** at **City of North Miami** and am certain my blend of administrative and operational leadership encompassing CAO, CEO, COO, and Executive Director roles positions me to drive ongoing success at your company.

I have a strong background in collaborating across all sectors within an organization to streamline operations, promote organizational efficiency, and maximize results. I strive to ensure my leadership team is equipped with the skills necessary to succeed. As you'll see on the attached resume, I've successfully guided improvements across multiple sectors within an organization to include Accounting, Community Development, Educational Services, Elder Services, Health and Human Services, HR, IT, Public Safety, Recreation and Risk Management throughout my career to garner significant cost savings and business growth.

In my most recent role with the Seminole Tribe of Florida, I directed management teams across 12 human services departments and oversaw operations across 5 locations statewide, successfully driving comprehensive changes to facilitate exemplary service levels to members based nationally and internationally. I regularly acted as Chief Executive Administrative Officer during the executive's absence, and stepped in to develop a new structure and guide strategic vision as Interim Director of the tribe's educational leadership unit. Significant achievements from this role encompass:

Results	Action
✓ Grew Business \$11M in 2019	Collaborated with internal leaders to identify additional funding opportunities; leveraged community partnerships to enhance services.
✓ Established Culture of Success	Fortified senior management team, replaced underperforming staff, and coached leaders to strengthen service capacity.
✓ Drove Millions in Savings	Developed / implemented comprehensive strategic & resilient plans projected to save \$10M+; minimized expenses 20% with comprehensive performance realignment.

I have an MBA with a specialization in Organizational Leadership, serve as a board member for multiple professional organizations across the national and regional business communities, and regularly speak at businesses and conferences on effective leadership techniques.

I look forward to discussing how my experience can promote growth and excellence at your organization. Contact me at the phone number or email address above to set up time for us to speak further about the role.

Sincerely,

Ariel Morel

Ariel Morel

"ARIEL IS A MOVER AND SHAKER WHO'S ABLE TO SPUR TEAMS ON TO ACTION TO ACHIEVE DELIVERABLES THAT SUPPORT THE OVERALL MISSION AND VISION. HE CHAMPIONS LEADERSHIP AND SUPPORTS STAFF DEVELOPMENT AND GROWTH." —SUBORDINATE, SEMINOLE TRIBE OF FLORIDA

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 5+ 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: Chief Operating Officer / Vice President*

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. – Director of Quality Assurance & Quality Improvement • Miami, FL, 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 homing 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–Present | 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, Publication & Presentations

LIFETIME MEMBER – Sigma Beta Delta (ΣΒΔ) International Honor Society for Business, Management and Administration, 2018–Present

LIFETIME MEMBER – Golden Key International Honour 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

February 8, 2020

Re: Ware County Assistant County Manager position

To Whom it May Concern

I am a seasoned professional with over 25 years' experience in local government management where I learned the basis of good government with administering development, planning and zoning for the City of Ogdensburg and refined my administrative skills while serving as the chief executive/administrative officer for the Village of Saranac Lake, the City of Oneonta, Cortland County, respectively, and most recently as Assistant City Manager in New Port Richey, Fl.

I know my proven leadership skills, strong commitment to high ethical standards and ability to maintain effective working relationships with diverse groups of employees, elected officials and citizens would allow me to make a significant contribution in Ware.

I would welcome an opportunity to discuss my qualifications with you in greater detail and what skills and abilities I can provide as Ware County Assistant County Manager.

Sincerely,

Martin Murphy, MPA, ICMA-CM, AICP

MARTIN D. MURPHY, MPA, ICMA-CM, AICP

3418 Lori Lane ♦ New Port Richey, FL 34655

(315) 323-1805 (c)

mdmurphy1259@yahoo.com

EXECUTIVE SUMMARY

Master Degreed, International City/County Manager Association Credentialed Manager, American Institute of Certified Planners accredited, professional with 25+ years' experience in local government operations and demonstrated broad based competencies in:

***Fiscal Management/Budgeting
Strategic/Urban Planning
Policy/Program Facilitation
Service Delivery Management***

***Grant Administration
Human Resources
Contract Administration
Public Safety***

***Public Works Functions
Labor Negotiations
Emergency Management
Economic Development***

- Experienced, decisive, goal orientated professional with Master of Public Administration and Bachelor of Science Degree and thorough knowledge of public administration principles and practices with proven management and leadership skills
- High level of analytical expertise to deal effectively with complex financial, technical and organizational issues with thorough knowledge of budget procedures, charter provisions, ordinances, and state laws pertaining to local government administration
- Outstanding diplomatic, supervisory and communication skills to interact professionally and work cooperatively with elected officials, department heads, employees, representatives of other agencies and the public
- Resilient, resourceful, energetic and self-motivated, able to handle multiple projects simultaneously and ability to plan, assign, delegate and direct the work of administrative and supervisory personnel effectively and efficiently
- Demonstrated expertise in strategic planning, policy facilitation, public service delivery, community revitalization, housing and economic development, capital project management and entrepreneurial operations

PROFESSIONAL EXPERIENCE

CITY OF NEW PORT RICHEY

New Port Richey, FL 11/16 – 10/17

Assistant City Manager

- Provided assistance to City Manager by personal attention to administrative details and to special projects as directed.
- Assisted in the development of and implementation of an active growth plan to include annexation, utility service expansion.
- Administered City's Amnesty Program and prepare reports on a variety of subjects by gathering research and evaluating alternate courses of action.

- Drafted proposed policies and procedures and assist in coordinating activities with other government bodies.
- Oversaw Human Resource Department and Information Technology Department

Notable Achievements

- Initiated and guided Strategic Planning Process
- Authored Annexation Feasibility and Strategic Study RFQ
- Directed comprehensive personnel rules & regulations review/revision

CITY OF ONEONTA

Oneonta, NY 10/14 – 07/15

City Manager

- Chief Executive Officer and Chief Budget Officer for a City serving over 14,000 residents, with an annual operating budget of \$15.5 million; \$2.25 million water fund; \$2.26 sewer fund. Responsible to the Common Council for the daily administration and overall supervision of 13 city departments and 125+ employees.
- Lead negotiator on management team in the collective bargaining process with all collective bargaining units.
- Lead the annual planning and budgeting process, including the preparation of a full draft budget that is presented to the Common Council.
- Served as liaison for the City in dealing with other local, county, state, and federal government entities.
- Served as liaison between department heads of all departments and agencies of City government, and the Mayor and Common Council.

Notable Achievements

- Led organization recovery following the sudden death of the City's Mayor.
- Successfully negotiated three expired union contracts within first 6 months and instituted regularly scheduled labor-management meetings with all four unions.
- Revised Administrative Personnel Manual to be consistent with City Charter, and all federal and State laws.
- Enhanced operating procedures and organizational protocols in the departments of Code Enforcement, Parks & Recreation and City Clerk.

- Implemented a comprehensive, data driven analysis of the Fire Department to identify optimal staffing levels, deployment protocols and most efficient organizational structure.

COUNTY OF CORTLAND

Cortland, NY

5/10 – 10/14

County Administrator

- Chief Administrative Officer and Budget Officer for a County serving 50,000+ residents, with an annual operating budget of \$125 million. Responsible to the county legislature for the daily administration and overall supervision of 30 county departments and over 650 employees.
- Performed professional, administrative, and managerial functions as directed by the County Legislature.
- Prepared tentative \$125 million county budget; prescribed the form of all financial reports filed by agencies, departments, officials, institutions, and other County agencies.
- Served as key liaison between the County Legislature and 30 County departments, agencies, boards, commissions, and advisory committees established by the Legislature.
- Participated in all labor relations activities including collective bargaining, contract administration, grievance proceedings and, appointment and/or dismissal of all nonelected department heads.
- Introduced expediated negotiations sessions and reduced contract deliberations from months to days.
- Provided administrative direction and held regular meetings for all County department heads ensuring smooth implementation of Legislative policies and procedures.

Notable Achievements

- Established new Finance Office and assumed responsibility for all accounting functions and financial reporting, reconciliations, budget transfers and purchase requisitions.
- Implemented electronic tax installment collection software system to streamline process, enhance accuracy and provide timely collection and reporting.
- Initiated annual room occupancy tax collection and workers compensation audits.
- Lead negotiator for sales tax distribution agreement to all county municipalities.

- Developed and implemented multiple County budgets in excess of \$120 million; all in compliance with State-mandated 2% tax levy cap; reduced Constitutional Taxing Limit
- Oversaw the development and acquisition of a \$16 million, county-wide emergency interoperable communication system; developed creative leasing/bonding financing structure
- Reorganized county 911 emergency dispatch services dispatch into new Emergency. Communication and Response Department to support \$16M emergency interoperable communications system.
- Successfully negotiated five separate labor contracts representing over 650+ employees.
- Negotiated the transfer of the County-owned Certified Home Health Agency to private service provider for \$.6 million profit and subsequently eliminated annual operating losses in excess of \$100,000.
- Oversaw the coordination and implementation of a \$2 million energy savings project through National Grid rebate program and NYPA energy incentive program.
- Facilitated new Dental Network Plan for all County residents.
- Implemented leasing program and saved thousands in employee travel reimbursement. • Implemented County-wide fleet vehicle leasing program.

VILLAGE OF SARANAC LAKE

Saranac Lake, New York

11/07 – 5/10

Village Manager

- Chief Administrative Officer and Budget Officer for a Village serving 5,000+ residents, with an annual operating budget of \$4.3 million. Responsible to the Board of Trustees for the daily administration and overall supervision of 10 village departments and over 60 employees. Chief Administrative Officer Implement policies, procedures of the Village as established by the Board of Trustees.
- Provided overall executive and personnel management, highly strategic direction and organizational leadership for Village government comprised of ten departments and over 60 full-time and numerous seasonal and part time employees.

- Complete executive responsibility for preparation of tentative budget and administration of \$4.3M general fund along with \$1.4M water fund and \$2.7M sewer fund.
- Represented Village in sensitive negotiations, labor relations, critical problem solving sessions, and serve as liaison to several citizen advisory boards and groups to promote and explain municipal policies, programs and procedures.

Notable Achievements

- Two year tax rate increase average < 2%; first tax rate decrease in over 10 years.
- Implemented Alternative Drinking Water Source Project (\$12.5M); system wide water meter project (\$1M); Supervisory Control and Data Acquisition System (\$.5M). • Developed of Employee Handbook with personnel policies and practices.
- Initiated first ever employee performance appraisals.
- Reversed deficit spending trend on major recreational facility operation.
- Introduced agenda format with detailed resolutions and account coding.
- Created weekly update for distribution to elected officials, initiated regular staff meetings.

CITY OF OGDENSBURG

Ogdensburg, New York

5/89 – 11/07

Director of Planning & Development

(1993 - 2007)

Executive Director OGF Development Corporation

(1993 - 2007)

Administrative Director New York State Empire Development Zone (1989 - 1993)

Notable Achievements

- Management and supervisory responsibility of Department of Planning & Development including the Offices of Planning, Economic Development, Housing Rehabilitation and Code Enforcement.
- Prepared, evaluated, and implemented complex, technically sophisticated strategies for city's Comprehensive Development Plan and Capital Improvement Program.
- Executive responsibility for administration and performance of \$2.1 million, federally funded, local revolving loan portfolio.
- Developed and led 1st City strategic management initiative of all City Departments.
- Primary author of successful grant applications totaling over \$20M.
- Successful redevelopment of abandoned Brownfield industrial sites (US EPA Brownfield Program/NYS Environmental Restoration Program).

- Developed and implemented successful private/public strategic plan for Historic Downtown Revitalization Program.
- Successful development and implementation of Greenbelt Park Master Plan (Community Civic Center/Arena, Swimming Pool, Marina/ Boat Launch, Maple City Recreation Trail, St. Lawrence River Boardwalk, Visitor Center).
- Created, introduced and implemented successful, citywide, systematic inspection program for over 1,700 rental dwelling units.

EDUCATION

- **MASTER OF PUBLIC ADMINISTRATION** 1989
 - State University of New York at Brockport
- **BACHELOR OF SCIENCE** (*Business Administration*) 1987
 - State University of New York at Plattsburgh

PROFESSIONAL DEVELOPMENT

- ICMA Credentialed Manager (ICMA-CM)
2012
- American Institute of Certified Planners (AICP)
1998
- Economic Development Finance Professional (EDFP)
1992

AFFILIATIONS, AWARDS & COMMUNITY SERVICE

- Rotary International Club - Paul Harris Fellowship Award , Past President
- New York State Governor's Waterfront Rediscovery Award
- Member, Board of Directors, Society of United Helpers
- Member, Board of Directors, Minor Hockey Association
- Member, Fraternal Order of Elks
- Member, United States Coast Guard Auxiliary
- International County/City Management Association Florida Co

1111 N. Poplar Fork Road
Hurricane, WV 25526
E-Mail: bennewhouse0000@outlook.com
(304) 741-4878

January 30, 2020

City of North Miami, FL

To Whom It May Concern:

Enclosed you will find my resume concerning the City Manager position for the City of North Miami. For the past 27 years, I have worked extensively in economic and community development throughout West Virginia. I have served on 30 boards to better understand various agencies and programs from which I could assist with collaboration, advocacy and education to assist families and businesses.

My background stems from community and economic development and I chose this profession based on the great reward to link individuals to programs and agencies that would provide direction and enrich lives. Community enhancement leads to many possibilities such as job creation, higher educational standards, and heightened goals and benchmarks.

Throughout my education and experience, I have collaborated with many organizations to initiate and/or invigorate existing programs. By developing benchmarks and goals, projects such as housing, business development and community revitalization have been a part of my career to reshape neighborhoods and create opportunities.

My perception of this position is to work with many partners, educate, advocate, energize and stimulate activity for the City of North Miami toward their greatest needs. I consider myself to work well within a team dynamic to create new opportunities for residents, businesses and employees for the City of North Miami.

I greatly appreciate the consideration to work for the City of North Miami. If you should have any questions, please call or e-mail me. Thank you for your consideration.

Sincerely,

Ben Newhouse

Ben Newhouse

1111 N. Poplar Fork Road, Hurricane, West Virginia 25526
(304) 741-4878 bennewhouse0000@outlook.com

PROFESSIONAL WORK EXPERIENCE

City of Hurricane 2005-Present

In my current position as City Manager for the City of Hurricane, West Virginia, I oversee various departments including police, administration, maintenance, street, water, wastewater, storm water, code enforcement, housing inspection and demolition. The city has a population of approximately 7,000 residents and approximately 300 businesses. I oversee a \$10 million per year budget with 80 employees. Some of my responsibilities include the oversight and operation of the wastewater and water plants, personnel/human resources, finances, budgeting, forecasting, insurance, equipment, loss prevention, grant writing, and fund raising. I work in unison with many other agencies to provide resources to various residents such as housing rehabilitation, recreation, education, economic and community growth. My goal is to advocate for a stronger community through family and business development by understanding and utilizing all assets to enhance our standard of living. Community benchmarks and objectives are developed to ensure growth and stability throughout the City. Community and economic initiatives are developed to heighten awareness, viability and sustainability in the region.

To quantify my success at the City, the following statistics have been accomplished due to my ability to secure grant funds, financing and refinancing equipment and improvements and to evaluate service related contracts to provide more income to the City:

- 1. Housing rehabilitation**-Over 300 homes have been rehabilitation in the community by securing \$160,000 in grant funds, which in turn reinvested more than \$2 million to local vendors and residents. Vendors benefitted from the workcamps with all material, supplies and other needs purchased locally. Workers resided in the community from across the United States to fix structural problems for homes across the region. Significant investment has been made to many seniors, low-income and handicapped individuals with the free housing rehabilitation.
- 2. Grants**-Many grants have been secured to purchase equipment and improvements such as energy efficiency, police equipment, computers/laptops and community enhancements. Approximately, \$200,000 has been secured for lighting improvements, solar panels, and external insulating finishing system (EIFS). Funding in the amount of \$100,000 has been granted for police vests, shotguns, and in-car cameras and computers. Recreation funding was also gained during my tenure with over \$1 million provided from various agencies. Various projects include sidewalks (\$900,000) and trail development at the city park (\$100,000).

- 3. Contractual-**What I consider to be one of my greatest accomplishments is the ability to identify, evaluate and resolve service contracts to benefit the City and its workers. Hiring local contractors, vendors and employees has always been a top priority. Coupling with the hiring of local companies and residents, savings were gained by ensuring reliability and maintaining a high level of consistency within the workplace. It is estimated that over \$500,000 has been saved by evaluating competitors and price to strengthen the City's financial status while providing enhanced service for our employees and residents.

- 4. Financial-**Approximately \$1 million has been saved by the City by refinancing projects such as Main Street building and improvements, city vehicles and water/wastewater loans/bonds. All financial instruments have been evaluated and restructured to apply to fiscal budgets and garner savings for the City. Many loans were consolidated to give terms that would provide greater flexibility for various departments. Having flexibility is crucial based upon varying revenues and expenses that could be experienced in future years.

- 5. Community Development-**Several projects have been established and completed during my tenure. A few projects that have been significant and been fortunate to obtain grant funding has been the Sprayground (\$250,000) and the new bridge (\$350,000) that are located at the Hurricane City Park. The sprayground has provided a free water park for children in the community for the past 5 years. Approximately 100,000 children and family members have utilized the sprayground in the past five years. The new bridge was recently constructed to provide a new two-lane access into the city park. A new pedestrian bridge is planned for the Spring of 2017 to accompany the new bridge.

**Upper Kanawha Valley Enterprise Community (UKVEC)
1998-2005**

After serving as Community Development Specialist with the West Virginia Development Office, I was hired as the Executive Director of the Upper Kanawha Valley Enterprise Community (UKVEC). Our mission was to assist with community and economic development efforts to an area that had a federal poverty rate of 25.1%. Several projects were initiated and completed by the UKVEC, but the development of the business incubator served as a pivotal accomplishment to retain and expand jobs in eastern Kanawha and Fayette Counties. The incubator was a substantial achievement due to its creation of new jobs, community connectivity, and available training space. I attended many trade shows to illustrate West Virginia and attract businesses to the state as well. I worked in conjunction with the West Virginia Development Office, Upper Kanawha Valley Economic Development Corporation, Charleston Area Alliance and the West Virginia University Institute of Technology. This role also offered me the opportunity to rehabilitate 700 homes at no cost for area residents, \$1 Home Purchases with Habitat for Humanity and demolition of blighted buildings were some of the other projects our

organization worked collaboratively with other non-profits in the area. Some of the other community agencies that I worked with in the Upper Kanawha Valley included Cabin Creek Health Clinic, Starting Points, Kimberly Community Center, Southern Appalachian Labor School, East Bank Community Cupboard, Cabin Creek and Lower Paint Creek Watershed Associations.

Following are some of the funding secured for various projects:

1. Business incubator-\$1.5 million was secured for the business incubator in Chelyan that established offices for small businesses, entrepreneurs and other non-profits. Over 50 jobs were provided through the use of the incubator. Various community programs and meeting space were provided from the restoration of the former elementary school into an incubator.
2. Approximately 200 computers were refurbished and distributed to low-income residents to strengthen their family's technology in their homes for educational attainment. Computers were provided by American Electric Power (AEP) and improved with new software and hardware.
3. Through Group and REACH Workcamps, 700 homes were rehabilitated for an investment of almost \$3 million in the Upper Kanawha Valley. Again, the housing rehabilitation was provided at no charge to residents. The initiative behind the many weeks of workcamps was to orient out-of-state visitors with the community with the hope that they would return to West Virginia for tourism or other purposes.

West Virginia Development Office (WVDO)

-U.S. Housing and Urban Development (SCBG) (1992-94)

-U.S. Department of Energy (1994-96)

-Appalachian Regional Commission (ARC) (1996-98)

1992-1998

After graduating from West Virginia Institute of Technology with a Bachelor of Science in Accounting, I worked for the West Virginia Development Office (WVDO) in three divisions. Initially, I started with the Energy Efficiency Office, progressed to the Small Cities Block Grant office, and concluded with the Appalachian Regional Commission. For almost seven years, I was with the West Virginia Development Office. I worked extensively with other economic and community development agencies in many areas of West Virginia. These agencies include public service districts, counties, regional councils, regional development authorities, cities, and businesses. Some of the projects I was involved in included small business expansion, energy efficiency, alternative fuels, infrastructure, education, and health care.

EDUCATION

Masters in Strategic Leadership (2005). Mountain State University - Beckley, WV

Bachelors in Accounting with a Minor in Business and Computer Management (1992).
West Virginia University Institute of Technology – Montgomery, WV

Community Development Certificate (1996). Central Arkansas University – Conway, AR

Economic Development Certificate (1994). University of Kentucky – Lexington, KY

PROFESSIONAL AFFILIATIONS

Habitat for Humanity

Rebuilding Together

Cabin Creek Quilts

Charleston Area Alliance

United Way-Putnam County Committee

Putnam County Chamber of Commerce-Education Committee

Putnam County Solid Waste Authority

Hatfield-McCoy Recreational Trail Authority

Natural Capital Investment Fund (NCIF) - Freshwater Institute

EnAct

BridgeValley Foundation

Hurricane Development Authority

United Way's Program Services Advisory Committee

Upper Kanawha Valley Starting Points

Regional Intergovernmental Council

Arts in Action

BB&T Community Reinvestment Act Advisory Board

Generation Putnam

Micro Enterprise Development Association (MEDA)

VOLUNTEER INVOLVEMENT

Coach-For the past 25 years, I've coached various athletic teams including; baseball, flag football, high school and middle school soccer, girls volleyball and track

Portfolio-Assisted by reviewing resumes and portfolios for area high school students to better prepare for a collegiate career by assessing their personal skills during an interview process. Additional assessment was provided to the student to determine their financial aid, curriculum and schedule to assist with future success in a college setting.

KWASI K. OBENG

5448 Congress Ave, Apt 1| Madison, WI 53718
618.580.2596 |Kwasi.Obeng@Gmail.com

Dear Sir/Madam,

I have read, with great interest, the position of City Manager and after reviewing the job description, I believe that I have the experience, skills and education that will be a great benefit to the City of North Miami, FL. I bring about 16 years of local government experience with an emphasis on excellent customer service and being a great steward of tax payer funds. I am currently the first ever Chief of Staff to the City of Madison's Common Council, made up of 20 elected Alders and a population of about 250,000. In this role, I assist Council members with community outreach and engagement; liaising with the Mayor's Office and department heads in setting priorities for operations and capital projects; managing legislative affairs and research; developing robust constituent services and assisting in the oversight of the executive branch and its budget of about \$952 million.

Prior to this position, I was the Chief Performance Analyst for the City of Chicago, in the Office of the Inspector General. In this capacity, I supervised Performance and Senior Performance Analysts (management analysts) in assessing, monitoring and evaluating policies, programs and operations of all city departments to see if they are achieving intended results; operating efficiently, and complying with all mandates, laws and regulations. I oversaw the planning and execution of research; developed objectives and work plans; developed, collected and analyzed performance data; and developed findings and recommendations based on established performance measures. Aside from assessing the operations of all departments, my team also assessed the oversight of contractors from vendors in social services to construction contractors of water and sewer infrastructure, to general and sub-contractors at airports, schools, police stations and other public buildings. I was also involved in hiring, reviewing reports for quality assurance, and conducting follow-up reviews. I facilitated trainings for staff to ensure that work was conducted in compliance with Generally Accepted Government Auditing Standards and I collaborated with department managers in developing annual performance plans and organizational strategic plans.

My position in Chicago exposed me to the operations of all departments including Development and Planning, Finance, Public Works, Law and Public Safety, in a city with an operational budget of \$9.3 billion, 34,000 employees and serves 2.7 million residents. Our reports on efficiency and compliance were presented to the Mayor's office, City Council and an independent Audit Committee. As a defacto consultant to the Mayor, all department heads and City Council, I developed performance measures and improved effectiveness, transparency and efficiency in programs. I also identified areas of waste, fraud and lost revenues. My experiences have allowed me to review workforce development programs and facilitate meetings with various communities in hearing about needs and opportunities for improvement in city services. Work on Chicago's Affordable Housing Ordinance also enabled me to engage with stakeholders from aldermen to developers in meeting objectives relative to creating diversity based factors like ethnicity and income. This position, aside from allowing me to share my expertise and solve problems, allowed me the opportunity to work in partnership with seasoned professionals in leaving a lasting legacy in a thriving municipality.

I believe that I am a great match for the position because I have a bachelor's degree in Organizational Development and my doctorate incorporated elements of International Development which are easily transferrable to economic and community development. My education and experiences in psychology and social services has allowed me to foster relationships with public and private, for profit and non-profit stakeholders. As a Social Services Administrator, I engaged communities to recruit foster and adoptive parents and conducted listening tours to address the needs of families to ensure the safety and well being of children as well as increase independent living opportunities such as Job Corp for older children and young adults who were wards of the state. I have managed front line staff and supervisors and helped to develop policies and procedures to improve effectiveness and efficiency.

In my positions as a Senior Performance Auditor and Chief Performance Analyst, I have examined the operations of multiple city departments and offered recommendations to department heads to help them meet their performance standards as mandated by the Mayor and City Council. I led projects and engaged Departments of Planning and Development offering recommendations to the Commissioners, on topics such as tax allocated districts; Chicago's Special Service Area programs; execution of Chicago's Affordable Housing Requirement Ordinance and addressing code compliance issues by developing performance measures for multi-disciplinary inspectors from building codes to elevators. My responsibilities also included reviewing and evaluating how the police department tracked overtime; how the City of Atlanta managed workers compensation costs through oversight of a third party administrator and how the City of Chicago managed street resurfacing in an effort to save money and increase the life cycle of roads and highways.

I believe that I can bring fresh ideas and exemplary customer service to the Mayor, City Council, the leadership team and constituents, supported by the great mentors and an extensive network that I have acquired throughout my career

in municipal government, some of whom are city managers or work for regional planning commissions and have introduced me to novel ideas in urban planning, development and reviving towns striving to rebound from the loss of industrial/manufacturing jobs etc.

In summary, my background and experiences have enabled me to exercise leadership, management and analytical skills in local government and organizational development. I am highly committed to public service and good governance. I look forward to hearing from you soon.

Sincerely,

A handwritten signature in blue ink, appearing to read 'K. Obeng', with a long vertical line extending downwards from the end of the signature.

Kwasi K. Obeng

Below is a hyperlink to a project I participated in, addressing tax allocated districts in Atlanta:

[http://www.atlaudit.org/uploads/3/9/5/8/39584481/highlights - 11.06 tax allocation districts.pdf](http://www.atlaudit.org/uploads/3/9/5/8/39584481/highlights_-_11.06_tax_allocation_districts.pdf)

Below is a hyperlink to a project I led, addressing safety and high workers compensation claims in the Solid Waste Section of the Department of Public Works:

http://www.atlaudit.org/uploads/3/9/5/8/39584481/dpw_solid_waste_safety_report.pdf

Below is a project that I led and managed regarding the City of Chicago's approach to pavement management, using a worst first approach:

<http://chicagoinspectorgeneral.org/wp-content/uploads/2015/12/CDOT-Pavement-Management-Audit.pdf>

KWASI K. OBENG, PhD

5448 Congress Ave, Unit 1 | Madison, WI 53718

618.580.2596 | Kwasi.Obeng@gmail.com

Skype: kwazo76

Employment

City of Madison, *Common Council Office - Chief of Staff*

2018-Present

- Review the policy analysis of Council Office Staff, identify areas for improvement, and facilitate the movement from policy analysis to Common Council action. Suggest resolutions or ordinance modifications where appropriate.
- Maintain a neutral position on policy decisions while providing expert advice and consultation to Alders on a wide range of highly complex, sensitive, and confidential topics.
- Work with the Mayor's Office, City departments, community organizations, and other entities where tact, persuasiveness and judgment must be exercised to reach an objective or maintain goodwill.
- Assist Alders in navigating City legislative and administrative policies and procedures.
- Work with City Department Heads and Managers to determine the impact of legislative decisions on City operations and report the impacts to Council.
- Provide independent analysis of budget items, suggest alternatives, provide analysis to the Executive Committee, and develop summaries and updates of the status of budget amendments.
- Review City programs and provide analysis at the direction of the Executive Committee.
- Oversee all aspects of the Common Council Office, including planning and organizing work and resources to ensure the highest level of service possible. Analyze and modify organizational structures and work flow to improve efficiency, creativity, and accountability.
- Supervise, plan, organize, coordinate, assign and evaluate the work of Council Office staff. Establish and implement operational policies, goals and objectives for the department within guidelines provided by the Executive Committee; and assure departmental operations are carried out.
- Facilitate and lead the hiring, coaching, training, engagement, and development of Council Office staff to allow staff to reach maximum potential and performance.
- Work with City Staff and the Executive Committee to ensure the deployment of effective tools and practices to allow Alders to fulfill duties and responsibilities in an efficient and effective manner.
- Work with Alders and Council Office staff to identify work being done by multiple alders which could be done more efficiently and as effectively by Council Office staff.
- Work with Council Office Staff, City Staff, and Alders to resolve problems, identify areas for improvement, facilitate change, and take corrective action when necessary.
- Demonstrate a commitment to the City's racial equity and social justice initiatives (RESJI). Participate in and help lead city-wide and agency efforts toward implementing RESJI principles. Provide supervision of staff in a manner consistent with recommendations and best practices outlined by the City's employee engagement and equity initiative.
- Attend Common Council, Executive Committee, Department/Division Head, Finance Committee, and other meetings at the direction of the Executive Committee to ensure appropriate communication and the free flow of information between the Common Council, Mayor's Office, and City Staff.
- Ensure appropriate communication with various City Managers on a regular basis to discuss council priorities and communication of City and agency goals, initiatives, plans, and policy related issues.
- Work with the City Attorney's Office and IT to ensure timely and appropriate responses to community inquires and public information requests.
- Respond to requests from the media and develop press releases at the direction of the Council President and/or the Executive Committee.
- Review and prepare a variety of correspondence and reports for Alders at the direction of the Council President and/or the Executive Committee.
- Ensure appropriate communication and build working relationships with the Mayor's Office and City Staff.
- Make presentations to the Common Council and various committees and perform or manage special projects.

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City of Chicago, *Office of Inspector General - Chief Performance Analyst* 2014-2017

- Planned, assigned, monitored and managed the projects of management analysts who conducted performance audits of all city departments, including the Office of the Mayor
- Identified and recommended resolutions of significant areas of waste in city resources and lost revenue
- Provided reports and recommendations on the efficient and economical acquisition, protection and utilization of city resources to the Inspector General, department heads and the general public
- Facilitated trainings for staff aimed at ensuring that performance audits were conducted in compliance with Generally Accepted Government Auditing Standards
- Collaborated with department commissioners and their deputies in developing annual performance audit and strategic plans for the office

City of Atlanta, *City Auditor's Office - Senior Performance Auditor* 2012-2014

- Conducted performance audits and management analyses of city government programs, functions, activities, contracts, and capital projects.
- Assessed whether programs and processes achieved intended results, were conducted efficiently and complied with laws and regulations
- Conducted planning research and interviews, developed audit objectives and work plans, collected and analyzed data
- Developed audit findings and recommendations based on research and analysis
- Drafted and reviewed audit reports for accuracy and quality assurance and conducted follow-up reviews of previous audits
- Accomplished the following : revamp of the administration of the city's Workers compensation program; established the role and the hiring of a city wide Safety Director; mandated the use of city issued garbage cans only; identified the losses in the water department and implemented inventory controls to prevent lost revenues; streamlined activities in the 311 call center and improved oversight of tax allocation districts

Georgia Department of Family and Children Services – Richmond County Social Services Administrator 2003-2008

- Managed a \$5 million budget to ensure the safety of children in Richmond County
- Analyzed and assessed the effectiveness of social service programs to ensure that goals and objectives are achieved
- Ensured that social service programs were compliant with local, state and federal regulations and laws
- Directed the county department in a manner which resulted in the passing of the annual state evaluation which resulted in the lifting of a federally mandated consent decree
- Built and facilitated a cooperative team-oriented environment between the state agency and other agencies and private providers
- Streamlined contracts with vendors and eliminated redundancy
- Engaged community services and churches to save the state money while meeting the social service needs of children and families
- Created and maintained a positive working relationship with the community to bring awareness to county and statewide resources and served as an advocate for foster children during a time of budget cut backs and furloughs
- Collaborated with partners to ensure the adoption of almost 30 foster children during my tenure which provided the children with permanency and security
- Facilitated and arbitrated communication between teams and implemented a robust system of public assistance, employability, and social security
- Drafted and implemented county wide policies based on best practices.

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- Managed over 100 Social Services Supervisors and Case managers in investigations, family preservation, adoptions, foster care and independent living programs
- Improved morale and reversed turnover rates by applying principles of person centered management

COMMUNITY AND PROFESSIONAL SERVICES

International Center for Ethno-Religious Mediation, Member of Board of Directors 2013-2016

- Responsible for the general direction, control and management of the affairs, work and property of the International Center for Ethno-Religious Mediation and developing an organizational strategic plan.

Clark Atlanta University, Adjunct Professor 2009-2012

- Instructed courses in Political Inquiry, International Relations, Comparative Politics, Politics of Modern Africa, Freshman Seminar and Politics and Global issues and American Governance.
- Editor for Endarch Journal, the academic online journal for the university's political science department. Send out calls for papers and reviewed and edited submitted articles and book reviews. Working on third issue of the online journal.
- Assisted in the coordination of political science graduate seminars and giving lectures covering urban development, international relations and American governance and public administration.

Education

- PhD in Political Science, Clark Atlanta University, 2012
- M.A. in Psychology, Argosy/Georgia School of Professional Psychology 2003
- B.S. in Human and Organizational Development/ B.S. in Psychology, Vanderbilt University 1999

Papers, Presentations and Panel Discussions

- The Occupy Atlanta Movement and Implications for the Atlanta University Center. (Clark Atlanta University).
- Engaging America in the Millennium Development Goals. (Alabama State University).
- The Homelessness Population in Atlanta: Policy and Execution Failures in Addressing the Revolving Door. (Clark Atlanta University).
- Assessing Political Solutions to the Nile River Conflict: Maneuvering Around Colonial Resource Agreements. (Dissertation, Clark Atlanta University).

Honors, Awards, Organizations and Trainings

- 2014 New Leaders Council Fellow-Training in fundraising, campaign financing, leadership development etc
- International City/County Managers Association, Emerging Leaders Development Program Fellow/Affiliate
- Association of Local Government Auditors
- The Institute of Internal Auditors
- Truman National Security Program, 2019 Political Partner
- Association of Inspectors General
- Leadership Greater Madison
- National Association for Civilian Oversight of Law Enforcement
- International Law Enforcement Auditors Association

Vincent Passariello

Executive Summary

Ability to create a vision and articulate it organization-wide; understanding and know-how of developing business; community and organization consensus builder; effective in recruiting, developing and retain a staff - of employees; and skilled in leading projects.

Work History

RETIRED

11/2019 - PRESENT

CITY OF COVINGTON

DEPUTY CITY MANAGER, COVINGTON GEORGIA 2017 - 2019

COVINGTON MUNICIPAL AIRPORT (CVC) – Oxford, GA

Airport Manager/ Airport Engineer/Construction Manager, 2010 to 2017.

Overall responsibility for the management of a successful operation and construction of a general aviation airport

Major Accomplishments:

NEWTON COUNTY – Covington, GA

Public Works Director & County Engineer, 2006 to 2010

Responsible for community-based infrastructure projects, addressed customer and operational complaints, liaison to governmental agencies, contractors, engineers and others for planning related matters.

Major Accomplishments:

- Coordinated with the Georgia Department of Transportation on various transportation projects amounting to \$5 million.
- Managed the construction of bridges, fire station, community center and library.
- Managed safe operation of County Storm Water System. Construction Management
- County representative for the Atlanta Regional Commission.
- Plan, organize and reviews engineering designs and construction for Public Works projects.
- Developed and obtained funding for a Senior Citizen Bus Service.

AMERICAN DEVELOPMENT CORPORATION – Lawrenceville, GA

Vice President of Operations, 2002 to 2006

Responsible for profit and loss for a regional land development company

Major Accomplishments:

- Represent clients in counties and municipalities to obtain special use permit and zoning.
-

- Responsible for budgeting, bidding, bonding, subcontractors and administration.

WIDE OPEN ROAD – Doraville, GA

Owner and President, 1997 to 2002

Started a commercial construction company building commercial structures for retail stores.

Major Accomplishments:

- Developed, marketed and managed operations.
- Responsible for profit and loss.
- Managed bidding, construction and teams through various construction projects.

PASS RENT-A-CAR – Miami, FL

Founder and President, 1986 to 1997

Created and developed a new car rental agency throughout the state of Florida.

Major Accomplishments:

- Developed a regional rental car company with a fleet of 4,000 cars based in Miami with offices in Orlando, Ft. Lauderdale and Homestead, FL.
- Managed operations with over 200 employees.

Education

UNIVERSITY OF MIAMI – Miami, FL

Master of Business Administration, 1982

- Concentration: Finance and Public Administration

MICHIGAN TECHNOLOGICAL UNIVERSITY – Houghton, MI (1975)

- **Master's: Engineering, 1975 | Bachelor's: Engineering, 1974**

GEORGIA INSTITUTE OF TECHNOLOGY

Master's: Engineering, 1986

FEDERAL AVIATION ADMINISTRATION

- Private Pilot Certificate

Languages

- English
- Spanish
- Italian

Technology

- Microsoft Office Programs, excel, power point and mobile devices.

Membership/Associations

- American Association of Airport Executives (AAAE)
- Institute of Electrical and Electronics Engineers (IEEE)
- Aircraft Owners and Pilot Association (AOPA)

Dr. Irma Paul, Ph.D
2604 Wiley Street
Hollywood, Florida 33020
(954) 548-8651
Email: irmapau12@gmail.com

Attn:
City of North Miami/ Human Resource Department
City Manager position/ Job Number 2013-00323
City Hall Administration:
776 NE 125 St North Miami, FL

February 27th, 2020

My name is Dr. Irma Paul and I am expressing my interest for the **City Manager** position here at the City of **North Miami, Florida**. I have over fifteen years combined of public, private, including municipality experience and services in the fields of customer service satisfaction, budgeting, finance, public policy implementation, planning as well as excellent communication skills. Additionally, I hold doctorate degree in Public Policy and Administration, along with a master's in Business Administration. I am currently the co-owner of a small investment Real Estate firm for the last seven years and has served as a Community Development Advisory Board Member at the City of Hollywood, providing recommendations to City Commission on matters concerning Community Development Federal Grant disbursement funds.

I look forward to speaking with you to further discuss my experience.

Sincerely,

Irma Paul, PH. D

IRMA PAUL, PhD

2604 Wiley Street Hollywood, FL 33020

Email: irmapau12@gmail.com

Day Phone: 954-548-8651

Evening Phone: 954-367-6282

Mobile Phone: 954-548-8651

Professional Summary

Committed and proven professional with 15+ years of expertise and experience directing organizational operations with exceptional skill in project and program management across a wide range of functional capabilities, including academic administration, customer service, finance, and public policy analysis. Efficient and effective leader with meticulous consistency in meeting organizational goals and objectives in accordance with established timelines while exceeding customer expectations. Collaborate with multiple organizations while managing dozens of cross-functional personnel and critical assets, equipment, and resources. Exceptional capability in staff training and development with outstanding acumen for team building and critical internal and external communication requirements. Demonstrated proficiency in comprehensive analysis and assessment of processes to effect continual improvements in comprehensive business strategies with continuity of results. Stand poised and ready to apply extensive experience and education to the execution of administration and program management for federal agencies and organizations.

Core Skills

- | | |
|------------------------------------|--------------------------------------|
| * Organizational Development | * Strategic Planning |
| * Staff Development | * Business Management/Administration |
| * Program Development | * Program Evaluation |
| * Budgeting/ Finance | * Customer Relationship Management |
| * Project Management | * Change Management |
| * Professional Consulting | * Leading Change |
| * Process Improvement Consultation | * Leadership/Mentorship/ Coaching |

EXPERIENCE & ACCOMPLISHMENTS

Union Institute & University

Hollywood, FL

Regional Recruiter

Mar 2018 – Feb 20

- Plans and orchestrates strategic marketing activities and hosts recruiting outreach events promoting academic programs and associated products.
- Analyzes and prepares forecasting reports while employing significant and targeted skill in planning, organizing, and coordinating work and recruiting requirements.
- Applies advanced skills in strategic planning and development, writing and research, and budget forecasting, preparation, and coordination for multiple ongoing and concurrent projects.
- Applies methods, techniques, and skill in development of acquisition programs, governing rules and regulations, correspondence formats, and program requirements to analyze effectiveness of programs, projects, and initiatives.
- Applies informational techniques to develop strategic plans for managing and monitoring budget and procurement activities and requirements.
- Manages and oversee three departments and four internal offices while planning, organizing, and directing regional recruiting functions.
- Coached, mentored, motivated, and appraised a recruiting staff of six and administered performance evaluations for assigned employees.
- Performs academic advisement and student enrollment services and evaluates transcripts and academic documents for students to determine eligibility in accordance with university requirements.

- Exceeds weekly expectations for organizational recruiting requirements; recruited more than 50 students per week during tenure.
- Analyzes data and prepares meticulous weekly forecasting reports in collaboration with the Director of Admissions and Student Services; improves weekly retention rate by 50% and train all Admissions Team members in forecast reporting.
- Coordinates and hosts weekly events with various strategic planning leaders at different locations and garners a minimum of 10 solid and valuable leads for prospective recruitment.
- Partners with the University Director of Marketing and attends local city chamber meetings to promote innovative initiatives for city employees; maximizes university exposure by 20% in less than a year.

Strayer University

Doral, FL

Associate Director of Admissions

Oct 2013 – Jan-2018

- Oversaw and monitored multiple academic departments and business units within the Admissions division.
- Developed and administered multiple large and complex departmental budgets as well as state and federal grants.
- Enforced adherence to pertinent laws, regulations, and standards in accordance with university and Department of Education bylaws.
- Developed organizational support and capabilities through policy interpretation, meticulous implementation, and progress monitoring for all assigned residual programs.
- Recruited, coached, and hired staff in alignment with admissions goals, objectives, and expectations while managing and directing 15 personnel, to include 5 admissions officers and faculty.
- Oversaw and coordinated the Admissions Advisor Team for development of student engagement strategies during enrollment processes.
- Provided targeted leadership in student operational support systems, promotes student engagement, and fosters student retention.
- Forged partnerships with academic affairs to ensure coordination between student services and instructional programs in full support of success and achievement of more than 200 students. Ensured student data and information systems were accurate and relevant in accordance with technological expectations.
- Fostered a work environment that shared a commitment for the highest-level educational programs by being a catalyst for change, and articulating, implementing, and sustaining a vision of continued learning.
- Assessed, identified, and prioritized actions to promote organizational specific standards-driven curriculum, innovative practices and professional growth within professional development.
- Developed and evaluate goals and objectives with the collaboration of the member to promote self-management, avoid readmission fallout rates and connect the stakeholders with timely services.
- Applied extensive knowledge of administrative and management requirements, to include workflow analysis, tools and techniques, data types, methodologies, procedures, processes, and systems.
- Developed acquisition programs, governing rules and regulations, and program requirements to analyze program needs and effectiveness.
- Utilized research and informational techniques to project departmental changes, to include marketing and advertising, while proactively developing programs and managing projects and initiatives. Coordinated budget forecasting and preparation and developed plans for specific and complex projects.
- Created strategic partnerships with local business leaders and stakeholders to promote educational programs for employees throughout the community and within the university system.
- Created innovative and unprecedented cost savings—a 30% discount program for employees enrolling as first-time students.

- Contributed significant resources into marketing and advertising, condemned obsolete programs, and revitalized neglected programs through proactive application of strategic advertising tools and systems.
- Dismantled obsolete systems and techniques to promote both internal and external communication to enable more effective communities and spearheaded implementation of ongoing recruiting events designed to recruit and hire the most qualified candidates.
- Dismantled obsolete systems and techniques to promote both internal and external communication to enable more effective communities and spearheaded implementation of ongoing recruiting events designed to recruit and hire the most qualified candidates.
- Implemented innovative productivity improvement tools, such as Lean Thinking and Six Sigma Program, Salesforce and CRM.
- Coordinated raffle and incentive programs recognizing student and faculty exceptional performers to engage and manage retention.

Wells Fargo, Inc.	Hollywood, FL
<i>Senior Operations Manager</i>	<i>Oct-2011 – Oct-2013</i>

- Recruited by Wells Fargo, Inc. to oversee sales and marketing strategic development for 10 regional offices located in Broward County.
- Planned and directed building and implementation—to include equipment procurement and vendor contract development for furnishings, supplies, computers, and communication systems.
- Managed business development efforts as well as retention and expansion of existing business relationships with stakeholders and key community partners.
- Possessed and employed extensive practical knowledge and experience of comprehensive aspects of commercial banking, to include personal banking, loans, branch operations, and cash management.
- Implemented risk management procedures and organizational best practices while conducting studies to determine operational requirements to accomplish objectives.
- Applied knowledge of forecasting, administrative policies, processes, and procedures to analyze budgets and coordinated budget preparation guidance and development of plans for assigned projects.
- Planned budgets to determine future labor requirements and to develop strategic plans for managing, monitoring, and predicting budget and procurement through informational techniques and procedures.
- Coordinated budget requirements with the accounting team and developed budgets for scheduled and emerging financial transactions.
- Performed financial and accounting analysis for daily business operations. Managed and coordinated assets, equipment, and resources valued at approximately \$5M.
- Planned, organized, and directed operational functions while coaching, mentoring, motivating, and appraising staff with direct oversight and management of 15 multifunctional personnel.
- Provided support to 12 branch managers and 5 assistant managers with operational oversight of more than 250 employees.
- Spearheaded the implementation of ongoing recruitment program to hire and effectively train highly qualified personnel.
- Implemented new and revised policies and procedures to identify money-laundering processes and detect fraud activities for transactions ranging from \$10K to \$1M.
- Trained and coached new branch managers and participated in role-play scenarios to simulate actual events and challenges; assigned comprehensive projects and initiatives to bank branch managers designed to improve sales and promote products.

State Attorney's Office	Fort Lauderdale, FL
<i>Business Administrator</i>	<i>Sep-2006 – Oct-2011</i>

- Managed all aspects of review and analysis for pending cases assigned to the State Attorney's Office. Enforced compliance with legislative standards and developed policies and procedures for case management and general office administration.
- Consulted legal professionals on case management procedures and served as primary point of contact between the organization and clients for proactive resolution of emerging issues.
- Performed case management analysis to determine appropriate legal course of action and participated in legal meetings, client interviews, hearings, and depositions.
- Gathered, analyzed, and researched data, statutes, decisions, legal articles, codes, and documents and collected/reviewed secondary data to enable improved outcomes of criminal cases; prepared and presented jury instructions to attorneys and witnesses.
- Researched, identified, and analyzed program requirements, problems, and relevant policies for projected and planned programs.
- Identified and defined administrative requirements of specific technical, training, policy, and support areas for various acquisition programs and projects.
- Planned, prepared, and conducted analysis to facilitate completion of long-range planning and policy documents for comprehensive development of functional support and specialized capabilities.
- Provided oversight to 13 personnel and planned, organized, and directed functions with innate skill in analyzing, planning, organizing, and coordinating work requirements.
- Conducted studies to determine labor and skill levels to accomplish goals and objectives.
- Employed advanced skills in strategic planning, development, and effective management policies for assigned projects; managed assets, equipment, and resources valued at 100K.
- Strategically tracked and monitored social media platforms to discreetly issue subpoenas to witnesses for court testimony.
- Prepared interview questions for jury selection on a case-by-case basis and coached law enforcement professionals to testify in court, providing expert testimony for our most influential cases.
- Planned training workshops and specialized instruction, to include a webinar training series; oriented and trained new employees.
- Applied various methods and techniques for investigating and analyzing corrective action on complex industrial production problems.

Home Depot

Operations Manager

Sunrise, FL

Aug-2003 – Aug-2006

- Directed daily retail operations, to include organizational and Human Resources (HR) management as well as sales promotion, business development, marketing coordination, and financial management.
- Coordinated and implemented organizational strategies for new stores and distribution centers with budget management and coordination of up to \$7M.
- Led vendor relationship management for strategic insurance of competitive pricing for purchases across all departments and multiple locations.
- Supervised, hired, and trained new and existing employees concerning multiple retail factors, including customer-service training.
- Managed, directed, and oversaw 15 employees and implemented pertinent policies, processes, and safety procedures for all store employees.
- Developed effective management plans for assigned projects, planned status meetings and informational meetings, training workshops, and web-based training series; coordinated with departmental leadership and staff to meet project deadlines and requirements.
- Performed workflow analysis methods, tools, and techniques, data types, methodologies, procedures, processes, and systems in relation to organizational function, mission, capabilities, and administrative and program positioning.

- Planned, prepared, and conducted program analysis to facilitate development of functional support and capabilities expectations.
- Developed and coordinated budget preparation and policy guidance in concurrence with upper-level managers and senior leadership.
- Meticulously monitored and managed logistics operations and suppliers to identify cost-saving opportunities worth in excess of thousands of dollars.
- Promoted a “Care Culture” workplace strategy, allowing senior management to involve every employee and voice in the implementation of policies, improving morale significantly within all locations.

EDUCATION AND QUALIFICATIONS

Doctor in Philosophy/Public Policy and Administration, Walden University, Baltimore, MD

Master of Business Administration, University of Phoenix, Fort Lauderdale, FL

Bachelor of Science, Criminal Justice, Florida Atlantic University, Boca Raton, FL

Relevant Coursework, Licensures and Certifications: Human Capital Development, Enterprise Risk, Managerial Decision Making, Introduction to Finance and Accounting, Transformational Leadership, Strategic Planning, Public Management

SPECIALIZED TRAINING

- Articulation Agreement, 10/2018
- Disclosure Training, 10/2018
- Office Manager, CCS Financial Service, Sunrise, FL, 2000 – 2003
- Developed/implemented fiscal management, financial accountability, and informative management reporting.
- Prepared financial/regulatory reports in accordance with laws, regulations, and Board of Directors.
- Project Management, Strategic Planning, Business Management/Administration, Leadership/Mentorship/ Coaching, Technical Instruction
- Client Conversion, Customer Relationship Management, Customer Satisfaction Enhancement
- Policy Analysis and Research, Data Collection, Budget Analysis
- Exceptional expertise with Microsoft Office (MS), to include MS Word, MS PowerPoint, MS Excel, and MS Outlook, as well as QuickBooks and Nvivo.
- Proven expertise in Ellucian CRM Recruit systems, research, and data collection

RELEVANT VOLUNTEER EXPERIENCE

Community Development Advisory Board Member, City of Hollywood

-Provided recommendations to City Commission on matters concerning Community Development Grant Funds.

-Evaluated block grant and federal grant initiatives.

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 an Administrator/Director are leadership and an analytical state of mind. I have over 20 years of experience refining these qualities in myself personally and professionally. I have 9 honorable years of experience with the US Navy, serving my country by leading, teaching, and mentoring young men and woman. My 13 years of experience in Human Resources and government Financial budgeting with the state of South Carolina as an Administrator at the Department of Disabilities and Special Needs and the City of Alexandria as a Division Chief at the Department of Emergency Communications/Public safety and the City of Virginia Beach as a HR Director/Administrator at the Department of Human Services, and Fulton County Sheriff Office as the HR Manager/Director.

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 prior to 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 own 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 the 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 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

- ✓ **Over 20 years of Human Resource experience**
- ✓ **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**
- ✓ **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

Materials Management

Business Process Improvement

Strategic Planning

Procurement & Contracting

Data Analytics

Policy Creation and Management

Distribution Center Management

Project Management

Vendor Management

Inventory Management

Budgetary Management

Facility Management

Operational Leadership

HR & Technical Instruction

Logistics Management

Diversity and Inclusion

Employee Engagement

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

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. 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

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.
- 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 Emergency Communications (E911), Alexandria VA; 40 hour weeks; City of Alexandria's Public Safety Operations Manager, Marietta Robinson Contact (571) 259-8012

As a Division chief for the City of Alexandria currently, 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.
- 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 –Summerville, SC; 40 hour weeks; Director of Staff Development Rufus Britt (843) 873-5750; contact supervisor

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; 60 hour weeks; Navy/Military Police Officer (Top Secret Clearance - TSC) (MAC) Chief Charlene Murray (404) 538-7250; contact supervisor 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.

Arturo Puckerin, MPA, JD, CCAP
Grand Rapids, Michigan * (c): 616-443-7638 * puckerina@gmail.com

RE: Opening

I am eager to explore the opening at issue, and I look forward to exploring a preliminary interview. A strategic, proactive, and bi-lingual in fluent Spanish candidate, my background includes serving as a legal adviser and executive director to two national, and two non-profit organizations as a current public community action agency Executive Director, human resources administrative housing assistance coordinator, substance abuse prevention case manager, and domestic violence prevention counselor, and eviction diversion programs coordinator in New York, Michigan, and Maryland.

I most recently, and currently serve as the Executive Director of Muskegon-Oceana Community Action Partnership, and prior to that, Executive Director of the Ottawa Community Mental Health Lakeshore Clubhouse Agency community based organization that provides peers support for primary consumers a 'la evidenced-based sustained workforce development mentorship, wellness recovery action plans, and innovative environment change interventions as key drivers to build resiliency; reduce violence and crime; and promote increased quality of life through education, skills development, homelessness prevention assistance, utility shutoff protection, workforce development, and homebuyers' education.

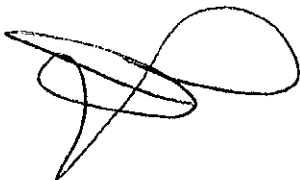
Collateral to extensive housing experience with HUD and the Michigan Eviction Diversion Program, upon recent completion of my Master's Degree in Public Administration and Graduate Degree in Criminal Justice, I also worked with Michigan Community Action Agency under the Supportive Services for Veteran Families (SSVF), Walk for Warmth, and Emergency Solutions Grants (ESG) as the Housing Programs Coordinator of Gratiot, Kalamazoo, Isabella, Montcalm, and Ionia Counties; where I demonstrated the ability to resolve a variety of behavioral health, crisis intervention management, housing assistance, and substance abuse prevention concerns through said respective grant cycles.

I am SOAR certified to conduct SSI/SSDI mental and physical illness disability intake screenings, access, and recovery evaluations. I am also Michigan State Housing Development Authority (MSHDA) certified to conduct Michigan State housing inspections. I am qualified to provide the organization with legal aid and interpretation; also, offering firm COMS proficiency in HMIS Service Point, In-Contact, NuWave, Echo, Refer (2-1-1), and DBA FACSPRO database applications.

Please contact me at 616-443-7638 to arrange an interview. I look forward to formally exploring this opportunity.

Thank you again for your time and consideration,

Enclosure: Curriculum Vitae

A handwritten signature in black ink, appearing to read 'Arturo Puckerin', with a stylized, looping flourish at the end.

WORK EXPERIENCE:

- Executive Director

Muskegon-Oceana Community Action Partnership (MOCAP)

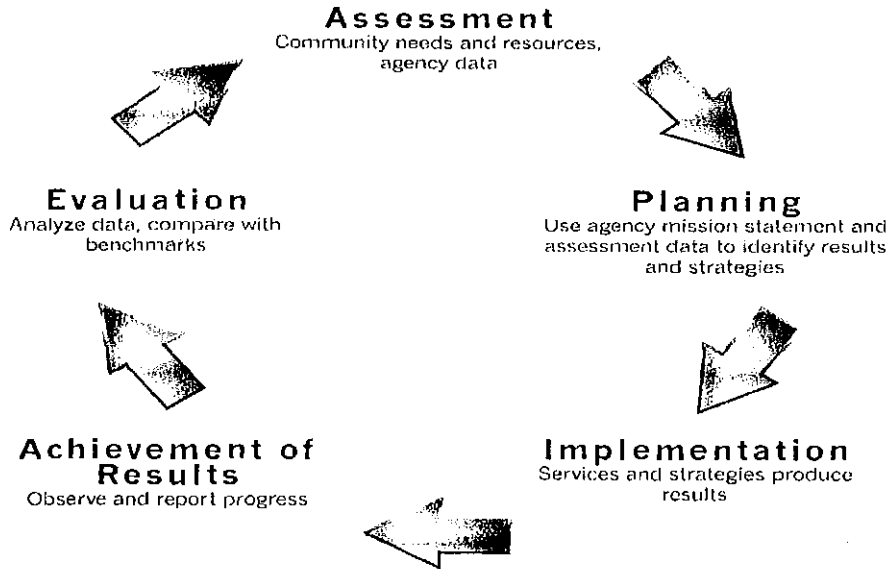
Muskegon, MI

OCT 2018-PRESENT

Principal Goals of Agency: Fighting the causes, conditions, and effects of poverty, by helping low-income families improve living conditions, and workforce development. In order to reduce poverty in its community, a Community Action Agency works to better focus available local, state, federal, and private resources to assist low-income individuals and families to acquire useful skills and knowledge, to gain access to new opportunities, and to achieve economic self-sufficiency.

- ✓ CSBG Block Grant
- ✓ MEAP/LIHEAP
- ✓ Emergency Food and Shelter Program (EFSP)
- ✓ Monitoring Reports/Programmatic Reports
- ✓ Financial Reporting: Line Item Budget/Journal Entries/Statements of Expenditures
- ✓ Strategic planning incorporation to secure time line results and develop subordinate program managers
- ✓ Logistic support of all programs; including Head Start and Weatherization
- ✓ Community Needs Assessment
- ✓ Internal Audits
- ✓ Quality Assurance
- ✓ Development: Donor Relations and Grant Management
- ✓ Organizational Standards
- ✓ Cost Allocation Plans
- ✓ Risk Assessment
- ✓ Human Capacity and Community Transformation
- ✓ Eviction Diversion
- ✓ Rapid Rehousing
- ✓ Responsible for designing, planning and implementing and/or enhancing Human Resource programs and policies specific to business needs.
- ✓ Evaluate Human Resource practices and trends to ensure best-in-class solutions are implemented throughout the company and are in compliance with all applicable laws and regulations.
- ✓ Provide guidance and consultation to district managers to identify strategies to meet short and long-term business needs.
- ✓ Execute several reductions in force strategies while successfully supporting the organization during difficult transformation and change.
- ✓ Provide strategic leadership to ensure the organization has the talent to meet its current and future resource needs; incorporating the Results Oriented Management and Accountability Cycle (ROMA); with the Planning process beginning with accessing the community needs and resources, identifying the needs that other resources are not addressing, determining the priority of those unmet needs and of course deciding how to strategically plan and track responses to address such needs.

The Results Oriented Management and Accountability Cycle



Experience in strategic planning and implementation

Three Committees within the Board at my current organization, Muskegon-Oceana Community Action Partnership (MOCAP) exist to provide input and guidance to the development and program planning of this year's community action plan; with the Strategic Planning Committee being incorporated just last month, at the start of this 2020 Fiscal Year. MOCAP Strategic Planning Committee examined the current Quality Control Plan and Organizational Standards, explored MOCAP strengths, weaknesses, threats and opportunities facing the organization; tracking progress at each monthly Board meeting-utilizing State of Michigan Bureau of Community Action and Economic Opportunity (MDHHS BCAEO) monitoring reports and quarterly audits to guide the quantitative components of the 3-year strategic plan process-with monthly ongoing engagement, for our strategic plan is a living, breathing, adapting source of organizational interpretation.

Experience with Infrastructure Redevelopment

Strong background in relationship management, team building and general business acumen coupled with significant track record of driving profitability gains and huge revenues within highly competitive organizations. Demonstrated proficiency in coordinating programs and interfacing with professionals of all levels; coupled with strong ability to assess services and support, including human service programs and general information dissemination. Profound knowledge of the government policies pertaining to budgeting and accounting coupled with outstanding knowledge of municipal election laws and procedures. Highly skilled in city planning, economic development, and personnel management as well as possess strong concepts of all State and Federal laws and regulations.

Experience working with neighboring units of government

In my past capacity with the Buffalo City Mission, I was responsible for special projects and assisting the Erie County Commissioner with the daily operations of a full service County. Developed and implemented the county's affirmative action plan for recruitment, hiring, and federal contract compliance as part of EEO responsibilities. I also assisted with the organization of conferences, seminars, meetings and other events on behalf of Anne Arundel Community Action Agency. Developed and maintained filing systems for central and contract files, general correspondence, forms, reports, minutes, and other materials per direction and procedures.

Experience in economic development

Planned and implemented local community-wide vision process involving 750 local citizens in an electronic town meeting which subsequently created a community vision statement and 20 community action goals for sustainability. Generated the conditions for participation in community improvement efforts resulting in cultivated relationships with various advocacies, policy and research organizations working on agriculture, land grabs and other areas; served as staff liaison between the national academies and panel members. Communicated Muskegon County Community Foundation project information to applicable parties such as policymakers, general community, additional funders, and specific professionals while providing public relations management and create Foundation literature and promotional materials. I possess proven success in economic development programs like the Michigan Energy Assistance Program (MEAP), United States Department of Education, Commodities for Seniors Food Program (CSFP), United Way of the Lakeshore Emergency Food and Shelter Program (ESFP), Emergency Shelter Grant (ESG), Supportive Services for Veterans' Families (SSVF) and the HUD Housing Choice Voucher program budgeting and management, operational characteristics & services, cross-departmental project management, information technology utilization, human resources development, review and analyze data and deliver information in a comprehensible manner.

Experience with downtown development/redevelopment

My direct experience in downtown development will be of great service; and with Muskegon being in a contemporary state of vast downtown urban redevelopment respective to enhanced Lake Michigan Lakeshore tourism, healthcare industry growth, and a growing downtown economy, young Millennial adults have been staying in the community for work and home ownership more than in recent years-when many young adults assimilated to the convention of work and new home purchasing opportunities in nearby Grand Rapids, Michigan. I have managed task force in collaboration with a business consultant to formulate City Council's economic development strategy, and created a winning significant budget commitment from Council, and:

- Developed and implemented policies that support and encourage the expansion and diversification of existing business sectors in support of continued employment growth and area economic development.
- Established model for assessing applications used by a panel of representatives from private and public sectors, and local/state government which resulted in employment estimated at 78% from 15 businesses approved for assistance.

- Initiated a series of enhancements to the existing Local Area Development program; established a process for awarding grants, and developed a contractual agreement to govern grants awarded.
- Provided advocacy and synergy to new business owners/investors, industry, community services, and organizations; and coordinated with Michigan State and federal government bodies to share information, access resources and streamline delivery of service to the community.

Experience in Comprehensive Planning

In my current role as Executive Director of MOCAP, I assist the Muskegon Heights Mayor and City Council where I have planned, organized and evaluated the work of all City departments to ensure that operations and services comply with the policies and direction set by the City Council. I also help direct the development of the capital improvement plan budget for approval by the Council as well as monitor the implementation of adopted budgets. Facilitated internal and external communication throughout all levels of the organization, and conducted meetings with department heads and key management staff. Performed financial and managerial analyses for the Mayor and City Council pertaining to City operations and programs under consideration. Represented the Mayor, City Council, and the City at various meetings, functions, and events; served as a liaison to various civic or governmental organizations and committees, taskforces, boards, and commissions.

- Adjunct Sociology Professor
Montcalm Community College
Greenville, MI
OCT 2018-PRESENT

- Executive Director

Ottawa County Community Mental Health Drop in Agency

Holland, MI

NOV 2014-OCT 2018

Principal Goals of Non-Profit: To build resiliency in mentally and/or developmentally-impaired individuals through a stigma-free environment and peer support initiatives, effective sustained mentor and environment change experiences that promote renewed cultural awareness; enhancing pro-social skills; and empowering said strugglers of mental illness to seek and advance personal growth through social, educational and vocational development.

- ✓ Peer mediation consultant
- ✓ Active Member of the regional Advisory Board
- ✓ Coordination of the evaluation, monitoring, coaching and training of staff
- ✓ Worked in collaboration with the VOAD, AAS and AIRS accreditation process
- ✓ MSHDA, HUD compliance for Housing Choice Voucher waiting lists & Eviction
- ✓ Diversion Program for Prevention-based housing assistance
- ✓ Supervised SSVF and ESG grant coordinators in collaboration with Salvation Army's Temporary Assistance for Needy Families (TANF) program and affiliate shelters
- ✓ Supervision of the Eviction Diversion Program with HUD
- ✓ Supervision of the Alternative Dispute Resolution and Gatekeeper Programs
- ✓ Relationship maintenance with external stakeholders and constituents in enhancing donor relations and fund development management for the organization
- ✓ Consumer workforce development & literacy skills coaching
- ✓ Consumer GED Preparation Course proctoring

- Interim Senior Director of Housing Programs

Michigan Community Action Agency Eight Cap; Greenville, MI

NOV 2013 –NOV 2014

Principal Goals of Non-Profit: To provide Supportive Services for civilian and Veteran Families. Eight CAP, Inc. improves the community by partnering with private, government, and community organizations to deliver programs to low-income residents that alleviate the local causes of poverty and its effects.

- ✓ Intakes, eligibility & SPDAT Screenings;
- ✓ Housing Inspections, SSI/SSDI application assistance;
- ✓ Developed administrative systems for housing staff in accordance with Mid
- ✓ Michigan Community Action Agency Grantor requirements
- ✓ Co-Chair of Montcalm/Ionia/Gratiot/Isabella Continuum of Care
- ✓ Specialized proficiency in DBA FACSPRO and HMIS Service Point databases

- Sufficiency Programs Administrator
Buffalo City Mission

Buffalo, NY

DEC 2007-DEC 2011

Principal Goals: To provide Supportive Services to at risk youths and disadvantages adolescents in the criminal justice system.

- ✓ Developed and implemented policies that support and encourage the expansion and diversification of existing business sectors in support of continued employment growth and area economic development.
- ✓ Established model for assessing applications used by a panel of representatives from private and public sectors, and local/state government which resulted in employment estimated at 78% from 15 businesses approved for assistance.
- ✓ Initiated a series of enhancements to the existing Local Area Development program; established a process for awarding grants, and developed a contractual agreement to govern grants awarded.
- ✓ Provided advocacy and synergy to new business owners/investors, industry, community services, and organizations; and coordinated with Michigan State and federal government bodies to share information, access resources and streamline delivery of service to the community.

CERTIFICATIONS:

- State of Michigan Recipient Rights Certification (01/17)
- State of Michigan Person-Centered Planning Certification (01/2017)
- MDHHS Certified Peer Support Specialist Certification (11/16)
- Michigan AIRS Mental Health First Aid Conference Certification (11/16)
- Critical Incident Stress Management Group Intervention Certification (09/16)
- Critical Incident Stress Management Personal Intervention Certification (09/16)
- Michigan State Housing Development Authority Certification (11/14)
- HUD Housing Counselor Certification (05/14)
- SPDAT Certification (05/14)
- SOAR State Social Workers' Disability Application Certification (04/14)
- Certified Community Action Professional (CCAP) (02/14)

EDUCATION:

POST-GRADUATE:

Strayer University-Washington, D.C.

Master's Degree: Public Administration (MPA): MAY 15-AUG 17

DOCTORATE:

Western Michigan University Cooley Law School-Grand Rapids, MI
Executive Juris Doctorate: AUG 11-AUG 14

GRADUATE:

Liberty University- Lynchburg, VA

Graduate Degree: Criminal Justice: DEC 13- MAY 15

UNDERGRADUATE:

Buffalo State College- Buffalo, NY

Bachelor of Science: Criminal Justice: JAN 07-MAY 11

CIVIC GROUPS:

- United Way Emergency Food & Shelter Program Muskegon County Board of Directors
- Muskegon Heights Optimist Club
- Tri-County Protection Team
- Muskegon County Drug-Free Coalition
- Michigan Community Action Director's Council
- National Community Action Partnership
- Michigan Coalition Against Homelessness
- Michigan League for Public Policy
- Michigan Nonprofit Association
- Greenville Rotary Club
- Lakeshore Chamber of Commerce

PRESENTATIONS:

- Arturo Puckerin, Featured Guest Speaker, Grand Valley State University, "Inclusive Leadership Association." October 15, 2019, Muskegon, Michigan
- Arturo Puckerin, Speaker, Senior Symposium, "Census 2020 Seminar," September 24, 2019, Norton Shores, Michigan
- Arturo Puckerin, Speaker, "Muskegon County Complete Count Committee." Michigan County Community Foundation, September 3, 2019, City of Muskegon, Michigan
- Arturo Puckerin, Moderator, Community Needs Assessment in Strategic Planning, breakout session, 2019 Michigan Community Action Partnership Director's Council Conference, July 27-29, 2019, Boyne Mountain, Michigan
- Arturo Puckerin, Featured Guest Speaker, Lakeshore Regional Advisory Meeting, Ottagan Addiction Recovery Services, April 11, 2018, Holland, Michigan
- Arturo Puckerin, Featured Guest Speaker, Michigan Alliance of Information and Referral Systems (miAIRS), "ALICE," October 12, 2016, Mt. Pleasant, Michigan
- Arturo Puckerin, Moderator, Group Crisis Intervention, breakout session, University of Maryland Baltimore Training Centers, September 18-21, 2016, Baltimore, Maryland
- Arturo Puckerin, Featured Guest, "Communication Across Barriers." Poverty Institute, June 24, 2014, Traverse City, Michigan

Strayer University

By the virtue of authority of the Board of Trustees and the
recommendation of the Faculty
has conferred upon

Arturo Huckerin

the Degree of

Master of Public Administration

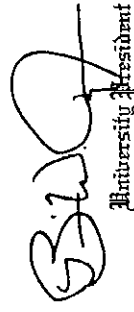
with all the rights, honors, and privileges thereto pertaining.

In witness whereof, this degree is granted bearing the seal of
Strayer University, Washington, D.C.

Given this eighteenth day of June in the year two thousand and eighteen.


Chairman, Board of Trustees




University President

Liberty University

The Board of Trustees upon the recommendation of the Faculty
hereby confers upon

Arturo Puckerin

the degree of

Graduate Certificate in Criminal Justice

with all the rights, honors and privileges thereunto appertaining.
In witness whereof, the seal of the University and the signatures
of the officers are hereunto affixed.

Given at Lynchburg, Virginia on this 7th day of May, 2015.



Samuel P. ...
President

W. E. ...
Provost

Henry ...
Chairman of the Board of Trustees

State University of New York College at Buffalo

*On the recommendation of the faculty
and by virtue of the authority vested in them,
the trustees of the University have conferred on*

ARTURO DORIVAN PUCKERIN

the degree of

BACHELOR OF SCIENCE

*and have granted this diploma as evidence thereof
given in the City of Buffalo in the State of New York
in the United States of America.*

AUGUST 14, 2011



[Signature]
Chairman of the Board of Trustees

[Signature]
Chairman of the College Council

[Signature]
Chancellor

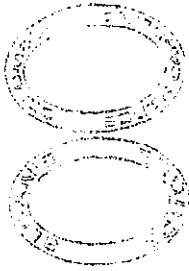
[Signature]
President of the College



St. Ann's School

Columbia

South Carolina



This Certifies That

Arturo P. Luckerin

*has satisfactorily completed the Course of Study prescribed for
Graduation from this School and is therefore entitled to this*

DIPLOMA

Given at Columbia, South Carolina, May 01

[Signature]

CHAIRMAN

[Signature]

HEADMASTER

COMMUNITY MENTAL HEALTH
OTTAWA COUNTY TRAINING CENTER

Community
Mental Health of
Ottawa County



Arturo Puckerin

has successfully completed training in:

Recipient Rights

Covers the following topics: The basic rights, the Michigan Mental Health Code, confidentiality, informed consent, the Americans with Disabilities Act, abuse and neglect, "Michigan Whistle Blowers Protection Act", consumer and employee responsibility, documenting with Incident Reports (IR), and HIPAA.

This consisted of 4 hours of instruction.

Arturo Puckerin

Trainer

1-11-17

Date

CERTIFICATE OF COMPLETION

THIS CERTIFICATE IS AWARDED TO

Artura Puckerin

MSHDA

**MICHIGAN STATE HOUSING
DEVELOPMENT AUTHORITY**
Your Affordable Housing Partner

For completion of Michigan State Housing Authority
Housing Quality Standards Training Course,
July 1-2, 2014.

You have met all course requirements and are
authorized to conduct inspections in your official
capacity for MSHDA's Housing Choice Voucher
Program.



ANN MUELLER
RENTAL ASSISTANCE AND HOMELESS SOLUTIONS

7/11/2014

DATE

This certificate attests that

Arturo Puckerin

has attended a curriculum approved course entitled

Assisting Individuals in Crisis

13 Contact Hours



UMBC has awarded 1.3 Continuing Education Units for this course, based on a formula of 1 Continuing Education Unit for every 10 contact/classroom hours.

UMBC
Training Centers

September 18, 19 & 20, 2016

Course Date

Paul K. Bertersey, Ph.D.
Course Instructor

216091829912719

Course Number

Kent Malwitz
Kent Malwitz
President of UMBC Training Centers
Baltimore, Maryland

This certificate attests that

Arturo Puckerin

has attended a curriculum approved course entitled

Group Crisis Intervention

14 Contact Hours



UMBC
Training Centers

UMBC has awarded 1.4 Continuing Education Units for this course, based on a formula of 1 Continuing Education Unit for every 10 contact/classroom hours.

September 18, 19 & 20, 2016

Course Date

216091829912719

Course Number

Paul LaBastaux, Psy.D.
Course Instructor

Kent Malwitz

Kent Malwitz
President of UMBC Training Centers
Baltimore, Maryland



This is to certify that

ARTURO PUCKERIN

has successfully attended:

- MI-AIRS Annual Business Meeting
- LGBTQ Competency OR Veteran Benefits OR Mental Health First Aid
- Healthcare Navigation OR Disability Awareness OR ALICE
- Disaster Management OR Motivational Interviewing

Mt. Pleasant, Michigan
October 12, 2015
5 hours

This education certificate is provided by MI-AIRS for fulfillment of educational credits as required by AIRS for Certified Information and Referral Specialists (CIRS and CIRS-A/D) or Certified Resource Specialists (CRS).

Edward D'Angelo, MI-AIRS Board President

Certificate of Completion

This is to certify that
Arturo Puckerin
has successfully completed the class
Cultural Competence 2016 (online)

This online course was developed and approved by the Community Mental Health organizations who are members of Lakeshore Regional Partners: Allegan CMH, Healthwest (Muskegon CMH) network180 (Kent CMH), Ottawa CMH, and West Michigan CMH (Lake, Mason, & Oceana). Content for this class is based on the State of Michigan's Providing Residential Services in Community Settings Curriculum. Content has been updated to meet the recommendations of the MACMHB's Training Guidelines Workgroup in this area: Cultural Competence.

1/6/2017

Completion Date

For more information email:
training@network180.org



GCN TRAINING
GLOBAL COMPLIANCE NETWORK
YOUR SITE FOR INTERNET-BASED TRAINING

CERTIFICATE OF COMPLETION

Arturo Puckerin

EDUStaff, LLC

HAS COMPLETED TRAINING IN:

Active Shooter on 11/9/2018

Bloodborne Pathogens on 11/12/2018

Bystander Intervention on 11/12/2018

FERPA on 11/12/2018

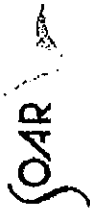
SaVE Act on 11/13/2018

Sexual Harassment on 11/13/2018



NOTICE: BASED ON THE AVERAGE TIME TO COMPLETE ONE (1) TUTORIAL,
COMPLETING THREE (3) TUTORIALS EQUALS 1 HOUR OF TRAINING.

GCNTRAINING.COM 5859 W. SAGINAW HWY #384 LANSING, MI 48917-2460



Certificate of Completion Fundamentals Training

A Case Manager's Training Curriculum for
Assisting Adults Who Are Homeless
with Social Security Disability and
Supplemental Security Income Applications

This is to acknowledge that training was completed on September 25, 2014

Arturo Puckerin

Location: Muskegon, Michigan

Trainers: Cara Coleman, Danelle Harris, Erica Patton, and Jennifer Stewart



CAESAR ASADI

3601 NE 207th St Apt 1305 Miami, FL 33180

caesar.asadi3@gmail.com

305-433-0133


02/03/2020


Human Resources
City of North Miami

To Whom It May Concern:

"Be the change that you wish to see in the world." This is a quote that we have all heard at one time or another. But how many of us can actually say they are what they wish to see? As someone who is a Barry University alumni and Stamps Leadership scholar, I was challenged throughout my 4 years of education to not only excel in academics, but to make a genuine impact in my community as well. In the almost 5 years that I have been a resident of North Miami, whether on campus or living in temporary housing with roommates – I have experienced firsthand the problems and issues that we are faced with as a community. We are a multi-ethnic community comprised of individuals from the Caribbean, Central and South American and so much more.

I have seen great strides in progress with maintenance on our roads to the development of real estate and enhancements in all aspects of our daily lives. I am blessed and humbled to say that I have served our community as a mentor, coach and leader in many different capacities. From volunteering at Doctor's Charter middle school to coaching swim lessons at Gwen Cherry park to launching a non-profit to address the issues of mental health in our student athletes – I am proud to say that I am the change that I want to see in the world. My background training for the special forces and the adversity that I have faced in the short time that I have been alive have molded and shaped me into the individual I am now. Many people in my life have spoken on my ability to lead and inspire change and progress in any





environment I am in, and I would like an opportunity to serve our community as a public servant. I am a staunch believer in servant leadership – and I see it as the only way to continue the progress that I have already seen firsthand in our community.

What I lack in experience I make up for in passion, self-accountability and an attitude and mindset that I will be the hardest worker in any room that I step into. We are faced with a myriad of issues that our City needs to address, from the ever-widening income gap to the cultural, religious and ethnic divides in our neighborhoods. We need an individual who not only provides stability and a fresh face but an individual who is not afraid to go into the trenches and serve the community on the front lines alongside our residents who make this city the melting pot it is. If I were selected for this position, I would take the initiative and grab the bull by the horns.

Respectfully,

Caesar Asadi

JOSEPH A. QUARTELL

SAN BRUNO, CALIFORNIA 94066 ▪ (818) 262-6410
joseph@quartell.com ▪ www.linkedin.com/in/Quartell

February 28, 2020

Honorable Mayor and Councilmembers
City of North Miami, Florida
776 Northeast 125th Street
North Miami, Florida 33161

Dear Mayor Phillippe Bien-Aime, Vice-Mayor Dr. Alix Desulme,
Councilmembers Scott Galvin, Carol Keys, Mary Estimé-Irvin:

Your city is facing challenges on multiple fronts. One or more of you have expressed frustration in the execution of policy, resolution of problems, and the historical continuity of leadership.

I want to work with you to bring the current chapter to a close. Resolve disputes. Restore balance. Establish a sense of confidence. Then, move forward to establish your vision and bring it to fruition.

To accomplish that I bring a fresh perspective to the equation. A view from the outside. An end to the status quo.

As a manager in the City and County of San Francisco I bring the philosophy of forward thinking ideas that address the challenges of the future by bringing them to the present. Its values of diversity, equality, acceptance, and compassion are an integral part of the responsibilities I perform daily.

When I made the decision to join San Francisco government in its social services agency I entered with only a basic understanding of the field. My abilities to learn, adapt, and adjust quickly were the keys to my initial success. I continue to build upon that every day. I will bring this same skill set and learning curve to your city.

My resume is attached for your consideration. I look forward to the opportunity of meeting all of you in person to explore the possibility further.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Joseph A. Quartell', written in a cursive style with a large, looping initial 'Q'.

Joseph A. Quartell

JOSEPH A. QUARTELL, MBA

San Bruno, CA 94066 • 818-262-6410 • joseph@quartell.com • www.linkedin.com/in/Quartell

MUNICIPAL OPERATIONS MANAGEMENT PROFESSIONAL

City Manager – Operations Director – Chief Operations Manager – Operations Director

Exceptional record of accomplishment in the management of human services, social service programs, foster care, civil enforcement, and Medicaid support services for the City of San Francisco. Consistent history of resolving complex issues, reducing operating costs, improving efficiency, and increasing cash flow. Excel at building and leading top-performing teams, partnering with senior executives on quality, productivity, and process improvement initiatives, and maintaining effective communications with staff members, agencies, and the community. Experienced at designing policies and procedures, ensuring regulatory compliance, and coordinating outside contractors and partners on projects. Extensive financial management background in the public and government sectors. **Key competencies include:**

Operations Management – Human Resources – Strategic Planning – Process Optimization – Forecasting
Project Management – Program Development – Collaboration – Safety – Reporting – Problem Solving
Technology Deployment – Fiscal Management – Budget Administration – Cost Control – Public Policy

Demonstrated Value:

San Francisco Human Services Agency:

- Increased overall receivables from \$2M to \$5M per year, with an 11% YoY average growth rate.
- Designed and implemented the agency's first standardized operational procedures, rules, and goals, resulting in greater compliance, efficiency, and quality of service.
- Chosen to direct a consortium of 13 counties in the collective administration and sharing of technologies and best practices for managing civil enforcement and criminal restitution functions.
- Streamlined case processing times 50% by implementing a new accounting technology that also improved the resolution time and quality for receivables.
- Achieved major improvements in efficiency while dramatically reducing performance issues and public complaints by implementing staff training on policies and procedures.
- Eliminated \$10M in inventory and 8,500 clients by leading a project to identify deceased individuals.

Quartell & Associates:

- Grew a collections business from initial startup to more than \$12M in revenue, with a \$4M net.
- Built the portfolio of receivables processed or in-process from zero to \$10M or more per year.

PROFESSIONAL EXPERIENCE

SAN FRANCISCO HUMAN SERVICES AGENCY, San Francisco, CA

2012 – Present

Collection Services Manager

Oversee all civil enforcement and criminal restitution activities relating to a comprehensive portfolio of programs for a city of more than 880,000 citizens. Responsible for social service, Medicaid in-home support, and foster care collections and the related accounting, reconciliation, and monitoring. Direct the investigation of fraud, theft, and judgements for non-payment. Administer a \$53M receivables budget and supervise 2 direct and 12 indirect reports. Prepare and deliver reports and forecasts.

- Improved efficiency and accuracy by leading a project to streamline the receivables process.
- Enhanced productivity and eliminated lost documentation issues by spearheading the digitization and cataloging of all client files.
- Selected by the agency to serve as a Regional Case Manager for fiscal receivables management, for the next-generation California welfare system.
- Eliminated backlogs of cases, completed cases to be filed, and data entry within the first year.
- Facilitated a 67% decrease in quality reporting times while achieving and maintaining federal and state compliance by instituting reporting process enhancements.

QUARTELL & ASSOCIATES, Encino, CA

1995 – 2012

Owner / Operations Manager

Founded and directed a collection firm that focused originally on the procurement and collection of delinquent Federal Deposit Insurance Corp. (FDIC) debt following the savings and loan crisis, and then expanded to include the purchase and collection of automotive and retail company outstanding debt. Hired and trained a staff of 10. Oversaw all business operations, including policy and procedure design, financials, collections, negotiations with lenders, HR, legal compliance, and data management.

- Achieved rapid growth by identifying and capitalizing on niche debt areas not services by large collection agencies, resulting in high yields with shorter turnover times.
- Increased efficiency by implementing a specialized database for tracking and reporting procurement, accounting, and collection information.
- Improved productivity, performance, and compliance by conducting staff training in the areas of collections, judicial policies, legal research and writing, and enforcement of civil judgments.

CAREER NOTES: Previously held the position of **Field Special Agent**, NEW MEXICO DEPARTMENT OF TAXATION & REVENUE. Details available on request.

EDUCATION

New Mexico Highlands University, Las Vegas, NM

- **MBA in Financial Management**

University of New Mexico, Albuquerque, NM

- **BBA in Financial Management**

COMPUTER SKILLS

MS Office, QuickBooks, various proprietary government software tools and databases

Scott S. Randall
27750 Abril Drive
Cathedral, City, CA 92234

February 16, 2020

The Honorable Phillippe Bien-Aime
Mayor – City of North Miami
776 NE 125th Street
North Miami, Florida 33161

Dear Mayor Bien-Aime:

I recently became aware of your recruitment for the position of City Manager for the City of North Miami. After having reviewed your recruitment notice, position profile and the City's informative website, I am extremely interested in being considered for this position. Therefore, please accept the enclosed resume as my personal application for this post.

As you will quickly see, I have relevant experience in all facets of municipal administration, including:

- More than forty years of public and not-for-profit sector, executive management experience; including twenty years as a city manager in five full-service, suburban communities of comparable size and complexity as North Miami
- Managing a number of cities known for their lean staff and reliance on contractual services and intergovernmental partnerships
- Leading successful, transformational economic development opportunities in each community
- Managing an array of capital assets; developing multi-year capital improvement and maintenance programs
- Responsible for full financial oversight of multi-million dollar annual operating and capital budgets; and supervising diverse staffs ranging in size from 4 to 550 employees
- Developing a variety of community engagement and public education initiatives
- A continuing commitment to providing outrageous customer service
- Working with a variety of public, quasi-public and not-for profit organizations; and diverse groups of elected and appointed officials

I trust that this extensive experience can be beneficial in dealing with the opportunities and challenges facing the City of North Miami.

Mayor, I hope that you, the other members of the City Council, and all others involved in this process will find my qualifications sufficient to warrant further consideration for this position. If so, I am available to meet with you, at your convenience. Finally, should you require any additional information, please do not hesitate to contact me.

Very truly yours,

Scott Randall

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

80 Pine Ridge Rd. #4255
Ellijay, Georgia 30536
February 12, 2020

Staffer B. Friedman
City of North Miami
North Miami, FL

Dear Staffer Friedman:

I am attaching my C.V. in consideration for the North Miami City Manager position. I have over twenty+ years as a public manager having served in all tiers of the U.S. intergovernmental system in diverse geographical settings. Some of the local governments I have served have been as small as the City of Falls Church (VA) 11,200, to larger ones such as Guilford County (N.C.) with over 400,000 residents, 2700 employees, 27 departments and an operating budget of \$350 million and capital of \$370 million (CIP).

I also served under Governor Ella Grasso as Connecticut's Deputy Human Resources Commissioner for six years managing federal block grants, state grants-in-aid, and the welfare system via six district regional offices.

I have competencies in finance, human resources, public safety, community development/planning, tourism, economic development/redevelopment, human services, utilities, and intergovernmental affairs. I have experienced active citizen participation and welcomed it when I served the City of Falls Church (VA) and other general purpose governments as chief executive. I also was heavily involved in my international development work in governance and intense citizen participation and empowerment.

As the manager for City of Falls Church I worked cooperatively with Arlington County (VA) and the District of Columbia to retain the Washington Aqueduct which was owned by these local governments and operated by the U.S. Army Corps of Engineers.

I would welcome a return to public management since I have for the last few years been an adjunct faculty at Palm Beach and Indian River State Colleges teaching Sociology and Government. I also worked internationally with the US Agency for International Development (US AID) and have worked in Ecuador, Paraguay, Colombia, Uganda and Jamaica. on short-term and long term assignments in "development, governance, democracy and decentralization".

I would truly appreciate the opportunity to compete for this opportunity.
Thanks. With kindest regards, I remain,

Sincerely,

Hector A. Rivera Sr.

HECTOR A. RIVERA Sr.

80 Pine Ridge Road , #4255
Ellijay, GA 30536
(C) 772 285 4764
hrivera1030@gmail.com

Career Summary

- 1 Over 35 year's diverse professional experiences as a top public manager at all levels of the US intergovernmental system and internationally.
- 2 Recently served as US Agency for International Development (USAID) Chief of Party (National Director) in the Republic of Ecuador serving over fifty municipalities governance and in community development/decentralization, and recent STTA** assignments in Paraguay and Uganda for USAID projects. Performed program evaluations of all 55 sub-grantees with USAID support to close-out projects. In Paraguay, served as a a management analyst providing analyses and strategy suggestions for program enhancements and improvements in second round of funding on Millenium/USAID projects. Performed "site avaluation" for proposal development in Uganda. Developed graduate diploma in "Management of Sub-National Governments" with a consortium of four private regional universities in the Republic of Ecuador which graduated over 100 appointed and elected officials. First "city manager" in Ecuador was a graduate of this graduate "Diplomado"
- 3 Extensive experience in economic, public works, and utilities (water). Washington Aqueduct which serves D.C., Arlington County (VA) and City of Falls Church (VA) and is owned by these governments was part of my stewardship as Falls Church city manager.
- 4 Presently an adjunct faculty at Indian River State College, Ft Pierce, FL & Dalton State College, [Ellijay branch], GA.
- 5 Served a county manager in Guilford County (Greensboro), N.C., birth of the civil rights movement, and met quarterly with two diverse groups: (a) Presidents and Chancellor of universities, e.g., UNC, Guilford College, N.C. A & T, (town and gown) etc., and (b) the "Wheels Group: Chairman and Manager (CEO) of United Way, School Board, Airport Authority, City of Greensboro (county seat), GC Board of Commission, etc., to review our respective agendas and issues. *STTA: Short Term Technical Assistant

Education

- 1 Executive Institute, University of Virginia,
- 2 University of Hartford, W. Hartford, CT, M.P.A. .
- 3 Fellow, National Endowment for the Humanities (NIH), UC Santa Barbara,
- 4 The New School for Social Research, N.Y., N.Y. M.A. Sociology,
- 5 City College of New York, N.Y. B.A. Sociology,
- 6 Honorary Graduate Diploma in "Management of Subnational Governments" from four private Ecuadorian Universities.

Languages:

English & Spanish (Native), Portuguese(Beginner)

Relevant Employment Experiences

2009-Present: Adjunct faculty:

Certified to teach Sociology, Public Administration, & Political Science (Intro), to undergraduate students at Indian River State College (IRSC), FL, & Dalton State College. GA (Sociology Fall 2018).

February 2010-Present: Consultant for Casals & Associates, Washington, DC.

Served as a Senior Advisor for an IQC on Governance & Decentralization; worked on prospective USAID proposals on Honduras, Jamaica, Paraguay and Uganda on anti-corruption methodologies utilized by Casals, and general governance. Assigned to USAID/Paraguay Millennium project on Anti-Corruption/Rule of Law, and performed field visit to Kampala, Uganda on a competitive USAID grant where I met with national ministers and civil society organizations

2007-08: Assistant City Manager, City of Cape Coral, Florida.

Supervised Fire, Police, Human Resources, Finance, City Clerk and Parks & Recreation. Served as liaison to CRA* Board. New Position eliminated by Council due to State cutbacks. Cape Coral is a pre-platted city. Visited Dominican Republic with Hispanic Chamber of Commerce to develop relationship and discuss "best practises". *Community Redevelopment Agency

2003-06: USAID Chief of Party (National Director) for ARD Inc., in Ecuador.

Managed a national USAID/US Embassy project (\$11.6 million) including 56 sub-national governments in potable water, sanitary landfills, slaughterhouses, general capacity building (tax assessment, GIS, human trafficking, decentralization, public participation, development etc.) Project received perfect scores from USAID and exceeded requirements by 100%. Served as a catalyst in developing a graduate diploma with a consortium of four regional private universities in the "Management of Sub-national Governments" and consulted with ICMA executive and staff.

2001-02: Senior Advisor to the Global US Director of Peace Corps.

*Director is Presidential Appointed, Washington, DC. Security clearance with US State Department.

1997-99: City Manager, City of Falls Church, VA.

Responsible for all the municipal functions with a budget of \$30 million operating and \$100 million capital. Directly supervised the Public Work /Utilities functions-the latter served 100,000 customers, & Community Development (CDBG), and developed a "pay for performance plan". Served as a catalyst for the creation of an Economic Development Authority and worked with Arlington County and D.C. on the Washington Aqueduct*- jointly owned by the city, county, and D.C. and managed by the U.S. Army Corps of Engineers. *Main water for Arlington County & City of Falls Church (VA), and Washington/ District of Columbia.

1993-97: County Manager, Guilford County (Greensboro), N.C.

Managed the 3rd largest county (400,000) in the state with an annual operating budget of \$359 million and \$370 million capital, with 2700 employees and 27 departments. Provided leadership for county's first CIP* Plan; 2015 Strategic Growth Plan; created a Training Center for employees and took the lead on economic development that generated \$1.2 billion worth of

capitalization and hundreds of value-added jobs. Provided water services to rural areas via inter-municipal agreement with City of Greensboro. Provided oversight to Social Services, Health, Substance Abuse and Mental Health programs and Planning/ Development functions and all other county services. *Capital Improvement Plan

1985-92: Assistant City Manager, Virginia Beach, VA.

Responsible for oversight and direction of Human Services which included Mental Health/Mental Retardation/Substance Abuse, Social Services, Community Development, Libraries, Agriculture, Parks and Recreation, Juvenile Probation and Community Corrections. Developed innovative "latch-key" children's project which won national recognition, Indigent care initiative, and provided leadership for bond referenda for new Central Library and Community Recreation Centers.

1979-84: Deputy Human Services Commissioner, State of Connecticut.

Worked directly under Governor Grasso to manage the daily operations of four divisions and various block grants such as Title XX, Energy, Refugee Resettlement, etc. Provided guidance and direction for the state's social delivery system (welfare) via six district offices.

1976-79: Executive Director, Human Resources Commission, Pueblo, CO.

Provided guidance and direction to Board, City Council and County Commission on Human Services-grants-in-aids as well as monitoring and evaluation for policy makers in such areas as Mental Health, Substance Abuse, Elderly Services, Health, etc.

Awards & Acknowledgements

- 1 Member, Board of Education for the City of Meriden, CT 1981-85.
- 2 Recipient of YWCA of South Hampton Roads' Mary Helen Thomas Award for assisting in the "elimination of racism". 1992
- 3 Received **National Association of Counties** (NACo) Achievement Award to Guilford County, N.C. for "shared services" with the City of Greensboro. 1994
- 4 Served on the **International City/County Management Association** (ICMA) Committees of : Assistants, Academic and International

February 26, 2020

RE: City Manager

My areas of interest/expertise include Finance/Accounting Management, City Management and entrepreneurial business. Conceptually, an ideal organization is one that incorporates and demands a team-oriented environment, and allows the flexibility and encourages the creativity to successfully thrive in an ever-changing and challenging economic environment.

Regarding my qualifications and competencies, I believe you will find the following qualifications most noteworthy:

- My education of an MBA from the University of La Verne in Economics and Business and a BA from the University of California, Santa Barbara in Law and Society.
- As Program Manager at the City of Pomona, completely overhauled numerous City and Department specialized financial programs for enhanced operations and efficiency, including revenue enhancement.
- As Management Analyst II for Clark County, Laughlin Town Manager's office performing community and economic development duties to include directing potential business owners with the County process to initialize the proper paperwork for permits and environmental impact reviews/studies.
- As recently retired Administrative Services Manager and Management Analyst for the City of Pomona, prepared and administered the Police Department's operating and capital budgets totaling \$57.1 million for fiscal year 2018-19 for 275 full-time employees and as well as supervised accounts payable/receivable and payroll. Researched grant possibilities for the focal needs of the City and administered \$5.8 million in FY 2018-19 adopted budget funds for all Police Department grants, entitlements, Special Enforcement funds and Asset Forfeiture funds.
- As a business entrepreneur of 24 years, responsible for the operational management of retail tree sales business utilizing Generally Accepted Accounting Principles and business practices. Responsible for: budget administration; vertical market planning and research; contract negotiations; marketing and advertising; human resources and risk management practices and procedures; maintain positive employee relations; purchasing of supplies; and, direct public relations.

Please review the enclosed resume in anticipation of a face-to-face meeting. I enthusiastically await a response from you to schedule a mutually convenient time to meet. Thank you again for taking the time to consider my credentials.

Sincerely,

Mark P. Robledo

MARK P. ROBLEDO

3138 Ocotillo Drive Laughlin, NV 89029 (702) 299-0944 (home) (951) 323-0504 (cell) mprobledo@att.net

CITY MANAGEMENT / FINANCE MANAGEMENT / ENTREPRENEUR

PROFESSIONAL PROFILE

MBA, recognized for innovative, methodical management style resulting in high levels of team productivity. Quick-thinking, enthusiastic and flexible. Good in high pressure situations, pays attention to detail and works well with executive management and elected officials. Outstanding interpersonal and communication skills; bilingual—speaks English and Spanish. Well-versed in governmental affairs in labor relations, training and development, human resources and risk management principles. Exceptional record of reducing costs and improving the bottom-line results. Highly articulate and conversant, people-oriented and organized. Ability to foster the trust and respect of co-workers and demonstrate strong work ethics and integrity. **Strong source of creative ideas: enterprising, conceptual and a diverse thinker.**

SUMMARY OF QUALIFICATIONS

Demonstrated management and leadership abilities for 29-year career in municipal government finance and 23 years as an entrepreneurial co-owner of a retail sales business. Managed up to 14, experienced in supervising, planning and directing specialized projects and programs. Identified and implemented strategies for revenue management and development. Participated in the development and implementation of goals, objectives, policies and enforcement of major programs. Improved administrative methods, monitored workflow, evaluated work products and streamlined operations. Highly knowledgeable of Federal, State and local codes, regulations, labor laws and personnel systems. **Experience, drive and abilities are complemented by an MBA in Economics and Business from the University of La Verne and a BA in Law and Society from the University of California, Santa Barbara.** Other areas of expertise include:

Accounting Management	RFPs/RFQs/Grant Management	Risk Management	Product Management
Revenue Management	Debt/Cash Management	Project Management	Human Resources
Contract Administration	Government Relations	Marketing Administration	Business Development
Planning/Research	Internal Audit Functions	Direct/Retail Sales	Association Relations

PROFESSIONAL EXPERIENCE & SELECTED ACCOMPLISHMENTS

MANAGEMENT ANALYST II

Clark County, Laughlin Town Manager's Office

January 2019 – Present

Perform community and economic development duties to include directing potential business owners with the County process to initialize the proper paperwork for permits, environmental impact reviews/studies; community engagement and interaction; prepare operating and capital project budgets; assist in directing work activities of assigned administrative personnel and duties; other duties as determined and assigned.

ADMINISTRATIVE SERVICES MANAGER

City of Pomona, Police Department

July 2015 – January 2019: Retired

Perform financial planning and research at the direction of the Chief of Police, with an adopted FY 2018-19 budget of \$57.6 million. Involved in multiple tasking to include the procurement and management of grant funding; prepare contractual agreements, RFP's and RFQ's; prepare and administer departmental Operational, Capital Improvement and Special Funds budgets; ensure timely financial reporting; financial forecasting, cost/fund accounting and financial analysis of variances; departmental business and process improvement functions; direct work activities of A/P, A/R and payroll personnel.

MANAGEMENT ANALYST

City of Pomona, Police Department

January 2000 – July 2015: Promoted

Formulate long range financial strategies, policies and procedures; oversee revenue management. Direct work activities of A/P, A/R and payroll personnel. Serve as liaison with public and private organizations. Coordinated the drafting of all Departmental City Council reports, including City Ordinances, Resolutions and related contractual agreements. Reviewed risk management programs related to the Police Department. Researched avenues for cost recovery for the City and the Department to offset financial constraints and identify cost effective measures to assist in this endeavor.

January 1990 – January 2000

Continued responsibilities as Program Manager of the Serious Habitual Offender Program. Managed the Crime Analysis Unit with tasks in identifying trends, patterns and series' of crimes. Interfaced as department representative with police, district attorneys, state parole, county probation and school district representatives to discuss cases.

PROGRAM MANAGER (*Grant funded through California Office of Criminal Justice Planning*)

City of Pomona, Police Department

June 1989 – January 1990

Recruited to completely overhaul a state-funded grant; reorganized the entire program to come into compliance with State laws/regulations and implemented the program into the department structure; part time position.

CO-OWNER/OPERATOR

A Christmas Tree Farm, Alta Loma, CA – Tree Farming Business; cultivation and retail sales

February 1991 – December 2014

Managed up to 14. Operational and environmental management of retail tree business and sales, utilizing Generally Accepted Accounting Principles and business practices. Manage vertical market business specific activities. Overall responsibility includes: budget preparation, consolidation and administration; California Environmental law policies and procedures; business development through aggressive marketing and advertising; perform as manager of budgeting, purchasing, human resources and risk management; contract negotiation, development, implementation and administration; utilization of market research methodologies; recruit, train, develop, discipline and evaluate employees; direct work activities of employees; maintain positive employee relations; employ Federal, State and local laws, rules and regulations pertaining to human resources and risk management functions; direct public relations; analyze unusual situations and resolve through application of management principles and practices.

EDUCATION & CONTINUING STUDIES

MBA, University of La Verne, La Verne, CA – Economics and Business (Business Administration)

BA, University of California, Santa Barbara, CA – Law and Society (Political Science)

COMMUNITY AFFILIATIONS

Pomona Mid-Management / Confidential Employees Association – Past President, Vice President and Secretary

California Christmas Tree Association – Past Member

University of La Verne Alumni Association – Lifetime Member

University of California, Santa Barbara Alumni Association – Lifetime Member

Sigma Phi Epsilon Fraternity – Lifetime Member

University of Notre Dame – Past Charitable Booster

Sons of the American Legion – Post 60

LANGUAGES

Fluent in English and Spanish

OUTSTANDING REFERENCES PROVIDED UPON ESTABLISHMENT OF MUTUAL INTEREST

C. RODRIGO CARRILLO

6033 N Sheridan Rd 15E

Chicago, IL 60660

312-933-8120

crodrigocarrillo@gmail.com

SUMMARY OF SKILLS

- Non-Profit/Public Service Leader
- Community Outreach & Engagement
- Public Speaker: Bilingual (Spanish & English)
- Human Resources & Talent Management
- Experience in Diverse Communities
- Excellent Communication Skills
- Business Acumen/Project Management
- Change Agent
- Relationship Builder

EMPLOYMENT HISTORY

LINCOLN PARK COMMUNITY SERVICES- Executive Director, 2019-Present

Provided leadership and change management in the expansion efforts of a grass roots agency becoming a mid-size homeless service provider. Responsible for the overall fiscal health and safety of Lincoln Park Community Services. Created structure and processes in place to ensure high quality service delivery.

Finance

- Enabled ongoing funding from city of Chicago for two sites, developed an agreed upon plan to keep two facilities open, revised contract so more LPCS expenses could be covered, brought LPCS into compliance with grant guidelines, and providing oversight for timely invoices (2-year grants of \$259,000 per yr. northside location, \$360,000 per yr. for southside location).
- Also secured an additional \$705K to continue operations at one facility for the next 36 months.
- Hired a finance expert needed to correct and allocate expenses to appropriate accounts and create fiscal policies to ensure the integrity of the finances for the organization.
- Working with staff and Board in delivering a balanced FY 20 budget.
- Successfully fundraised to nearly close the gap of capital campaign from 96% complete to 99.3% to goal.

Operations

- Created and implemented a successful move plan for the organization. This encompassed moving staff, guests, and items to a new 28,000 square foot facility.
- Worked with contractors, architects, and staff when the project was 90% complete to ensure the design of the space filled the program service needs as well as maximize utilization of future growth.
- Simultaneously worked to improve our former facilities and provided an option to guests and staff for choice of living and workspace.
- Assessed all insurance needs for both facilities and negotiated necessary renewed insurance coverage without having to spend approximately \$60,000 for structural changes.
- Created a high-level position to manage operations and facilities which include maintenance, safety, and all DFSSS compliance requirements.

Permanent Supportive Housing & Independent Community Living Program

- Worked with CHA to reduce leasing time per tenant and figured out ways to enable LPCS guests to become tenants resulting in 85% (17) units being occupied by October 31st with several tenants being LPCS Guests. Reached full occupancy in 5 months by end of 2019.
- Brought all Independent Community Living Program units (HUD Scattered Site) to HUD compliance in supportive services, leasing, and operations. Also ensured our contract was updated and in compliance with audit.

Human Resources

- Nearly doubled the amount of staff which included setting HR policies and standards for the organization.
- Increased staff diversity which includes to 69% identifies as a person of color vs 32% upon my start date.
- Created an on-boarding process from phone screen to 30 days of employment.
- Documented and implemented opportunities for staff professional development.

Development

- Lead the development team in successful events which include:
 - A successful ribbon cutting ceremony with top donors, long time supporters, elected officials, and previous staff and guests.
 - Surpassed the annual appeal campaign by 42% of the goal
 - Surpassed the associate board annual event by 15% of the goal
 - Brought additional foundation monies to our portfolio
 - Restructured the Development department to fall in line with best practice in successful non-profits

AMERICAN RED CROSS: NATIONAL HEADQUARTERS- National Partner Relations Manager-Disaster Cycle Services & Community Mobilization, 2018-2019

- Developed/strengthened strategic and inclusive national partnerships that can ultimately be leveraged locally (support the chapters, support partners more efficiently and effectively)
- Offer increased opportunities for participation and engagement of a diverse set of community stakeholders to take an active role in preparing for, responding to and recovering from disasters
- Facilitate collaboration among community stakeholders in order to encourage collective action and pool resources to meet disaster-related client and community needs
- Support chapters in community outreach and partnering (workshops, technical assistance materials)
- Focus on building partnerships across the nation with Latinx, immigrant populations, LGBTQ+, and Pet Serving agencies.
- Lead long term recovery initiative for Hurricane Harvey relief effort. Assisted over 12,000 households in the Texas Gulf Coast area with financial assistance and focused on vulnerable populations including undocumented communities.

CITY OF CHICAGO- Deputy City Clerk, 2017-2018

- Managed a 10 million-dollar budget with a 132.8 million-dollar revenue stream servicing 1.2 million Chicagoans.
- Acted as a surrogate for Chicago City Clerk on over 100 public appearances and community outreach.
- Co-lead the Municipal ID initiative (Chicago ID) from policy to strategic planning of implementation within 12 months.
- Managed effective transition of new administration with existing staff of 70 union and 22 non-union employees.
- Catalyzed a new culture of empowerment, collaboration, and leadership development which contributed to dynamic customer service delivery and surpassed revenue expectations by 16%.
- Managed the daily operations and sales of city stickers, residential parking permits, and dog tag licenses.
- Oversee the Chicago City Council division and ensured to comply with journal and record keeping mandates.

LA CASA NORTE- Director of Operations, 2013- 2017

- As a member of the senior leadership team, I was responsible for managing operations and human resources for the entire organization.
- Responsible for recruiting, retaining, and professional development of organizational talent.
- Developed policies, procedures, and managed cultural changes as well as organizational growth and strategic initiatives.
- Established community relations by providing information and access to services for homeless youth and families across the city of Chicago.
- Implemented advocacy strategies around issues impacting La Casa Norte clients and interests; homeless services, affordable housing, safety and violence prevention utilizing harm reduction models and trauma informed care.
- Build and strengthen partnerships addressing issues of housing, safety, and human capital development in Humboldt Park and other key communities for La Casa Norte: Back of the Yards, Logan Square, Humboldt Park, Hermosa.
- Managed over 65 units of permanent housing in more than 43 zip codes in the city of Chicago, 16 bed transitional housing project for male identified youth ages 16-21, and over 50 emergency shelter beds for youth 18-24 including pregnant & parenting moms.
- Participated in the executive leadership team on various fundraising and development activities including board engagement, annual events, corporate donor education, and individual donor engagement.

THE RESURRECTION PROJECT- Financial Services Manager, 2011-2013

- Managed a team that provided city-wide services in Foreclosure Prevention, Homebuyer Education, & Community Wealth Building.
- Developed and maintained relationships and knowledge of programs with government agencies, local financing programs, city and state subsidies, and permanent banking relationships.
- Developed two different Financial Capability programs which targeted low to moderate income families creating a holistic understanding of finances.
- Managed the New City Neighborhood Stabilization project which assisted 10 families in becoming homeowners and New City community members.
- Presented at the Unidos US (formerly National Council of La Raza) conference on a new non-profit innovative program that would assist 1st time homebuyers.
- In 12 months grew program outcomes over 150% and won Outstanding Counseling Services by Unidos US (formerly National Council of La Raza).
- Developed and executed outreach events in different communities addressing their financial needs and resource access.

SPANISH COALITION FOR HOUSING- Senior Housing Counselor/Workshop Facilitator, 2008-2011

- Facilitated bilingual workshops on educational programs for financial literacy and homebuyer education.
- Partnered with Illinois Housing Authority in piloting the Hardest Hit Funds which assisted at risk foreclosure clients throughout the city of Chicago.
- Successfully prevented foreclosure for hundreds of clients through advocacy and work with the Making Home Affordable program.
- Certified through Housing & Urban Development as a Housing Counselor and then certified through National Council of La Raza as Advanced Housing Counseling.
- Participated in local and national round table discussions and strategies in assisting underserved and underbanked communities.

KEY ACCOMPLISHMENTS & AFFILIATIONS

- Axelson Center CEO Boot Camp;
- ALMA, Association of Latino(a)s Motivating Action: Board Secretary
- Latino Policy Forum: Multicultural Leadership Academy
- 2019 Crain's Notable LGBTQ Executives
- 2019 Negocios Now Who's Who in Non-Profit Leadership

EDUCATION

Bachelor of Science: Business Administration, emphasis in Organizational Management
East-West University, Chicago, IL

Nonprofit Human Resources Certificate: University of Notre Dame, Mendoza College of Business

Professional References Available Upon Request

Katherine J. Rojas
1627 SW 138 PL
Miami, FL 33175
786.380.1669 - Cell
katherine.rojas001@gmail.com

To Whom It May Concern:

I am very interested in the position currently available within your company. As you'll see on my resume, which I have attached below, I have the educational background, professional experience, and track record for which you are searching. In addition, I am motivated, enthusiastic, and determined, and would like the opportunity to contribute to your company's success.

I would also like to point out that I have well developed communication skills that allow me to establish effective and persuasive understandings with individuals from diverse ethnicities. In addition to being well communicated, I can also multi-task in a fast paced environment. I have organizational and planning skills that let me to prioritize my work to effectively meet deadlines and specifications. I am a fast learner and a team player that is willing to assist my fellow co-workers when needed. As a result, I am confident in recommending myself as a potential asset to your organization. I would appreciate the opportunity to discuss with you, in person, how my qualifications meet your needs. I am certain I can identify additional areas in which I can contribute as an integral member of your company's team.

Thank you for your time and consideration. I look forward to hearing from you soon.

Sincerely,

Katherine J. Rojas

Katherine J. Rojas

1627 SW 138 PL Miami, FL 33175

Cellphone: (786) 380-1669 E-Mail: katherine.rojas001@gmail.com

Objective

To seek a position in the field of special education aiming to utilize acquired expertise in the fields of: vocational counseling, behavioral training, special curriculum designing and implementation for the enhancement of the organization.

Education

Carlos Albizu University, Miami, FL May 2011 – Dec. 2014

Masters of Science in Mental Health Counseling

G.P.A 3.824 Graduation Date: Dec. 2014

Florida International University, Miami, FL Aug. 2006 – Dec. 2010

Bachelor of Arts in Psychology

Minor in Criminal Justice

G.P.A 3.080/3.100 Graduation Date: Dec. 2010

Experience

Family Central, Inc. Early Childhood Mental Health Consultant April 2019 – Present

- Provide early childhood mental health consultation and support to early learning programs in Miami-Dade County.
- Provide assessments and develop consultation plans with sites.
- Provide three levels of consultation services to assigned sites to include: program level, classroom level and child/family level.
- Provide continuous support to childcare center staff regarding implementation of evidence-based strategies related to classroom management and social emotional skill development and to referred parents regarding their child's behaviors and skill development.
- Make needed referrals for more intensive or additional services, as needed.
- Attend regular individual and group supervision sessions, required and recommended training.
- Maintain a working knowledge of contractual requirements of assigned contract to assure services are consistently being maintained as best practice for quality and in accordance with said contracts, agency policies, state and or federal regulations governing such policies.
- Take an active role in maintaining national and local accreditation including, all data collection that is needed for the department's quality improvement process, create, maintain and implement COA policies and procedures, and staff training on COA standards.
- Act as a client advocate at all times.

Highpoint Academy, Coral Way Campus Special Education Teacher June 2016 – April 2019

- Support and implement school rules, administrative regulations, and state and local board rules.
- Work with individual students or little groups to build up motor skills and conduct instructional exercises.
- Develop and implement lesson plans tailored to children's abilities.
- Make special classroom accommodations for children as necessary.

- Identify educational needs of each child to provide individualized learning plans.
- Engage in regular dialogue with parents, administrators and various service providers to ensure student success inside and outside the classroom.
- Prepare periodic progress reports and establish individual learning objectives.
- Design additional activities to help bridge learning gaps.
- Supplement classroom instruction with hands on approach.

Institute For Child and Family Health Master's Level Therapist May 2015 – Nov. 2016

- Assigned diagnoses. Identify and assess client and family needs and ensure that the necessary services were provided.
- Individual therapy, group therapy, family therapy and psycho-educational counseling with children ages 4-18.
- Writing progress notes, monthly progress reports, treatment plans and discharge summary forms for therapeutic caseload.
- Assisted clients with recognizing behavior patterns and working on cognitive shifts.
- Met ethical and professional standards in accordance with the Health Insurance Portability Accountability Act (HIPAA).
- Collaborated with psychiatrists.
- Promoted the safety and well-being of clientele

AMI Kids Miami Dade North Master's Level Therapist Dec. 2014 – May 2015

- Perform mental health intake interviews and complete intake documentation for new students.
- Assigned diagnoses. Identify and assess client and family needs and ensure that the necessary services were provided.
- Individual therapy, group therapy, family therapy, career counseling, and psycho-educational counseling with juvenile offenders.
- Writing progress notes, monthly progress reports, treatment plans and discharge summary forms for the youth's on therapeutic caseload.
- Conducted substance use assessments to ensure compliance with treatment plan
- Collaborated with psychiatrists.

Learning Links School House Special Education Aide/Paraprofessional Sept. 2011 – Jan. 2014

- Support and implement school rules, administrative regulations, and state and local board rules.
- Assist in maintaining a tidy and arranged classroom.
- Assist in record, care, and preservation of equipment.
- Help students with physical care together with feeding, bathroom needs, and individual hygiene.
- Assist teacher in keeping secretarial records and preparing requisite reports.
- Provide compass reading and assistance to alternate teachers.
- Help in supervising students all through the school day, both within and outside the classroom, including lunchroom, bus duty, and playground.
- Keep the instructor informed of any individual needs or problems of students.
- Support the teacher in preparing instructional materials and classroom displays.

- Supervised students independently and in small groups as learning activities are conducted in line with teacher directions.
- Assisted teacher with official statement boards, repetition of materials and grading tests.

Activities/Awards

- | | | |
|--------------------------------------|------------|------------------------|
| ■ AMlkids Miami Dade North | Internship | Jan. 2014 – Dec. 2014 |
| ■ Behavior Analysis Inc. | Internship | Jan. 2011 – July. 2011 |
| ■ Florida Bright Futures Scholarship | Recipient | Aug. 2006 – Dec. 2011 |

Skills

Proficient in Read Well and Spectrum Curriculum. Computer literate in Microsoft office and Internet researches. Outstanding communication skills, detail oriented and extremely hardworking. Experience in sales, customer service, and childcare. Fluent in English, Spanish, and Italian. Type 60 words per minute. FARS certified. CFARS certified. Knowledgeable of therapy and counseling techniques in psychology.

February 25th, 2020

To: City of North Miami Administration

Re: City Management Application

Distinguished members of this Institution,

Please allow me to introduce myself, Eng. Miguelina Rosario (MBA). I'm currently willing to apply for your open position as City Manager.

My current experience is based on operations and finances (Industrial Engineer with Masters in Business Administration) and I understand that, if I have the opportunity, I can contribute with my knowledge and experience to such a prestigious position like the one that you're offering.

As a professional with more than twenty years of experience, I would like you to please take me into consideration for the position. I'm a go getter with well determined goals and a sense of service and down to earth management of budget and personnel that can be helpful on your needs.

Please find attached my resume, and if you have any questions, please don't hesitate to ask,

Sincerely,



Miguelina Rosario Fernandez

Ph: (954) 662-4925

mrosario@majesticcoats.com

Miguelina Rosario

Pembroke Pines, Fl, 33025

e-mail: mrosario@majesticcoats.com

Mobile: (954) 662-4925

Work Experience **2011-Actual** **Heaven's Stitch Coats Factory/ Magesty Waste & Recycling**
Administrative Vice President:

- Direction of all financial Operations, Customer Portfolio and production Planning for both Companies. Management of income and Outcome assets at all levels and Customer Representative for Decision Making and final negotiation.

2007-2011 **Synergies Strategic Services** **Santiago, DR**

Project/ Account Manager, Contact Center Industry:

- General Administration of Information Solutions Accounts for First American, a company related with Mortgage accounts and management of Foreclosure homes in the United States. Went under training in the United States for the managing of the accounts. 200 employees under my supervision managing the different aspects of the mortgage/ foreclosure processes in the United States,

2005-2007 **Grupo M , Oficina Corporativa** **Santiago, DR**

Operations Manager, Manufacturing Company

- General Administration of the following accounts: Levy Strauss and Eddie Bauer. Starting at the development, sourcing, purchasing sundries and knitting of the fabric until the final shipment to the warehouses in the United States for these accounts. Management of all projects related to the accounts within the company.

2,004- 2005 **VIP Fashions Dominicana** **Santiago, DR**

General Manager

- All topics with Finances, Human Resources and general administration of the company.
- Director of the Engineering Department, development of Quality Systems and Time and Motion studies, increasing the efficiency of the company in more than 70%.
- Creation of the Health and Safety Department.
- All aspects related to decision making and administration of the production process.
Total employees: 450

2,003- 2004 Grupo M, Oficina Corporativa Santiago, DR

Marketing Based in the Dominican Republic.

- Organization of a new Customer and Production Oriented Marketing department increasing the sales of the company.
- Working in coordination with sales on new production programs, developing new products and acquiring new customers for the company
- System Coordinator for Fibriq[™] process (Chemical process applied to fabric at knitting to delay worn out process) at the Dominican Republic.
- Coordinator of design and development of new products to present to customers of the company.

2000-2003 Grupo M, Oficina Corporativa Santiago, DR

Senior Product Manager

- Main Account: Polo Ralph Lauren, Key person in the Dominican Republic in all aspects related to that brand and the company. Starting from Concept creation, sourcing, product development, production, shipping, finances and overall contact and communication with this customer. The brand went from 40,000 units-week to 400,000 units-week under my management.
- Other accounts managed at the same time: Levi's Knits, Dickies, Polo Jeans, Talbots.
- Sales budgets for the company in all accounts managed.
- Knits and Wovens knowledge and managing of the accounts mentioned above.

1996-2000 Grupo M, Oficinas Corporativas Santiago, DR

Customer Service and Program Coordinator

- Main Account: Polo Ralph Lauren
- Customer Oriented training of Employees of the Company in all areas, from cutting of fabric until finished product.
- Production Coordinator for all Sewing facilities (Tops and Bottoms) for this account.

1994-1996 Grupo M. Moca, DR

Quality and Methods Engineer:

- Standardization of the production process at sewing facility, lowering the standard minute based on production and increasing overall efficiency of the production modules.
- Increase of the capacity of the factory through the use of methods and work systems.
- Development of a Quality System of the company starting at receiving of sundries until final dispatch.

Languages:

- Bilingual (English and Spanish)

Studies/ Courses:

- 1998---2,000: Pontificia Universidad Católica Madre y Maestra.
Master in Business Administration (MBA). Highest grades (3.8 out of 4.0).
- 1989---1994: Pontificia Universidad Católica Madre y Maestra. Industrial Engineer,
Cum Laude.

Other Courses:

Managing of all Microsoft Office Applications.

Executive Oratory

Lean Manufacturing, Six Sigma Procedures.

Quality Certification (Polo Ralph Lauren, Greensboro, NC).

Human Resources Management.

Project Management.

Industrial Health and Safety.

Marketing

Strategic Management

Maximizing Customer Contact Skills.

Negotiation to win.

Knitting and dyeing at Mills. (How to make thread and fabric)

PONTIFICIA UNIVERSIDAD CATOLICA MADRE Y MAESTRA

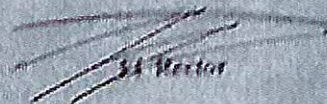


Miguelina Antonia Rosario Sánchez

ha cumplido todos los requisitos exigidos por la Pontificia
Universidad Católica Madre y Maestra para el Grado de

INGENIERA INDUSTRIAL
CUM LAUDE

En virtud de lo cual se expide el presente Título que firmo y
sello en la ciudad de Santiago de los Caballeros, República
Dominicana, el día dieciocho de junio de mil novecientos noventa
y cuatro.


El Rector

PONTIFICIA UNIVERSIDAD CATOLICA MADRE Y MAESTRA



Miguelina Antonia Rosario Sánchez

ha cumplido todos los requisitos exigidos por la Pontificia Universidad Católica Madre y Maestra para el grado de

MAGISTER EN ADMINISTRACIÓN DE EMPRESA

En virtud de lo cual se expide el presente Título que firmo y sello en la ciudad de Santiago de los Caballeros, República Dominicana, el día veintiséis de enero de dos mil uno.


El Rector

Don Rosenthal MBA, CPM
6335 Cardinal Crest Drive
New Port Richey, Florida 34655
donnierosenthal63@gmail.com

November 12, 2019

Dear Sir or Madame,

I am submitting my resume for consideration for the North Miami City Manager position. I am currently the Assistant County Administrator in Pasco County, Florida. I am responsible for Development Services, which includes the Office of Economic Growth, Building, Inspections, Plan Review, Central Permitting Department, Current and Long-Range Planning Department, Code Enforcement Department, and the Metropolitan Planning Organization of Pasco County.

We have reconfigured the Building, Plan Review and Inspections sections of the Building Department to review plans within 10-business days with the Inspections coordinated through Central Permitting to meet the needs of our customers. We have brought several new technologies to bear and adjusted permit fees to allow the Building and Planning Departments to invest heavily in technology to the point where we are now doing some inspections remotely and electronically submitting permit applications.

Our fiscal management of this Branch and these Departments has resulted in a reserve account of over 21-million dollars in four years. We have introduced the staff at all levels to SmartBoards and Vuspex to allow for remote inspections and to utilize google earth to virtually walk the construction site with developers and contractors prior to the beginning of construction.

We are strongly supported in all our efforts to increase technology and customer service by our Pasco County Board Commissioners. My team and I have improved the business process throughout the Development Services Branch.

We have reduced the plan review time to 10-business days, reduced the Planning Review times below Florida requirements, introduced Accela for Building and Open-Counter for the Planning Department to resolve issues that had prevented them from serving their customers to the best of their abilities.

We improved the efficiency of our operations throughout the Branch while saving money through that efficiency. Our customers (Tampa Bay Builders Association, Developers and Contractors in Pasco) love us, the services that we provide and the “**common sense**” that we employ. I welcome a visit to the U-Tube website to find videos of Pasco County’s Development Services Branch, Unlicensed Contractors being rounded up by the Pasco County Sheriff via two deputies that I hired to stop the illegal construction in the County. I hired and trained individuals that I am proud of throughout my Branch, who are working hard because they are a unified team. They do not feel like employees they know that they are **team members**. I look forward to discussing the possibilities with you.

Don Rosenthal



Don L. Rosenthal

6335 Cardinal Crest Drive, New Port Richey, Florida 34655 • donnierosenthal63@gmail.com • Cell: (630)742-6817

SUMMARY

I am an innovative leader with proven communications, organizational, and analytical skills. I am Achievement-oriented with foresight; a dedicated team leader. Approximately thirty (30) years of management experience with particular expertise in the following areas:

Governmental Operations	Strategic Planning and Operations Analysis
Customer Relations and Support	Financial Operations and Budget
Accela System Design and Implementation	Operations and Project Management

EDUCATION

Regis University	MBA- Finance and Accounting
Loyola University	B.S.-Psychology and Military Science

RELEVANT PROFESSIONAL EXPERIENCE

Assistant County Administrator/ Development Services, Pasco County, Florida 2014-Present

I managed the Office of Economic Growth, Building, Permitting, Plan Review, Unlicensed Contractors, Minimum Standards, Planning and Development, Long Range Planning and MPO and Code Enforcement. We have initiated Accela phase II and incorporated Planning and several other departments from outside of my Branch into the Accela process. We will be introducing Open Counter to keep our Planners off the phone and on their respective projects as much as possible to improve the amount of time spent actually working on individual projects as opposed to updating people on project status. Open Counter will provide the status update automatically and answer most Planning and Zoning questions. We are also implementing Electronic Plan Review to allow our customers to submit their plans from their office or home. Finally, we have implemented Vuspex that allows our inspectors to do some inspections remotely for the convenience of the home owners or contractors. We are configuring Accela to allow all of our team members to collaborate together on line on the project together as needed. After a consolidation of Public Works and Engineering with the Infrastructure Branch, I still manage the same departments, minus the Public Works and Engineering Departments. I still manage several major Departments (Building, Planning, Public Works/Stormwater, Road & Bridge, County Engineer, Survey, Real Estate, Project Management and Traffic, Building, Permitting, Plan Review, unlicensed Contractors, Minimum Standards, Planning and Development, Long Range Planning, MPO and Code Enforcement. We did the initial installation and configuration of the Accela program in about 14-months, to manage the Building and Planning process much more efficiently. We developed key performance indicators to improve efficiency throughout the Branch.

Director, Office of Buildings, City of Atlanta, Georgia**2010 to 2014**

I led a City wide re-organizational effort to improve the permitting process in Atlanta by consolidating Permitting, Site Development, Zoning, Planning, Plan Review and Inspection functions for Public Works, Office of Buildings, Site Development and Erosion Control as well as across other departmental lines to facilitate a one stop shop approach to permitting. We have vastly increased performance and reduced the initial review time to 10-business days or less dependent on customer response time, through the use of the Accela program. Our customers were happy and supportive. This stakeholder support and our open lines of two-way communications has allowed us to request and receive the extended financial support of costly customer service improvements that included process improvements, software programs, computer upgrades, and vehicle purchases. We deal daily with land use, Zoning, building, Public Safety issues through Public Administration efforts. We implemented the Accela program to help control the Building and Planning process. We established an Enterprise fund with tremendous stakeholder support to finance continued customer service improvements. We turned initial reviews/permits around in ten (10) business days 92% of the time on a weekly basis.

Building and Safety Manager City of Reno, Nevada**2007 TO 2010**

I managed the **Building Department** and a consolidated team from Site development, Planning, Zoning, plan review, and plan revision and exercised managerial responsibility for Building, Plan Review, and Permit Counter Operations and the interactions with Engineering and Planning. We implemented the Accela program to assist us in serving our customers in the Building and Planning Departments. We developed a ten (10) day expedited Plan Review Process, engaged our stakeholders (internally and externally), garnered their support and made consistent improvements to both the operations and processing of permits. We maintained a high level of stakeholder support throughout our time in Reno and instituted positive process changes.

We implemented the Accela program to manage and control the Building and Planning process, while tracking our cost and the effectiveness of both our efforts and the level of efficiency in performing the task at hand.

Director of Community Development, Village of Downers Grove, Illinois**2005 to 2007****Director of Code Services, Village of Downers Grove, Illinois****2000 to 2005**

I managed **Community Development** and exercised managerial responsibility for Building, Code Enforcement, Planning, and Zoning departments. We consolidated departmental efforts utilizing tax increment financing to realize projects that would be unfeasible without that process. We also utilized knowledge of urban renewal and housing /retail mixes to stimulate growth and development. I had responsibility for planning, directing and managing all activities and operations related to Community Development activities and operations. Several large projects were developed in the targeted areas with generated taxes meeting or exceeding projections at the two-year mark. We created an in house program to help us manage the Building and Planning process.

Building Commissioner, Bellwood, Illinois**1994 to 2000**

Electrical Inspector, Oak Park, Illinois

1989-1994

Code Enforcement Officer, Oak Park, Illinois

1985-1989

Purchasing Clerk, Oak Park, Illinois

1983- 1985

PROFESSIONAL AFFILIATIONS

United States Army
Certified Public Manager

1st Lieutenant-Ansbach, Germany
State of Florida

February 25, 2020

Dear Sir/Madam,

Please find attached my resume for consideration for the position of City Manager –North Miami, Florida.

You will note in my resume that for the past approximately five years as City Manager in Deltona, I worked closely with the community and City Commission to develop its first useable strategic plan. Prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. Inertia was prevalent because when you try to do everything you end up doing nothing. Once the strategic plan was adopted both the Commission and staff had clear direction on what projects were a priority, required staff time and funding. Deltona has an all funds budget of \$170M and approx. 400 employees, excluding 83 contracted Sheriff's Department personnel. More has been accomplished in my tenure than under previous City Managers. In 2016 and with less than a year as City Manager, I received the City Manager of the Year award for Volusia County. My reputation is a "game changer" because I achieve results. For example, under my direction Amazon will build a 1.4M square foot distribution center in Deltona. Deltona is the envy of numerous municipalities across the nation.

Prior to Deltona, I was the Deputy City Manager for Transportation and Public Works for El Paso, Texas. The City of El Paso is a border community of approximately 700,000 located adjacent to Juarez, Mexico. Major issues facing the City of El Paso, similar to other communities, are ensuring reliable revenue estimates, providing excellent services to citizens in every area despite budget constraints, finding new revenue sources to address unfunded liabilities, maintaining/improving the community's quality of life, guiding economic development, job creation, sustainability, public safety and increased health and human service needs. As the Deputy City Manager, I managed the City's bus system, \$1B capital improvement program, engineering department, facilities and land management, international bridges, streets and traffic program. My portfolio had an operating budget of approximately \$160M, a capital budget of approximately \$1B and approximately 1400 employees. I also worked closely with the arts, public safety and human services departments.

If I am selected as the City Manager for North Miami, I will continue to foster this spirit of teamwork and collaboration with the City administration. I am a "can do" leader who can facilitate and guide individuals/entities to achieve consensus and to achieve a common vision.

I have the ability to carry out government initiatives and to make strategic decisions pertaining to land development, increasing property values and creating a business friendly environment. I have experience with smart growth and understand the value to building a vibrant community where residents can live, work and play. I have the ability to set the tone and vision for staff. I can find ways to gain efficiencies in service delivery and provide a new vision for how staff provides quality services to the community. I will strive to improve the quality of life for the community while still being business minded and maintaining fiscal and economic stability. I value partnerships with other communities on regional issues and resource sharing. I am a critical decision maker, am able to process information strategically and can implement decisions into reality. I have the ability to be "big picture" oriented while maintaining an acceptable level for details. I am highly accountable, diplomatic, dynamic, ethical, innovative, professional and self-confident.

My rebuilding of the Sun Metro bus system in El Paso from the verge of a meltdown into the Outstanding Transit Agency of the Year serves as an example of my ability to carry out a vision, to be focused on customer service and to transform a low performing department to a high performing department. My prior experience with the clean-up of the Boston Harbor, the "Big Dig" and 9/11 shows that I have the knowledge to deliver and come up with improved policies and procedures and innovative solutions to ensure results and to resolve problems. My extensive Boston experience gives me an excellent background in fiscal responsibility and economic development. During that time period I also managed to maintain Airport operations in the black despite the downturn in air travel and growing safety mandates. I have strong negotiation skills that can find a way to turn disputes into consensus and to be the City's ambassador.

I have a diverse background which includes experience in community consensus building, construction, contract negotiations, economic development, environmental processes, fiscal management, project development and management, operations, public private partnerships, real estate and strategic planning and implementation. I have worked and partnered with many organizations, including federal, state and local entities. I am a high performer, customer-focused, creative and dedicated individual. I will set a positive example of accountability, competence, hard work ethics, leadership and professionalism to the organization and community. I will make your goals a reality.

My past experience and recent accomplishments in Deltona make me a strong candidate and an excellent fit to be the City Manager for North Miami, Florida. Thank you for considering my application.

Sincerely,

Jane K. Shang
janeshang2@aol.com
386-259-4146

Jane K. Shang 771 Mountain Ash Way, Deltona, Florida 32725

(386) 259-4146, email: janeshang2@aol.com

SUMMARY

More than 30 years of experience in government operations with expertise in the following areas:

- municipal, state and federal law
- community consensus building
- strategic planning and implementation
- economic development
- project development and management
- customer service and organizational change
- fiscal and labor management
- public sector administration and operations
- private public partnerships

RELEVANT GOVERNMENT EXPERIENCE

City Manager, City of Deltona, Florida

June 2015-January 2020

Deltona, the largest City in Volusia County (approx. 100,000), is located between Orlando and Daytona Beach. Deltona was incorporated as a City on December 31, 1995 and began as a retirement community. Being equidistance from Orlando and Daytona Beach, Deltona is now a bedroom community (85%). The current vision is to transition to a diversified tax base and recruit businesses, restaurants and employment.

Duties and Responsibilities as City Manager:

- Oversee day to day operations with approx. \$170M annual budget and approx. 400 employees, excluding 83 contracted personnel from Volusia County Sheriff's Office. Departments include City Manager's Office, City Clerk, Finance, Information Technology, Planning and Development (including CBDG and SHIP funds), Building and Enforcement Services, Human Resources, Law Enforcement, Fire/Rescue, Public Works/Deltona Water, Parks and Recreation, and The Center at Deltona (new \$8.9M events/venue facility for rent).
- Prepare and submit the annual budget, budget message and capital programs to the City Commission.
- Coordinate/direct federal, county and municipal officials, City departments and the public to optimize service and sound fiscal delivery.
- Coordinate with Volusia County Emergency Management staff during hurricane season and maintain healthy reserves (\$8.1M, increased annually for inflation) for natural disaster relief.

Achievements:

- Awards:
 - City Manager of the Year 2016: Volusia League of Cities.
 - Deltona Citizen of the Year 2017: Deltona Dream Keepers
 - Deltona City Manager Recognition: Guitars for Veterans, Deltona, Florida
 - Game Changer Award to City Manager 2020: Deltona Dream Keepers
 - *11th City Manager in City's 24 year history.
- Economic Development:
 - Amazon fulfillment center: 1.4M square foot/\$100M facility to open in September 2020. 500 new jobs.
 - Halifax Hospital: \$160M state of the art facility opened February 2020 plus 20,000 square foot medical office building to open in March 2020. Hundreds of new jobs.

- Two new emergency care facilities (Halifax and Advent Health) valued at approximately \$25M.
- Hundred million \$ of commercial development in the queue/completed, such as Wawa, RaceTrac, Hardee's, Burger King, Dunkin Donuts, McDonalds, Honest-1, and so on.
- 1000 new homes in various stages of rezoning, design and construction.
- Manpower Group (Jan. 4, 2019) ranks Deltona as "#1 for net employment growth (37%)" compared to Tampa at 31% and Miami at 22%.
- Negotiated new solid waste contract which includes residential and commercial hauling. Contract supports new City Beautification Program.
- Built \$8.9M events facility to allow City to hold large entertaining and speaking events (ex. Ron DeSantis and Andrew Gillum, Governor's Election).
- Initiated on-line permitting and plans review for commercial and residential projects.
- Coined the phrase "Deltona...A City on the Move" for brand recognition and marketing.

☐ Fiscal:

- Developed first five year Strategic Plan which provides clear direction on City priorities.
- Aa2 Moody's Bond rating.
- Provided resources to protect City IT system from being "hacked" by outsiders. No data breach and no payment to outsiders.
- Obtained approximately \$15M in new grant funding from state legislature, Transportation Planning Organization and Volusia County for transportation and ecological/parks projects.
- Lowered and maintained millage rate while providing new services, hiring additional staff, maintaining excellent employee health, adding employee education benefits, providing employee raises and maintaining a balanced budget.
- Brought diversity into the hiring practices as the NAACP was on the verge of filing a lawsuit.

☐ Public Safety:

- Crime is down by double digits.
- Successfully negotiated two collective bargaining agreements with the Fire Department Union.
- Successfully negotiated medical transport agreement with Volusia County.
- Budgeted adequate reserves for hurricane disaster relief whereas some municipalities had to borrow funds to address need.
- Lowered City's ISO (Insurance Service Office) rating to bring insurance rates down.

Deputy City Manager, El Paso, Texas

2008-2015

El Paso is a border municipality located adjacent to Juarez, Mexico. El Paso's population is approximately 700,000 and the metropolitan area, including Juarez, Mexico, is approximately 2.2 million.

Duties and Responsibilities as Deputy City Manager:

- ☐ Oversight responsibility for the following functions: building maintenance, bus operations, engineering and construction, international bridges and trade development, parks management, streets and roadways, traffic management, economic development, finance, project planning and implementation, and service delivery.
- ☐ Development and oversight of \$160M operating budget and \$1B Capital Improvement Program ("CIP") to support economic development, street infrastructure and quality of life policy goals established by the Mayor/City Council. Deliver projects on time and within budget.

Achievements:

- ☐ Transformed the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Obtained federal funding for the City's \$145M Bus Rapid Transit ("BRT") program under the New Starts Program.

- ❑ Within the \$1B CIP, approximately \$500M is devoted to Quality of Life projects related to libraries, museum and cultural affairs, parks and zoo improvements. Projects include the siting, design and construction of a children's museum, cultural center, downtown revitalization, library facilities, multi-purpose area, regional parks, Olympic size and competition swimming pool and zoo facilities. Initiated first three years of Quality of Life program.
- ❑ Initiated smart growth zoning and development at El Paso Airport, which has approximately 5000 acres available for development.
- ❑ Negotiated and implemented the P3/560 Program to reduce border wait times at the City owned ports of entry. This program is one of five programs approved nationwide by the Department of Homeland Security. Worked with Economic Development to look at the City's international bridges as an economic asset for the City rather than for only transportation purposes.
- ❑ Secured funding at the Metropolitan Planning Organization to develop a CIP for International Bridges and the City's bus system.
- ❑ Gained the respect of the ADA community by championing accessibility issues. I chaired the Accessibility and Transition Committee previously chaired by the Mayor.

Director, Engineering and Development. HART, Tampa, FL 2004-2008

Duties and Responsibilities as Director:

- ❑ Directed the overall development and construction functions of the authority including New Starts projects, development of regional impact projects, transit centers, roadway improvements, land use reviews, and facility planning and development related to a bus and streetcar system.
- ❑ Developed and oversaw budget planning, federal and state grant applications/reporting, environmental site assessment and NEPA compliance, site review, community outreach, alternatives analysis, travel forecasting/modeling, preliminary engineering and design, ADA compliance, cost forecasting and reporting, procurement through Requests for Proposals, value engineering studies, design and construction award, and budget/contract administration in accordance with generally accepted accounting principles.

Achievements:

- ❑ Planned, funded and implemented the Capital Improvement Program within budget and on time, including facilities to support the organization's growth.
- ❑ Worked with marketing to promote the revitalization of historic Ybor City.
- ❑ Saved the organization several millions of dollars by negotiating an agreement with FTA to grandfather work completed according to the New Starts program.

Manager. Logan Airport, Boston, MA. 1996-2004

Duties and Responsibilities as Manager:

- ❑ Responsible for legal, property and fiscal management of approximately 40 airline accounts at Logan International Airport consisting of approximately 700,000 rentable square feet of space and generating approximately \$110M-\$120M in annual revenues. Also responsible for the portfolio management of non-tenant air carriers and airline related entities such as Federal Aviation Administration/Transportation Security Administration (35+ leases), flight kitchens (2), aviation service operators (6) and commercial service operators (35) which generate approximately \$11M in annual revenues. Essential tasks include:
 - (a) Economic oversight of Massport's commercial real estate development function;
 - (b) Participation in processes to bring new air carrier tenants and business to Logan Airport; and
 - (c) Participation in the development of capital improvement and rehabilitation budgets for airport facilities and long term economic development.

Achievements:

- Kept Logan Airport in the black fiscally during a period when most airlines were not paying tenant fees due to the down turn in the aviation industry as a result of 9/11. Maintained a revenue stream of approximately \$130M.
- Dramatically improved airline relationships between large and small carriers operating at Logan Airport. Airlines worked as a team during difficult financial times.
- Successfully negotiated concession agreements to improve customer satisfaction and to improve airport revenues.
- Earned the respect of the airline community.

Assistant Director. MBTA, Boston, MA

1990-1996

Duties and Responsibilities as Assistant Director:

- The MBTA operates a multi-modal transit system, including bus, BRT, commuter boat, commuter rail, light rail and subway. I was responsible for negotiating financial agreements and obtaining all necessary property rights for transportation. Types of acquisitions include easements, partial takings within downtown Boston buildings, a sand and gravel operation, commercial/industrial land with ongoing businesses-various types of acquisitions necessary to create a new railroad right of way corridor, to build or expand station sites/layover facilities, to provide handicap accessibility, to build bridges, etc.

Achievements:

- Negotiated and acquired property rights vital to construction projects ranging from \$0.5M to \$600M, including for the Central Artery Interfacing – “Big Dig”.
- Developed excellent relationships with the public and public officials during all negotiations.
- Possess extensive business, construction, real estate and transportation experience as well as knowledge of public sector, administrative, contract, environmental and eminent domain law.

Senior Real Estate and Contracts Attorney.

1987-1990

Massachusetts Water Resources Authority, Charlestown Navy Yard, MA

Duties and Responsibilities as Senior Attorney:

- Chief legal counsel/coordinator for eminent domain and relocation projects for the MWRA. Responsible for negotiating/resolving property acquisitions (water/sewer projects, office space, landfill location) with private and public (federal, state and municipal) entities and compliance with federal and state regulations for the clean-up of the Boston Harbor.

Achievements:

- Achieved over a 75% negotiation rate earning me a reputation for being fair and understanding. This was very difficult because very expensive homes (Boston suburbs) and pristine backyards were impacted. Saved the organization several hundreds of thousands of dollars in litigation costs.
- Participated in siting the location to build a facility to turn sludge into dry fertilization pellets.
- Successfully defended the organization against lawsuits aimed to stop construction of necessary infrastructure to clean-up the Boston Harbor.
- Earned high respects for my work despite the organization being the subject of numerous lawsuits and disliked for rising sewer and water rates.

Assistant Corporation Counsel. City of Boston, MA

1986-1987

Duties and Responsibilities as Assistant Corporation Counsel:

- ☐ Responsible for defending the City of Boston in court and before administrative bodies; researching and advising the Mayor and City Council as to policy making objectives; drafting legislation for passage; and acting as in-house counsel to City departments. Knowledge of federal and state procurement laws.

Achievements:

- ☐ Provided sound legal advice to the City of Boston.

EDUCATION/MEMBERSHIPS:

Brown University, A.B. 1980. Organizational Behavior/Business.

Suffolk Law School, J.D. 1985.

Admitted to Massachusetts Bar in December 1985.

CNU-A certified, 2011-2015

ICMA member and previously on Awards Committee

REFERENCES: furnished upon request

JIM L. SHELTON, MBA, CRP

710 12th St. South, Unit # 2226, Arlington, VA 22202 / Cell: 415.730.1622 / Email: Jim94107@aol.com

To Whom It May Concern:

I am currently the Auditor to the Board (Director) for County of Fairfax, Virginia. I provide an independent means for gaining reasonable assurance that policies, programs, and resources authorized by the Board of Supervisors are deployed by management in manners consistent with the intent of the Board and in compliance with all applicable statutes, ordinances, and directives. The Office of Financial and Program Audit (of which I am the Agency Head) was established to provide resources and support to the Fairfax County Board of Supervisors. During my tenure, I have been able to identify cost reductions, revenue leakage and savings in excess of ~\$6M of a ~\$8B budget.

Throughout my career, I have planned and managed internal audit engagements, reviewed working papers, presented observations and compiled findings. I have also been charged with designing and refining audit framework. Additionally, I have performed fraud investigations and held the position of Budget Manager which included oversight for annual budget adoptions, budget versus actual reporting and financial controls for the annual operating and capital budgets.

As the Director of Finance, I managed five direct reports each of who managed staff between 5-10 employees. The departments under my purview were; Accounting, Finance, Treasury, Budget and IT.

I have performed in a management role in excess of twenty years. During my professional career, I have managed and mentored staff, implemented training programs, and developed strategies to implement change.

It would be my pleasure to discuss this opportunity with you in greater detail and how my background has prepared me for it. Please contact me at your earliest convenience via phone or email.

Thank you in advance for considering me. The enclosed resume outlines my credentials and accomplishments in detail.

Sincerely,

Mr. Jim L. Shelton, MBA, CRP

PH: 415.730.1622

Email: jim94107@aol.com

Skype: Jim94107

Jim Louis Shelton, MBA, CRP

710 12th St. South, Unit 2226
Arlington, VA 22202
Jim94107@aol.com
415.730.1622

Work Experience:

County of Fairfax, Virginia

12000 Government Center Parkway, Fairfax, VA
10/2014 – Present

Auditor of the Board (Director)

- Working under the guidance and direction of the Board of Supervisors' Audit Committee, (I) the Auditor of the Board provide independent means for determining the manner in which policies, programs, and resources authorized by the Board of Supervisors are being deployed by management and whether those actions are consistent with the intent of the Board and in compliance with all appropriate statutes, ordinances, and directives. The Office of Financial and Program Audit (OFPA) was established to provide resources and support to the Fairfax County Board of Supervisors.
- I design and conduct reviews, surveys, evaluations, and investigations for county agencies as assigned by the Board of Supervisors or the Audit Committee acting on behalf of the Board of Supervisors.
- For each study it conducts, OFPA focuses primarily on the county's stewardship.
- I perform this function by developing recommendations that can be used to increase county revenues, reduce county expenditures, and otherwise improve the efficiency and effectiveness of county resources.
- These activities can vary from a simple inquiry, a program study, or long-term monitoring.

American President Lines Ltd. (APL/NOL)

02/2006 – 06/2014
116 Inverness Dr. East, Denver, CO

Finance Director, Government Trade Support

- Established and maintained internal controls to ensure compliance with financial and human resources legislation, policies and procedures.
- Collaborated with other departments (e.g., Risk Management, Internal Audit, Employee Services, etc.) to direct compliance issues to appropriate existing channels for investigation and resolution. This includes consulting with the Corporate Legal Counsel as needed to resolve difficult legal compliance issues.
- Conducted financial analysis on financial reports; provided financial and accounting advice and leadership.
- Ensured compliance with financial legislation, policies and procedures and adhere to applicable contracts.

- Responded to auditors' comments concerning finances and operations and oversaw required action to address deficiencies.
- Established and maintained cash controls, assist with investments, managed reserves and reconciled general ledger accounts.
- Oversaw the Billing and Collections functions to US Military for goods and services provided to support the War Effort.
- Served as one of the "Negative Assurance Letter Signatories" whereby I attested to the accuracy of the company's unaudited financial statements and subsequent changes. This type of assurance is given to investment bankers and the (SEC – Security Exchange Commission) when the financial data are being used for stock and bond issuance.
- Provided leadership by delegating tasks, responding to staff inquiries and providing overall direction to section employees.
- Managed, set goals for and mentored staff whereby I evaluated the performance, and provided training and development opportunities for Finance and Administration staff.

American President Lines Ltd. / (APL/NOL)

1111 Broadway, Oakland, CA

Senior Manager Internal Audit (Global) / Ethic & Compliance Officer

- Planned, executed and managed financial, compliance and operational audits, focusing on root causes/process gaps and the effectiveness and efficiency of policies and procedures domestically and throughout various APL/APLL and NOL (Neptune Oriental Lines) worldwide sites.
- Analyzed financial information to identify and resolve technical accounting and reporting issues. Reviewed accounting practices for internal controls and compliance with (GAAP) and presented recommendations and change management procedures.
- Developed, initiated, maintained, and revised policies and procedures for the general operation of the Compliance Program and its related activities to prevent illegal, unethical, or improper conduct.
- Collaborated with other departments (e.g., Risk Management, Internal Audit, Employee Services, etc.) to direct compliance issues to appropriate existing channels for investigation and resolution. This included consulting with the Corporate Legal Counsel as needed to resolve difficult legal compliance issues.
- Responded to alleged violations of rules, regulations, policies, procedures, and Standards of Conduct by evaluating or recommending the initiation of investigative procedures.
- Provided reports on a regular basis to keep the Corporate Compliance Committee of the Board and senior management informed of the operation and progress of compliance efforts.
- Instituted and maintained an effective compliance communication program for the organization, including promoting (a) use of the Compliance Hotline; (b) heightened awareness of Standards of Conduct, and (c) understanding of new and existing compliance issues and related policies and procedures.

- Worked with the Human Resources Department and others as appropriate to develop an effective compliance training program, including appropriate introductory training for new employees as well as ongoing training for all employees and managers.
- Managed day-to-day operation of the compliance communication program, investigated fraud and managed hotline for the Americas.
- Managed, set goals for and mentored staff.

San Mateo County Transit District / Managing Agency

09/2001 - 02/2006

(San Mateo County Transit District, Peninsula Corridor Joint Powers Board & San Mateo County Transportation Authority)

1250 San Carlos Ave., San Carlos, CA

Budget/Internal Audit Manager

- Presented financial analysis, including analysis for major contracts and special projects to senior management and Board of Directors.
- Developed the Master Audit Plan including standards for performing operational, financial, and compliance audits.
- Managed day to day operational departments' budgets which included coordination of the annual budget preparation process and reviewing all expenditures, for all agencies, to ensure compliance with goals and objectives set by senior management.
- Worked with staff to compile the three organizations' Comprehensive Annual Financial Reports (CAFR) and Budget Books each year between 2001 through 2005. These documents were published each year by the Government Finance Officers Association (GFOA) wherein I am credited with "General Overview".
- Prepared the annual Transit Development Act (TDA) and State Transportation Act (STA) claims for submission to the Metropolitan Transportation Commission (MTC).
- Prepared agencies' monthly budgets versus actual analyses to aid senior management in monitoring agencies' activities.
- Planned, executed and managed audit engagements.
- Led the implementation of the PeopleSoft project for online budgeting, as the Program Manager.
- Prepared budget presentations for the Board of Directors including graphs, charts and narratives.

Deloitte & Touché LLP

01/2001 - 09/2001

555 Mission St., San Francisco, CA

Manager, Internal Audit

- Conducted audits in complex and specialized areas.

- Planned engagements, defined audit scope / objectives, facilitated risk assessment workshops, and develop audit programs.
- Analyzed audit evidence, identified audit issues, and proposed solutions to be discussed with management to initiate change and improve the effectiveness of the control environments and business processes.
- Directed all activities within assigned projects including communicating with client's management, coordinating the work of other team members, establishing project milestones, completing and monitoring fieldwork progress and proposed modifications to procedures to improve audit effectiveness and efficiency.
- Prepared and delivered presentations to engagement team members, client's management and senior management.
- Developed relationships and facilitated risk assessment meetings with management.
- Served as a business advisor by providing the client's and senior management with advice related to complex business issues on special projects.
- Contributed to the positive team-oriented culture by maintaining cooperative relationships facilitating the resolution of conflicts, sharing information and accepting and providing constructive feedback.
- Assisted partners in business development through creating proposals and presentations.
- Developed and refined internal audit methodologies to service a variety of clients across multiple industries.
- Managed, set goals for and mentored staff.

KPMG LLP

01/1998 - 01/2001

10 South Broadway Suite 900 St. Louis, MO

Manager, Internal Audit

- Planned, administered and managed audit engagements.
- Performed and reviewed operational audits, focusing on root causes/process gaps and the effectiveness and efficiency of policies and procedures.
- Analyzed audit evidence, identified audit issues, and proposed solutions to be discussed with senior management to initiate change and improve the effectiveness of control environments and business processes.
- Directed all activities within assigned projects including communicating with client's management, coordinating the work of other team members, establishing project milestones, completing and monitoring fieldwork progress, providing updates to audit management and proposed modifications to procedures to improve audit effectiveness and efficiency.
- Served as a business advisor by providing the client and senior management with advice related to complex business issues on special projects.

- Contributed to the positive team-oriented culture by maintaining cooperative relationships, facilitating resolution of conflicts, sharing information and accepting and providing constructive feedback.
- Assisted partners in business development through creating proposals and assisting in presentations.
- Developed and refined internal audit programs to service a variety of clients across multiple industries.
- Managed, set goals for and mentored staff.

Other Experience:

Cincinnati Metropolitan Housing Authority

1635 Western Ave., Cincinnati, OH

Director of Finance

Anthem Blue Cross Blue Shield

1340 E McMillan St., Cincinnati, OH

Internal Audit Supervisor

Federal Home Loan Bank of Cincinnati

221 E 4th St. # 1000 Cincinnati, OH

Collateral Examiner

General Cable Corporation

4 Tesseneer Rd., Highland Heights, KY

Internal Auditor

Education:

Certified Risk Professional (CRP): I am a Certified Risk Professional (CRP) certified by the Bank Administration Institute (BAI).

A Certified Risk Professional Program is the most extensive and prestigious professional designation dedicated to promoting standards of excellence in risk management in financial services.

Developed by BAI Center for Certification, the CRP designation recognizes financial services professionals who met a demanding set of examinations, experience, education and ethical requirements. The CRP certification was created to recognize individuals who have a strong knowledge of risk identification, assessment and management in the financial services industry.

Professionals who attained this designation distinguish themselves from others because the CRP certification sets the standards for measuring risk management experience, knowledge and skills of risk management professionals.

Certification Number 277878 active as of August 10, 2001

Virginia Government Finance Officers' Association

Full Active Member

Audit Command Language (ACL) Certificate / Intermediate Level – July 2018

Bribery & Corruption: FCPA & UK Bribery Act Compliance – Certificate August 2018

Fontbonne University

6800 Wydown Blvd., St. Louis, MO

Major: MBA (Business Administration)

Xavier University

3800 Victory Pkwy., Cincinnati, OH

Major: BS/BA (Accounting)

Other Training/Computer Skills:

SAP/ERP, Microsoft Office Suite, Visio, ACL, Hummingbird BI Query, SQL Database and PowerPoint.

PROFESSIONAL REFERENCES
All References are Available for Contact

Lester A. Myers, Ph.D., J.D., CPA, CFF, CGMA – Reporting Officer (Fairfax County Supervisor, 2014 to Present – Audit Committee Citizen Member)

12000 Government Center PKWY
County of Fairfax, VA 22031
(202) 421-1811
hoyalawya@mindspring.com

Tommy Tee, NOL APL / VP – Reporting Manager (Transpacific Eastbound Trade)

16220 North Scottsdale Rd Suite 400.
Scottsdale, AZ 85254
(510) 501-2604
tommy_k_b_tee@apl.com
tommy.tee@apl.com

Richard G. Schott, J.D. – Colleague (Fairfax County Independent Police Auditor, 2017 to Present)

12000 Government Center PKWY
County of Fairfax, VA 22035
Off: (703)324-3459 Mobile: (571)276-7722
Bigbadcapp@verizon.net

Ronald H. Chavarro – Colleague (Fairfax County Deputy Director / Department of Family Services, 2015 to Present)

12011 Government Center PKWY
County of Fairfax, VA 22035
Off: (517)342-7563 Mobile: (571)363-0649
Ronald.Chavarro@fairfaxcounty.gov

Joe Tai – Employee (NOL/APL Former Colleague, 2010 to 2014)

American President Lines Ltd. (APL/NOL) – Former Employee
Controller
18971 East Crestridge
Aurora, CO 80015
(720) 297-0013
Joetai0013@gmail.com

Shameeka Pearson-Glenn, Management Analyst – Employee (Fairfax County Former Employee, 2014 to 2016)

12000 Government Center PKWY
County of Fairfax, VA 22031
(716) 432-4397
Shameeka.glenn@fairfaxcounty.gov

SALARY / STAFF / BUDGETS - OVERVIEW: JIM SHELTON, MBA, CRP

Organization: Title		SamTrans: 2013 Budgets		
		(Position: Budget/Internal Audit Manager) 2001 to 2006		
				Percentages
	\$	154,040,172	Operating Budget	79%
	\$	41,200,000	Capital Budget	21%
	\$	195,240,172	Total Budget	100%
Population Served (number):	San Francisco, San Mateo and San Jose			
Reports to (title):	CFO			
Annual Base Salary:	\$111,000			
Staff:	12			
Total Organization:	724 for the 3 combined agencies.			
Total Number You Oversee (Direct and Indirect):	12 Total / 12 Direct / 0 Indirect			
Largest Number of Staff Overseen (and Where):	54 Employees: Cincinnati Metropolitan Housing Authority			
Organization: Title		NOL / APL: 2013 Budgets		
		(Position: Sr. Manager Global Audit) 2006 to 2010		
Organization: Title		NOL / APL Government Trade		
		(Position: Finance Director, Government Trade Support) 2010 to 2014		
				Percentages
	\$	6,007,016,000	Operating Budget	83%
	\$	1,238,149,000	Capital Budget	17%
	\$	7,245,165,000	Total Budget	100%
Population Served (number):	Global			
Reports to (title):	SVP, Regional Finance Officer Americas			
Annual Base Salary:	\$145,000.00			
Staff:				
Total Organization:	~12,000			
Total Number You Oversee (Direct and Indirect):	32 Total / Direct 9 / Indirect 23			
Largest Number of Staff Overseen (and Where):	54 Employees: Cincinnati Metropolitan Housing Authority			
Organization: Title		County of Fairfax, Virginia: 2018 Budgets		
		(IG- Auditor of the Board) 2014 to Present		
				Percentages
	\$	4,280,915,642	Operating Budget	50%
	\$	4,128,605,979	Capital Budget	50%
	\$	8,409,521,621	Total Budget	100%
Population Served (number):	1.4 Million			
Reports to (title):	Fairfax County Board of Supervisors			
Current (or Most Recent) Annual Base Salary:	\$155,000.00			
Staff:				
Total Organization:	~20,000			
Total Number You Oversee (Direct and Indirect):	3 Direct 3 / 0 Indirect			
Largest Number of Staff Overseen (and Where):	54 Employees: Cincinnati Metropolitan Housing Authority			

ROY "STEVE" SHIVER, JR.

📍 1420 Egret Road, Homestead, Florida 33035 📞 786-205-7113 📧 Steve@shiver.com

SUMMARY OF QUALIFICATIONS

Multi-faceted, accomplished, and strategic professional, with a distinguished career in the corporate and public sectors and a solid reputation for spearheading growth and creating long-term partnerships to accomplish organizational goals. Exemplifies extensive knowledge in government and business administration, large-scale project management and organization/team building to achieve operational efficiencies. Frequently tapped for management oversight consulting, skilled in rapid conflict resolution and the analysis of difficult business and social issues facing our communities today. Expert in establishing strong, professional relationships with partners, clients, and executives across industry and business lines.

Awards and recognitions include:

Technology Leader of the Year, Public Technology Institute (PTI)

Named Who's Who in Miami, Miami Metro Magazine

Named one of the Most Powerful in Miami, Miami Business Magazine

Up and Comer of the Year, South Florida Business Journal and Florida, International University College of Business

Numerous awards and recognitions from community organizations, civic clubs and government associations

EXECUTIVE BENCHMARKS & MILESTONES

Strategic business leader, skilled executive and business owner; proven leader building teams for organizational viability and sustainability. Works well to carry out policy and directives set by appointed and elected boards of public and private sector organizations & management teams

*Business Development
Issue Management and Public Affairs
Innovative Marketing Strategies
Strategic and Business Planning
International Relations*

*Relationship Management Building
Entrepreneurial/Executive Management
Corporate Policy Development
Technological Advancement
Cross-functional Leadership*

LEADERSHIP CAREER HISTORY

EXECUTIVE DIRECTOR • *South Florida Police Benevolent Association, Miami FL*

2018–2019

- Worked with newly elected union president and board of directors through transition of new administration. Positioned the non-profit for growth as reflected in strategic planning, smart and creative execution, and outstanding member service enhancements resulting in over 1,000 new members within the same period.
- Contributed strategic insights in streamlining budgeting and office administration with administrative oversight of all support personnel and 6-member legal team.
- Work with Executive Board members to plan coordinate several fundraising events to include writing scripts, coordinating multimedia and awards for two record setting annual Law Enforcement Awards Galas with over 950 attendees and Governor Ron DeSantis as our keynote speaker in 2019.
- Built and maintained long-term quality personal and professional relationships built on trust, communications, and professionalism.

COUNTY MANAGER • *Miami-Dade County, Miami, FL*

2001–2003

- Handpicked by county leaders to work as county manager of one of the largest local governments in the Southeastern U.S. with 30,000 employees and more than 40 departments.
- Initiated the development of various technological innovations, including the 3-1-1 call center, an unprecedented collaborative effort of county and municipal governments.

ROY "STEVE" SHIVER, JR.

☎ 1420 Egret Road, Homestead, Florida 33035 ☎ 786-205-7113 ✉ Steve@shiver.com

- Successfully led the development and enhancement of the award-winning Miami-Dade web portal (www.miamidade.gov), which continually receives international acclaims for its wide array of information and direct and easy communication between residents and county government.
- Among other notable and significant accomplishments while Miami-Dade County Manager, successfully negotiated and carried out one of the largest and most timely improvement projects having issued over \$400 million in public works contracts in 30 days to provide jobs and improve Miami-Dade County after the attacks of September, 2001.

MAYOR/CITY COUNCILMAN • *City of Homestead, Homestead, FL*

1993–2001

- After the devastation of Hurricane Andrew, progressively made Homestead and South Miami- Dade County one of the most rapidly developing areas in the country, and Homestead became recognized as the "8th fastest growing small city" in the U.S.
- Worked hand in hand with Former Miami-Motorsports Founder Ralph Sanchez and later NASCAR Executives to plan coordinate and construct a world renowned motorsports complex – Homestead-Miami Speedway resulting in attracting the coveted NASCAR National Championship race held in Homestead, FL. until 2019.
- Successfully re-elected in 1999 with an overwhelming majority.
- Pioneered and established solutions that significantly impacted bottom-line growth.
-

CAREER POSITIONS

EXECUTIVE DIRECTOR • South Florida Police Benevolent Association, Inc, <i>Miami, FL</i>	2018–2019
CITY MANAGER • Opa-Locka, <i>Florida</i>	2015
COUNCIL MEMBER • <i>City of Homestead, Homestead, FL</i>	1993–1997
OWNER • TCBY, National Franchise, <i>Homestead, FL</i>	1995–1997
OWNER • Quality Services & Development, <i>Homestead, FL</i>	2012–Present
OWNER • Century21 Shiver Realty, <i>Homestead, FL</i>	1994–2001

FORMAL EDUCATION

BACHELOR OF BUSINESS ADMINISTRATION
WITH MAJORS IN BOTH FINANCE AND REAL ESTATE AND URBAN ANALYSIS
Appalachian State University • Boone, NC

CREDENTIALS

Certified Building Contractor
Real Estate Broker/Salesperson License

ACTIVITIES AND COMMUNITY INVOLVEMENT

Gubernatorial Appointee, Commission for a Sustainable South Florida
Former Member, Latin Builders Association (LBA)
Former Member, Rotary Club of Homestead
Former Vice-Chair, Educational Facilities Benefit District Homestead Board

ROY "STEVE" SHIVER, JR.

📍 1420 Egret Road, Homestead, Florida 33035 📞 786-205-7113 📧 Steve@shiver.com

Former Board Member, Homestead Hospital Foundation
Capital Campaign Committee Member, Homestead Hospital
Former President, Homestead's Main Street Program
Co-Founder, Miami-Dade County Empowerment Trust/Zone
Former Director, Greater Miami Chamber of Commerce
Member and Former Chairman, Greater Homestead/Florida City Chamber of Commerce
Former Board Member, Homestead Foreign Trade Zone
Former Chairman, Vision Council (local economic development committee)
Member, Miami-Dade County Association of Realtors
Chairman, Joint Land Use Study (JLUS) Commission

References Available Upon Request

ARTHUR H. SOREY, III
 1195 NW 127 Street, North Miami, FL 33168
 305.300.1804 • thearthursorey@gmail.com

Profile Summary

Highly accomplished public administrator with over 20 years of municipal experience. Extensive knowledge of budget development, principles, practices, techniques, and financial policies of effective public administration. Skilled in budget management, grant reporting, and implementing sound financial policies. Seasoned in utilizing innovative solutions to ensure effective municipal government operations and implementation of financial and management policies that assist in the attainment of public goals.

Professional Experience

- Interim City Manager, City of North Miami, North Miami, FL* *02/2020-Present*
- Plan, organize, and evaluate the work of all City departments to ensure that operations and services comply with the policies and directions set by the City Council.
 - Perform financial and managerial analyses in relation to operations, programs, and projects for consideration of the Mayor and City Council.
- Deputy City Manager, City of North Miami, North Miami, FL* *03/2016-01/2020*
- Supervised several departments, including Building, Risk Management, Public Works, and Personnel Administration.
 - Implemented and launched OpenGov, the City's cloud-based solution for transparency that encourages community engagement as it relates to the City's budget revenues and expenditures.
 - Played a major role in the Chinatown Master Plan and Design Guidelines.
 - Managed, coordinated, and negotiated the Cagni North concept design and construction project cost, unanimously approved by Resolution 2019-R-96.
 - Developed, implemented, and branded the City of North Miami's Clean Team.
 - Served as project manager for the development of North Miami's first creative community gathering space, NoMi Red Garden.
 - Coordinated special projects for the City, including planning, designing, implementing, and evaluating construction/renovation projects, procurements, management studies, and the introduction of new programs and projects.
- Interim City Manager & CRA Executive Director, City of North Miami, North Miami, FL* *10/2015-3/2016*
- Planned, organized, and evaluated the work of all City departments to ensure operations and services comply with the policies and directions set by the City Council.
 - Directed the development of the capital improvement plan as budgeted and approved by the Council as well as monitored the implementation of adopted budgets.
 - Facilitated internal and external communication and conducted meetings with Department Directors and Management Staff.
 - Served as the Executive Director of the North Miami Community Redevelopment Association (CRA), working closely with the Board of Directors, Advisory Board, and contracted consultants to implement the CRA's mission.
 - Integral participation in negotiation of contracts, including the Police Benevolent Association (PBA) negotiations.
 - Managed the Community Planning and Development Department through the proposal of the City's 2015 Comprehensive Plan, which was adopted for first time since 1989.
 - Performed financial and managerial analyses for the Mayor and Council in relation to operations, programs, and projects for consideration.
- Deputy City Manager, City of North Miami, North Miami, FL* *07/2015-10/2015*
- Supervised the fiscal services of the City including the Finance Department, Purchasing Department, and the Budget Division.
 - Served as Coordinator of the North Miami CRA and oversaw the day-to-day operations as well as served as staff liaison to both the CRA Advisory Board and Board of Directors.

- Established partnerships with area hospitals and served as a liaison for information and coordination of programs and services.
- Coordinated volunteers and ensured the success of the Look Good Feel Better program in Miami-Dade and Monroe Counties.
- Collaborated with community groups, who share an interest in African-American health issues, to conduct African-American Men's Prostate Forums and African-American Women Breast Cancer Forums.

Administrative Analyst, Department of Public Works, City of Hallandale Beach, FL 10/1998-07/2001

- Constructed and presented the \$30 million departmental budget in accordance with the City's goals and objectives to the Director for review and approval.
- Acquired a \$50,000 grant for the Emergency Management Preparedness and Assistance Competitive Grant Program (Revitalization of the Egret Drive Lift Station and Acquisition of Portable 200kW Generator).
- Served as the grant coordinator for the department, administratively managing acquired grants from conception to completion.
- Prepared Federal Emergency Management Agency (FEMA) documents for the department for three hurricane seasons. Secured \$1.3 million in relief funding for the October 3, 2000 rainfall event.
- Conducted a productivity study on the Grounds and Landscaping Division, improving efficiency by 8%.
- Designed visual aids and assisted in the development of \$3 million dollar Sanitary Sewer Rehabilitation project presentation, approved by the City Commission.
- Delegated priority tasks to respective superintendents as instructed by the Director of Public Works.

Education

<i>Harvard Kennedy School (Executive Education)</i> <i>Senior Executives in Leadership for State and Local Government</i>	7/2016
<i>Florida International University, Miami FL</i> Master of Public Administration	8/1998-5/2000
<i>Florida International University, Miami, FL</i> Bachelor of Public Administration	8/1996-5/1997
<i>Tuskegee University, Tuskegee, AL</i>	9/1992-6/1994

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

February 10, 2020

The Honorable Philippe Bien-Aime
Mayor
City of North Miami
776 NE 125 Street
North Miami, Florida 33161

Dear Mayor Bien-Aime:

Please accept this correspondence as my expression of interest in the position of City Manager for the City of North Miami. My resume is forwarded for your consideration.

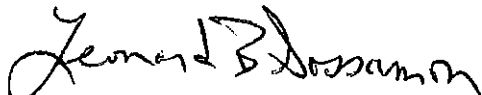
This management position for North Miami provides a unique opportunity for the right candidate with the required experience necessary to work productively with the Mayor and City Council. As an experienced professional public sector manager with proven city and county track records in Florida, North Carolina and South Carolina, I am that person.

My broad-based experience and success records include managing a rapidly growing city contiguous to Charlotte, North Carolina, and a fast-paced growth county in the Tampa-St. Petersburg MSA. I have won national and regional awards for my innovative and entrepreneurial approach and spirit in financing, management and service delivery. I am a progressive manager with over 25 years of successful management, and development and redevelopment programs.

As a city manager and as a county administrator, I have recruited dozens of new businesses and manufacturers to my cities and counties, creating thousands of new jobs. My service in Hernando County, Florida demonstrates that I can work effectively with a diverse staff and citizenry. While I am achievement oriented, I am also approachable.

I would like to bring my skills, expertise and experience to North Miami. Thank you for taking the time to review my qualifications. I can be reached at (704) 796-8889.

Sincerely,


Leonard B. Sossamon

Enc.

LEONARD B. SOSSAMON

5601 Springs Avenue, Myrtle Beach, SC 29577

Home (704) 786-4271
Cell (704) 796-8889

Email: jordnbrn@aol.com

SUMMARY

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

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

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

RELEVANT LOCAL GOVERNMENT EXPERIENCE

County Administrator, Hernando County, Florida

2012 – 2019

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

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

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

Duties and Responsibilities of County Administrator:

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

Achievements:

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

County Administrator, Newberry SC

2004 – 2006

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

Duties and Responsibilities as County Administrator:

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

Achievements:

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

City Manager, City of Concord, NC

1985 – 1998

Planning and Community Development Director

1980 – 1985

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

Duties and Responsibilities as City Manager:

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

Achievements:

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

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

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

1977 – 1980

Duties and Responsibilities:

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

Achievements:

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

OTHER PROFESSIONAL EXPERIENCE

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

2006 – 2012

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

2006 – 2012

Hunter and Brown, Inc., Concord, NC

1998 – 2003

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

EDUCATION

University of North Carolina, Charlotte

MA Urban Geography

Emphasis on city and county planning and economic development.

University of North Carolina, Charlotte

Bachelor of Arts

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

North Carolina Institute of Government

Certificate

Received Municipal Administration Certificate.

South Carolina Executive Institute

Certificate

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

PROFESSIONAL AFFILITATIONS

ICMA member since 1985

Cabarrus Bank & Trust – Board of Directors (Retired)

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

Pasco Hernando State College Foundation Board

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

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

REFERENCES FOR LEONARD B. SOSSAMON

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

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

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

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

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

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

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

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

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

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

6. Mr. Gary T. Pope 803-933-9392 (home)
2234 Island Trail 803-924-1545 (cell)
Chapin, SC 29036-9323

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

7. Mr. Gordon L. Belo 704-788-3142 (office)
29 Church Street, South
Concord, NC 28025

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

Robert Thompson
6016 Dunnbrook Terrace
Haymarket VA 20169

RE: Cover Letter- City Manager

Dear Sir/Ma'am,

With the enclosed resume, I would like to express my strong interest in the City Manager position.

I have 12 years of public services and community interaction; which stemmed from speaking engagements during outreach events to developing communication plans designed to inform the public of upcoming departmental changes.

I have personally lead legislative changes derived from community outreach events. In my previous role as the Deputy Chief of the Assessment Service Division in the Real Property Tax Division, I represented the District of Columbia in DC Superior Court on all real property cases. During my tenure, I met with public officials, homeowners, and community activist on real property concerns. One major concern identified, was the cost of legal fees associated with individual cases, which sometime exceeded the tax lien in question and had to potential for homeowners losing their properties over legal fees. The solution was a legislative introduction of a cap on legal fees.

Other areas of my expertise are in successfully managing strategic operational processes, monitoring personnel activities, and leveraging internal systems to drive improved efficiency and elevated performance. Through my extensive experience with the District Government and private practice, I have become adept at ensuring adherence to organizational goals and requirements while facilitating streamlined operations.

I am adept with diplomatic and tactful communication with internal and external personnel at all levels; have excelled in demanding, high-pressure, and ever-changing environments with long and unpredictable work hours.

My proven ability to optimize operations along with attaining team success, coupled with my skills in communication and problem solving, will contribute immeasurably to the success of your agency.

Thank you for your consideration and I look forward continued discourse with you.

Sincerely,

Robert J. Thompson, MBA /s/

THERESA THERILUS

640 Epic Way, Unit 506
San Jose, CA 95134
Email: tgtmiami@aol.com
305-785-8156

February 27, 2020

Babette Friedman
City of North Miami
776 NE 125th Street
North Miami, FL 33161

Dear Ms. Friedman:

RE: CITY OF NORTH MIAMI MANAGER

Please consider this letter as my expression of interest in the position of City Manager for the City of North Miami. I currently serve as Interim Director of Procurement for the County of Santa Clara in San Jose, CA, the Silicon Valley area. I am a graduate of Harvard Law School (JD) and the University of Miami (BBA in Economics) and am a native of South Florida. My educational background coupled with my extensive experience in government administration make me the ideal candidate to lead the City of North Miami in achieving future growth.

In my current role, I lead the County's purchasing and contracting functions and am responsible for the County's \$2 billion in annual contract spend in goods and services to support the needs of 1.9 million residents. In my previous role as an executive for Miami-Dade County Internal Services Department, I directly managed a \$160 million operating budget for the facilities, design and construction, real estate and risk management divisions in a department with a \$600 million overall budget and over 900 County employees. In addition, I separately oversaw the Countywide multi-year \$330 million capital budget.

My past experience also includes overseeing the two major Miami-Dade economic engines, Aviation and Seaport departments, as well as the Water and Sewer Department as a senior executive team member in the Mayor's office and serving as legal advisor to the Regulatory and Economic Resources department regarding development, planning and zoning, environmental resources, consumer protection, and transit mobility.

My ability to lead, and develop partnerships with a variety of internal and external stakeholders at the local, state, and federal level as well as within our vibrant South Florida community will allow me to be successful in the City Manager role. I understand economic growth and development, and am known as a consensus builder and polished administrator. I am skilled at assessing risks and opportunities, and identifying workable solutions to improve the array of services required for a diverse, fast growing community such as the City of North Miami.

Please be assured of my significant interest, commitment, and passion for the opportunity to improve the quality of life for the residents of North Miami. I am confident that my leadership will be of great benefit to the City. I look forward to the opportunity to meet with the Council and to serve as North Miami's next City Manager. Your consideration is appreciated.

Sincerely,



Theresa Therilus

THERESA G. THERILUS

640 Epic Way, Unit 506, San Jose, CA 95134

Email: tgtmiami@aol.com

305-785-8156

EXECUTIVE LEADER & PUBLIC ADMINISTRATOR

Results-oriented executive leader with extensive experience and progressive responsibility in public administration. Effective communicator with attention to accuracy. Demonstrated excellence in resolving complex and controversial issues with creative solutions. Collaborative approach to problem solving. Recognized as an outstanding team builder and people leader. Strong knowledge of government policies pertaining to budgeting, planning, economic development, and personnel management. Proven ability to develop capital budgets and manage capital projects.

EDUCATION

Harvard Law School, Cambridge, MA

Juris Doctorate- Florida Bar License

American Bar Association National Criminal Trial Advocacy National Champion

American Trial Lawyers Association Civil Trial Advocacy Championship Team

Executive Editor, Harvard Blackletter Law Journal

University of Miami, Coral Gables, FL

Bachelor of Business Administration with honors

Major: Economics and Legal Studies

PROFESSIONAL EXPERIENCE

County of Santa Clara, San Jose, CA

November 2019-Present

Procurement Department

Interim Director of Procurement

Plans, directs and coordinates the activities involved in the purchase of goods and services for County departments in excess of \$2 billion, centralized storage and issuance of commonly used items, and centralized redistribution and disposal of surplus equipment, materials and recyclable salvage materials; Develops departmental budget and service levels; Responsible for development and administration of policies and procedures for the procurement of supplies, materials, equipment and services; provides proactive purchasing services to client operations in reaching cost effective solutions to purchasing challenges and opportunities.

Deputy Director of Procurement

Plan, organize and manage the activities and approximate 100 member staff of the centralized purchasing functions of the County in excess of \$2 billion spend; provide executive management oversight of the procurement functions for medical, IT, facilities, institutional, and decentralized units; Develops and implements procedures for use in competitive bid and negotiated procurements; Reviews and approves contracts and/or agreements for service of significant cost and scope; Collaborate with County department heads or their representatives in the development of short-term and long-range planning in order to anticipate/satisfy organizational purchasing needs.

Miami Dade County, Miami, FL

March 2013- June 2018

Internal Services Department (formerly GSA)

Assistant Director, Capital Projects, Real Estate, Facilities and Maintenance, ADA Compliance

Senior executive responsible for management and supervision of four operational divisions with a staff complement of 300 employees and budgetary oversight for \$160 million and a multi-year capital budget of \$330 million; Responsible for management oversight of over 60 County facilities encompassing more than six million square feet of space to support operations and infrastructure; Manage County's ADA Division which oversees Countywide compliance with ADA; Implement policies and procedures as well

as prioritize capital and budget needs; Responsible for all leasing and asset management for Miami-Dade County; Significant experience in working with elected officials, management, and governmental agencies.

Office of the Mayor

Legal Advisor/Assistant to the Deputy Mayor

Senior executive team member responsible for management and supervision of department directors within Deputy Mayor's portfolio which included Aviation Department, Seaport, Water and Sewer Department and Department of Regulatory and Economic Resources; Served as the lead negotiator with companies bringing innovative technology to the for-hire vehicle industry (Uber and Lyft); Counseled and advised Deputy Mayor as to legislative matters related to all departments within purview; Served as the Mayor's office liaison to the Board of County Commissioners; Implemented all policies and procedures related to personnel, budget, and strategic policy initiatives for these departments.

Regulatory and Economic Resources Department

Legal Advisor

Advised department on legal matters relating to Department of Regulatory and Economic Resources divisions including economic development, environmental resource management, planning and zoning, for-hire transportation, and consumer protection; Reviewed contracts and drafted ordinances and policy memos relating to department operations and general matters; Drafted and proposed legislation involving a major reform to for-hire vehicle regulation in Miami-Dade County; Presented before the Board of County Commissioners and its committees; Drafted contracts and negotiated inter-local agreements between municipalities and the County related to departmental duties; Represented the department in administrative hearings.

Florida Attorney General's Office *Fl. Lauderdale, FL*

October 2011- March 2013

Assistant Attorney General, Consumer Protection and Economic Crimes Division

Civil investigation and prosecution of businesses who engage in unfair and deceptive trade practices related to financial and business practices including violations of FTC regulations; Role of lead trial counsel on cases involving internet and consumer privacy violations, cyber fraud, mortgage fraud, as well as deceptive and unfair trade practices; Directed evidentiary hearings and argued substantive motions; Drafted and issued subpoenas under Florida's Deceptive and Unfair Trade Practices Act; Supervised litigation staff in complex litigation matters; Drafted and negotiated settlement agreements and consent decrees; Role of first chair at trials seeking injunctive relief and for federal bankruptcy matters related to state civil enforcement cases; Successfully argued before the Florida 4th District Court of Appeals.

Therilus Law Firm, *Coral Gables, FL*

June 2006-October 2011

Principal Attorney, Commercial, Construction and Criminal Litigation and Sports law

Led complex business litigation, construction litigation and contract disputes in mediation, arbitration and through trial; Secured million dollar settlements arising from condominium association catastrophic property damage claims; Representation of subcontractors and general contractors in contract negotiations; Managed evidentiary hearings and substantive motions in civil proceedings; Negotiated in excess 50 million dollars in endorsement contracts; Managed all aspects of professional athlete and artist marketing and branding including appearances for charitable and corporate events; Represented professional athletes and artists in contract negotiations: Former Certified NFLPA Agent.

Tew Cardenas LLP, *Miami, FL*

August 2004- May 2006

Litigation Associate

Instrumental in dismissal of \$10 million payment bond claim against local public school district; Successfully defended shareholder derivative lawsuit leading to dismissal against client; First chair role in landlord/tenant trials on behalf of major commercial real estate developer; Represented condo associations, developers and suppliers in construction defect, payment bond and lien litigation; Represented clients in over 30 NASD arbitration claims.

RECOGNITIONS/AWARDS

- 2019 Fellow, National Institute of Government Purchasing Leadership Institute
- 2018 Haitian American Chamber of Commerce Top 20 under 40 Professionals (Government/Sports)
- 2017 Brickell Magazine's Top 20 Under 40 Professional
- 2016 National Association of Counties Achievement Award (Online Auction of Surplus Real Estate, Facilities Management Program and Utilities Billing Management program)
- 2014 Legal Analyst, CNBC "Power Money"

PROFESSIONAL AFFILIATIONS

- Board Member, Cliff Avril Family Foundation
- Governmental and Public Policy Advocacy Committee, Florida Bar
- Harvard Serves Coordinator, Harvard Alumni Association

ROBERT J. THOMPSON, MBA

6016 Dunnbrook Terrace • Haymarket, VA 20169 • (703)930-8000 • Robert_Thompson27@yahoo.com

PROFESSIONAL EXPERIENCE

Shewa Amhara Development Corporation

Senior Vice President

(4/2019- Present); 40hr /week

Professional Overview

As the Senior Vice President, I was responsible for establishing the companies compliance requirements to meet the IRS 501(c)(3) exempt designation. I network and foster relationships with external organizations, locally, nationally and internationally to procure funds to support the corporations mission.

Summary of Skills

- Promote the corporations mission to provide;
 - Educational materials to primary and middle schools in the Amhara region of Ethiopia.
 - Provide public health information, supplies, and equipment in the areas of HIV/AIDS regions
- Represent the corporation by participating in events and activities
- Researches potential foundation and corporation funding sources
- Responsible for the Forecasting, Budgeting, Human Resources and Compliance
- Sponsor membership to Shewa Amhara Development Corporation
- Member of the Board of Directors
- Developed corporate compliance documents, bylaws, and articles of incorporation
- Solicits and cultivates donors: write direct mail solicitations
- Work with program staff and grant writers to submit letters of inquiry and grant proposals to local, national and international foundations and corporations.

District of Columbia Department of Employment Services

Compliance Officer - Office of Unemployment Compensation; (12/2018- 11/2019); 40hr/week

Professional Overview

In this role I had the duties and responsibilities of ensuring the Unemployment Compensation department is in compliance with Federal laws, State laws and District of Columbia Codes and Regulations. This task requires a vast knowledge of laws and regulations, policies and procedures in addition to having fostered relationships with legal entities both federally and locally.

Summary of Skills

- Demonstrates working knowledge of local and federal Unemployment Insurance laws, procedures, and policies
- Demonstrates the ability to critically review and analyze policies and programs/services, and develop recommendations and standardized processes
- Supports the development, implementation, and effectiveness of department UI program objectives, policies and procedures.
- Ensures compliance of overall department operations and confers with legal staff in areas such as collections, employer liability, and interpretation of law.
- Oversees, coordinates, and monitors assigned unit staff performing audits and fraud investigatory activities to ensure effective operations and compliance with UI policies and procedures
- Evaluates potential cases, determines investigative priorities, assesses investigative complexity and

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assigns cases for investigation

- Monitor and recommend any changes to Standard Operating Procedures (SOP) to Division Chiefs for each prospective unit with the design to optimize performance
- Oversees and monitors all unit activities, provides technical assistance and conducts on-the-job training sessions concerning investigative processes and objectives
- Interviews candidates for all supervisory and higher-graded non-supervisory positions within the Division, and personnel selections for those positions.
- Reviews serious disciplinary cases for problems involving key personnel and identifies and provides counseling regarding developmental and training needs of supervisory and non-supervisory staff

District of Columbia Department of Employment Services

Associate Director - Office of Unemployment Compensation; (09/2015-12/ 2018); 40hr/week

Professional Overview

During my tenure as the Associate Director of the Office of Unemployment Compensation, I oversaw and administered the District of Columbia's unemployment compensation insurance program. I used extensive judgment and ingenuity to interpret laws, regulations and revised guidelines.

Summary of Skills

- Developed and recommended legislation to improve the District of Columbia's Unemployment Compensation Act.
- Managed and balanced a \$31 million dollar operational budget.
- Managed, organized, and directed 105 union staff members and 15 subordinate supervisors.
- Demonstrated the ability to develop harmonious relationships with personnel in industry, unions, business and trade associations and other groups concerned with unemployment compensation taxes, benefits and appeals.
- Monitored day-to-day activities to ensure compliance with USDOL requirements
- Ensured activities and responsibilities were integrated and aligned with delivery systems operational and organizational objectives.
- Responsible for hiring, promotions, performance evaluations and disciplinary actions.
- Prepared legislative responses to address performance hearings with District of Columbia Council member.
- Managed record retention staff and developed department retention schedule that met the District objective.
- Demonstrated the ability to develop and evaluate budget requests and projected future expenditures
- Contract Administrator for IT procurement projects and maintenance contracts (Excess of 10 million)
- Project lead for Unemployment Insurance modernization RFI ad RFP
- Developed training strategies for direct reports and their staff.
- Developed time management techniques for the department
- Prepare, monitor and evaluate KPI for the UI Department
- Created strategic plans for the department, including milestones, major goals/objectives, and monitored each milestone for success in achieving desired results. This included the creation of 30/60/90 day sprints and measurable performance metrics that held each division, unit and individual accountable for the programs deliverables.

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District of Columbia Office of Tax and Revenue

Deputy Chief - Assessment Service Division; (09/2008- 09/2015); 40hr/week

Professional Overview

This position required the monitoring of the day-to-day operations of the Assessment Service Division to ensure agency objective and goals were met. To accomplish this requirement, I formulated new policies, procedures, operational plans along with internal controls.

Summary of Skills

- Represented the Real Property Tax Administration in the District of Columbia Superior Court.
- Responsible for researching cases and providing oral opinion. Participated in mediation cases, consulted with the Office of Attorney General and other attorneys regarding Tax Sale issues including but not limited to refunds, redemption, and cancellations. Interpreted relevant statutes, laws and court rules to resolve courts cases.
- Project manager responsible for planning and administering the District of Columbia's Annual Real Property Tax Sale; which included identifying delinquent properties, advertising, locating facilities, developing MOU's and procurement of auctioneers and security.
- Developed a training program for new union employees.
- Researched and developed best practices for the division objectives by analyzing other jurisdictions policies and procedures.
- Defined, developed, and implemented quality assurance practices and procedures, end user test plans, and other quality assurance assessments. Worked with technical leads and the program SME's to conduct testing in test mode prior to deployment in production.
- Managed and administered the daily activities for the Tax Sale Unit, Adjustment Unit, Homestead Unit, Operations Unit and Special Program Unit.
- Experienced with staff development and training. Prepared Individual Development Plans (IDP) and Individual Performance Plans (IPP) for unit managers and staff.
- Managed employees in the achievement of organizational goals which incorporated strategic planning and developing.

District of Columbia Office of Tax and Revenue

Operations Manager- Assessment Service Division; (05/2008- 09/2008); 40hr/week

Professional Overview

As the Operations Manager, I was responsible for re-engineering the billing and collection efforts the division. The accounts receivable and payable system was a legacy system that failed to capture and report accurate data.

Summary of Skills

- Identified systematic problems and specific issues within the Assessment Services Division which hinder efficient and effective operations.
- Reconciled accounting data and developed a measureable tracking program to account for misclassified revenue.
- Implemented and administered reporting systems which tracked work assignments and critical projects.

ROBERT J. THOMPSON, MBA

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- Coordinated efforts and assignments between units which yielded measureable results.
- Directed the day-to-day management and job performances of the liaison staff and administrative staff of the division.
- Prepared or reviewed correspondences, standards, procedures, position descriptions to ensure standardization, conciseness, and that information prepared or reviewed was in accordance with District and agency policy and office procedures.
- Recommended staff for promotions and step increases; mediated union staff complaints and proposed disciplinary actions.

Stratford University

Adjunct Professor- School of Business; (08/2005-08/2012); 12hrs/ week

Professional Overview

As an Adjunct Professor with Stratford University, I was competent and dependable teaching professional with a track record of imparting lessons in a professional manner. I was responsible for communicating on a manner that was receptive to students, staff and administrators. This role required me to assess and evaluate student's performances and implement need-based lesson plans to address areas of weakness.

Summary of Skills

- | | | |
|-------------------------------|---|-------------------------|
| Classroom management | › | Counseling/ Mentoring |
| Online instruction experience | › | Multi-media instruction |
| Technology Integration | › | Learning strategies |
| Curriculum Coverage | › | Testing and evaluation |
| Curriculum Development | › | Detail-oriented |

Omni Spectrum Financing, LLC.

Chief Executive Officer/ President; (04/2004-10/2007); 50hr/week

Professional Overview

Provided expert advice and assistance on real property matters; including financial considerations, relocation procedures, policies and methodologies in property acquisitions. Provided administrative guidance's to subordinate supervisors for resolving administrative and supervisory problems, internal planning and organizing, staffing, and compliance with administrative rules and procedures; and provides advice and assistance to the staff regarding property values and market conditions.

Summary of Skills

- Spearheaded a start-up mortgage company into a multi-million dollar business.
- Directed a staff of 500+ associates in multiple office locations with varies work functions
- Established and maintained C-Level relationships with lending institutions and various agencies.
- Full Profit & Loss accountability for strategic planning and administrative management of all financial and accounting activities, including Accounts Payable, Accounts Receivable, investor relations, credit management, risk management, payroll and taxes and employee benefit program.
- Developed and deployed marketing strategies and sales incentive programs.

ROBERT J. THOMPSON, MBA

6016 Dunnbrook Terrace • Haymarket, VA 20169 • (703)930-8000 • Robert_Thompson27@yahoo.com

- Utilized Total Quality Management (TQM) principles and techniques to identify and analyze potential problem areas.
- In-depth understanding of the real estate market with the ability to conduct highly complex analysis on financial data.
- Applied cost analysis techniques for different branch locations.
- Charted real estate market utilizing charts and graphs from relevant real-time data.
- Performed and directed effective negotiations and competitive bidding procedures associated with real property.
- Assisted in developing and execution of company's capital budget of 20 million annually.
- Prepare statistical reports capturing relevant data to project future decisions.
- Reviewed reconciliation and recapitulation reports to ensure accounting data were accurate.
- Supervised the preparation of tax filings and assisted outside auditors in yearly auditing of company's books.

Education

Walden University

Doctorate in Public Policy and Public Administration
(In Progress- 77 credits completed)

University of Phoenix

Master of Business Administration

Bethune-Cookman University

Bachelor of Arts, Political Science

Military

United States Air Force
Honorable Discharge

Affiliations

National Association of State Workforce Agencies (NASWA)
Americans with Disabilities Act (ADA)

Certifications

Cybersecurity Fundamentals
Transformational Leadership

ROBERT J. THOMPSON, MBA

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Organizational Change
Managing Workplace Stress
Contract Administrator
Procurement Automated Support System (PASS)
PeopleSoft (HR)
Modern Project Management (Working with Clients and Project Teams)

Nathalie Vallières

CANADA & USA (239) 410. 4776 • natvmartin@gmail.com

Marketing, Communications, Project Management

I get it done and don't sweat the small stuff!

I am a virtual communications professional managing all kinds of marketing and public relations activities, promotional campaigns, public relations and high-profile events; nothing is impossible, and everything is manageable. I have learned that the best way to achieve success is to motivate the resources I have with well-defined objectives and empowerment. I am highly focused on the tasks at hand, including follow-through and coordination of people, places and events. I have proven ability to develop and manage project schedules, in addition to working well with cross-sectional teams to achieve on-time project goals.

I am a multilingual individual (English, French, Spanish) with a reputation for strong collaboration and negotiating skills with the ability to manage difficult and diverse relationships. With a proven capacity to provide strategic advice and mobilize other people's skills, I use my strong organizational talents, language capabilities, educational background, and ability to work well with people to provide a positive contribution to the organization. I am happiest when I can give back to my community. I am an entrepreneur managing marketing portfolios and have extensive business experience.

Experienced in: marketing, public relations, data analysis, partnership building and recruitment, liaison with external and internal partners,

Essential Qualities: Strategic planning, project management, risk management, program review and evaluation, managing finances and human resources, volunteer and staff recruitment and retention

Education: University of Ottawa, B.A. Social Sciences (Political Science)

Work Experience:

FemCity Global (2016 – present)

President and Founder

Federation of Canadian Municipalities (2018)

Program Advisor

University of Ottawa

Communications and Marketing Officer (2008 – 2016)

Aquatic Programs and Pool Operations Manager (2004 –2008)

City of Ottawa

Parks and Recreation, Aquatic Policy Specialist (2002 – 2004)

Parks and Recreation, Facility Manager and Program Coordinator (1998 – 2002)

CORE COMPETENCIES

Market research Recruitment • Public relations

Community development• Strategic planning• Financial tracking

Engagement/ Cultivation• Project development• Media relations

KEY COMPETENCIES AND DELIVERABLES EXPERIENCE IN GOVERNMENT ENVIRONMENT AND LIAISON WITH STAKEHOLDERS

Expertise in forging relationships between organizations to optimize partnerships, cohesiveness and long-term relationships.

FemCity Ottawa, FemCity Miami Beach, President (2016 – present)

- FEMCITY® is a local and online community dedicated to arming women with everything they need to grow their business and live a happy life.
- Managing an online network for women in business and curate monthly networking events, both online and locally.
- Collaborate with local businesses and community influencers to support FemCity Ottawa and FemCity Miami Beach

Federation of Canadian Municipalities (2018)

Advisor

Building and maintaining strategic relationships with federal Parliamentarians and their staff, and monitoring and assessing the federal, provincial/territorial and municipal political environments.

University of Ottawa, Communications and Marketing (2008 – 2016)

Founder of Go Code Girl (<http://www.onwie.ca/programs/go-code-girl>)

- Secured partnership with Ontario Network of Women in Engineering, Hydro One and NSERC.
- Established long term program delivery models in all Ontario universities (within less than 2 years).
- Guaranteed funding from Engineers Canada, Hydro One, NSERC and Canada Girl Guides.

National Engineering Month Campaigns

- Enhanced the delivery model of programs and workshops with long term stakeholders (NSERC, Museum of Science and Technology, IEEE Canada, Engineers Canada).
- Sponsorship and funding provided by uOttawa Alumni and Faculty, City of Ottawa, Ottawa Power Generation, NSERC, and Engineers Canada.

Richard L'Abbé Makerspace

- First invent-build-play space at the University of Ottawa.
- Collaborated in the renaming proposal of the uOttawa Makerspace to Richard L'Abbé Makerspace.
- Secured sponsorship from private donors and government agencies for facility and program enhancement.

Pet Therapy Counselling Program for uOttawa Students

- Forged alliances and established deliverables and long-term partnerships with mental health awareness agencies (Good 2 Talk, Bell Let's Talk, Ottawa Hospital, uOttawa Health Services).
- Training program alliance for therapy dogs via Ottawa Humane Society and Ottawa Dog Therapy.
- Secured resources and local partnerships to enhance mental health awareness on campus.

University of Ottawa, Sport Services (2004 – 2008)

Long term sponsorships and partnerships

- Recipient of Trillium grants for various program delivery models.
- Swim Canada long term facility usage agreement.
- Lifesaving Society Swim for Life Sponsorship and Ontario Swim Safe Campaign sponsorship.
- Secured a Canadian Tire Wanna Play partnership.
- Managed the 5yr Swimming Championship Host Agreement; Founded the Ontario University Aquatic Association (2004 – current).
- Management of a multi-million-dollar capital budget and staff financial resources.

City of Ottawa, Aquatic Specialist (2002 – 2004)

- Implemented the amalgamated aquatic and swimming program for the City of Ottawa.
- Analyzed and researched data and prepared briefings for the new City of Ottawa Council.
- Collaborated with KPMG in a joint budget review and financial analysis.
- Developed partnership with Tim Hortons Free Swim program.
- Enhanced and supported low income grant guidelines for users.
- Supported the development of a 3-tier agreement between the City of Ottawa, local community associations and various stakeholders.
- Represented the Branch and Division as the subject matter expert in consultation with senior management and operational supervisors to establish consultative frameworks, broker solutions, ensure linkages and consistency in the development and delivery of integrated and innovative aquatic programs; departmental policies, standards, planning, evaluation and monitoring processes.
- Management of a multi-million-dollar capital budget and staff financial resources.
- Monitor the media and other elements of the public environment to look for community opportunities to enhance a city-wide programming campaign and to promote the newly amalgamated City of Ottawa

EXPERIENCE IN COMMUNICATIONS AND MARKETING

Developed and maintained positive relationships with internal/external stakeholders and implemented and tracked proactive public relations efforts to promote long term goals.

FemCity President (2016 – present)

- Create the Ottawa branding for FemCity Global network
- Manage social media platforms and gain online recognition
- Promote the FemCity Ottawa and FemCity Miami Beach network and build the membership
- Create and deliver weekly webinars and monthly events

University of Ottawa (2004 – 2016)

- Developed marketing tools to promote and deliver workshops for the Faculty of Engineering outreach programs to enhance the future student experience (Workshop Development and Professor Ambassador Programs).
- Provided strategic advice related to digital activities such as Hootsuite, Twitter, Facebook, Drupal (uOttawa web portal) and established strategic communications plan to reach both internal and external stakeholders.
- Experience analyzing data and creating reports for executive management (insights, trends and recommendations) in order to establish future marketing guidelines for the Faculty of Engineering and the Student Academic Success Services.

- Experience generating data reports using social media analytic tools (such as Hootsuite, Facebook Insights, Twitter Analytics, etc.) to support recommendations to management and to enhance the student experience.
- Experience generating data reports using web analytic tools (Google Analytics, Adobe Analytics, Drupal, Facebook Analytics) to support the mandate of the University of Ottawa's Vision 2020.
- Created, developed and established the branding for Go Code Girl, a program to encourage girls aged 11 to 17 to pursue science and engineering studies.
- Managed all communication tools to promote initiatives and programs (magazines, brochures, online material or other promotional tools) for the Faculty of Engineering and the Student Academic Success Service.
- Created, managed and edited all communication tools for the Faculty of Engineering and the Student Academic Success Service (brochures, web content, social media, media releases)
- Highly qualified in preparing and giving presentations in English and in French to various audiences, including uOttawa executives, Faculty members and external clients.
- Presenter and guest speaker at various conferences including: National Engineering Month, Grace Hopper Conference, Park and Recreation Ontario and Ontario Network of Women in Computing.
- Created social media campaigns for all outreach events for the Faculty of Engineering and the Student Academic Success Service.
- Executed a variety of roles within the Faculty of Engineering specifically communications, branding, lead generation and strategy.
- Researched, planned and assisted in the development of a communication strategy to align the Faculty of Engineering and the Student Academic Success Service with the University of Ottawa's Vision 2020

EXPERIENCE IN PROJECT MANAGEMENT

Delivered complex projects across organizational boundaries where there are significant benefits and risks at stake.

University of Ottawa (2004 – 2016)

- Involved in the end to end management of the Makerspace opening and the promotion of student led initiatives such as the Prosthetic Hand Challenge.
- Initiated Go Code Girl from inception to conception and collaborated with Carleton University and expanded the program across Ontario in less than 2 years.
- Managed migration efforts of combining student registration database, email, and website into single database for the Student Academic Success Service.
- Facilitated the scope of work, goals and deliverables of all projects related to the Faculty of Engineering recruitment strategies.
- Collaborated with stakeholders in multi-faceted events such as National Engineering Month, Mental Health Awareness Week and OUA swimming championships.
- Managed Sport Services construction projects at the Montpetit Hall Aquatic Centre and led all renovation and building upgrades.
- Provide general administrative support for academic staff and support collaborative initiatives to enhance student experiences.

City of Ottawa, Aquatic Specialist (2002 – 2004)

- Developed and facilitated the implementation of innovative and consistent city-wide aquatic program models such as the Power Swim Program.
- Managed the recruitment strategy of all aquatic part-time staff positions.

- Managed, directed and coordinated the overall service delivery, programs, operations and annual budgets for the seasonal city-wide beach (3) operations, including the management of full-time and part-time staff (multimillion dollar seasonal operation).
- Implemented the city-wide training modules for all aquatic part-time employees and provided budget analysis and recommendations to management and city council.

PHILANTROPY

SwimTayka USA Board Member and Founder Bahamas Swim Program

Educate children about the care of their open water and how to preserve it for generations to come. Teach children how to swim, a life skill which could save their life. SwimTayka connects organisations in poor waterside communities with volunteer swimming instructors and environmental advocates from around the world, to develop and promote free swimming and environmental lessons for children. Volunteer programmes run from two weeks up to two months and include instruction in basic water safety, swimming, first aid and environmental education. It is our mission to give disadvantaged communities around the world access to swimming teachers who can not only provide the life skills of swimming but create a legacy in today's children who will grow up to teach the next generation.

Combining swimming with environmental education, we are nurturing a generation of world citizens who will act as environmental stewards who love, care for and respect the life-giving rivers, lakes and oceans along which they live.

Lowertown Community Association, Vice President (2014-2016)

- The Lowertown Community Association oldest community in the City of Ottawa. Lowertown is bilingual, historic and eclectic.

Lifesaving Society Canada, Board Member (20+ years)

1. Provide leadership to the Lifesaving Society Canada on matters related to aquatic safety guidelines, prevention and future initiatives.
2. Research and develop aquatic standards for Ontario.
3. Establish volunteer recruitment strategies and marketing campaigns
4. Established guiding principles to enhance safety across Ontario aquatic facilities.
5. Created a successful research partnership with **Ryerson University's School of Occupational and Public Health**.
6. Swim Program delivery in Venezuela, Dominican Republic and Honduras.

City of Ottawa, French Language Services Advisory Committee Member

1. Responsible for providing advice to Ottawa City Council on issues pertaining to policy, programs and service delivery in official language.
2. Represent the FLSA Committee wherever needed.

COMPUTER SKILLS

- Excellent knowledge of MS Word, Excel, PowerPoint and Adobe InDesign
- Excellent ability to navigate CRM systems such as WordPress, Drupal and Halogen Software

- Experience with MailChimp (newsletters, news releases)
- Experience with e-learning portals and tools
- Ability to analyse various social media analytics

PERSONAL INTERESTS

- Entrepreneurship and networking
- Well-travelled throughout countries in Central and South America, the Caribbean, Europe, Northern and Central Africa
- Community work with the homeless and at-risk populations
- Drowning prevention initiatives
- Yoga and meditation
- Reading and blogging

Miguel Vazquez

| Miami Beach, FL 33141 | 914-294-9846 | Pito_234@yahoo.com

OBJECTIVE:

To obtain a position in the Human Services where I can utilize my work experience and education to improve company's operation.

EDUCATION:

Monroe College, Bronx NY

Bachelor of Business Administration Business Management, August 2017

Associates of applied science Business Administration, December 2015

EXPERIENCE:

Unique People Services Bronx, NY

Social Worker (May 2019- Present)

- Maintaining accurate records and preparing reports for clients
- Creating Service plans reviews, Annual Plan, Functional Plans
- Provide crisis intervention, conducting monthly home visits
- Participating in training ,supervision ,and meetings for clients
- Maintaining accurate records and preparing reports, contacting and making referrals to other agencies and services.
- Assess clients' needs, situations, strengths, and support networks to determine their goals

The New Jewish Home Bronx, NY

Lead Transporter (February 2018 – June 2019)

- Supervised the other transporters, training new employees, maintaining personnel files and responding to complaints. Evaluate the work load and assign personnel as needed.
- Established and maintain communication with patients and coworkers to improve quality of service and customer satisfaction.
- Transported equipment and supplies by picking-up requisitioned orders; delivering them to assigned treatment areas and patient care areas.
- Transported deceased patients by following protocols and delivering them to the mortuary.

RC Realty Group of New York Inc., Manhattan, NY

Administrative Intern (April 2017 – August 2017)

- Organized files, draft messages, schedule appointments and supported other staff with any task or goal that needed to be reached or completed
- Created marketing plans, edited leases and contracts

COMPUTER SKILLS:

Proficient with Microsoft Office (Excel, Word, and PowerPoint),Basic Graphic designing skills

Todd Venning

ToddVenning@gmail.com
linkedin.com/in/todd-venning-2b34a0172

347.213.7865

February 2020

Dear Hiring Manager,

As a licensed attorney with a proven background in financial management positions and operational expertise, it is with great excitement that I submit my resume for consideration to become the city manager of North Miami, FL. In addition to my formal education and training, my 10-year history of hands-on experiences makes me an excellent match for the unique demands of the position you have advertised.

In each of my professional roles, I have been successful in producing positive results and I have a consistent history of delivering insightful analyses, collaborating in strategy development and execution, and providing financial and technical support to senior executives and staff members. Please review the following examples from my resume, which outline the many strengths I can leverage to advance the organization's mission.

- Prevented a downgrade in credit rating by correcting and resubmitting prior Annual Financial Documents submitted by previous management. Cleaned out the general ledger, restating the organizations financial position in a more favourable light which improved standing with Moody's credit rating agency.
- Increased general fund equity balance 50% by performing a critical analysis of a municipal corporations' asset and liabilities. Identifying \$6,500,000 in liabilities the corporation was not required to carry, resulting in the same increase to fund balance. \$1,400,000 in 2018 & \$5,000,000 in 2019. Successfully defended assertions to the State and auditors.
- Saved 2 million by working with bond counsel and financial advisor to refund city's 2012 debt issue saving approximately 10% of the original borrowing.
- Successfully led citywide annual audit, prepared balanced operational budget, and worked with department heads to identify capital needs and develop citywide capital improvement plan.
- Provided board with Multiyear financial plan for city and actionable steps to take to operate within projected annual expense levels and achieve projected revenue levels.
- Implemented technology across various departments to improve collection rates and customer experience. *i.e.* credit cards, improved parking enforcement software, and upgraded hardware/software.

- Investigated and identified municipal water distribution policy legal questions and developed issue resolution recommendations.
- Collaborated with local and state officials to implement corporate tax reform ensuring compliance of city corporate tax laws with state franchise tax policies.
- Ensured financial policies of federally funded local housing programs complied with federal agency regulations.

My resume provides further detail on my talent for identifying and curing operational deficiencies, financial management, and passion for problem solving; it is my goal to apply these skills to the progress of a growing company. I look forward to setting up a meeting to discuss in greater detail how I can benefit your organization. In the interim, thank you for reviewing this letter and the attached material.

Sincerely,

Todd Venning
Attachment

Licensed attorney with expertise in organizational business and financial management operations. Proven ability to develop and present insightful presentations, financial reports, and legal briefs and narratives. Collaborate cross functionally to facilitate strategic planning, ensure compliance with applicable laws and regulations, and implement effective policies and procedures. Adept at conducting research and investigations to identify and analyze legal, financial, and operational data and offering comprehensive and pragmatic solutions for resolving issues. Establish strategic partnerships and build consensus for adoption of recommendations.

Areas of Expertise include:

- Legal Research/Policy Advisor
- Analysis & Reporting
- Corporate Taxation
- Financial Reporting
- Budget Creation/Modification
- Regulatory Compliance
- Operations Strategist
- Risk Assessment/Mitigation
- Disaster Recovery Planning

Professional Experience

CITY OF NEWBURGH • Newburgh, NY • February 2019 to Present
Municipality governed by council-manager system.

CHIEF FINANCIAL OFFICER – FINANCE, HUMAN RESOURCES & INFORMATION TECHNOLOGY

Responsible for the administration of all the financial affairs of the City including all City funds, three enterprise activities and numerous grant programs. Responsible for financial operations including accounting, budgeting, payroll and related benefit programs, cash management, purchasing, accounts payable, insurance and debt issues, and all financial policies of the City. Supervision of the City's Comptroller, City's Assessor, Collector, Parking Violations and Information Technology Departments. Analyze and prepare all financial reports due to the board and or state in accordance with GAAP or GASB principles as required. Acts as custodian of all monies requiring deposit and disbursement in connection with the general operation of the City. Implement budgetary controls over all appropriations and approval over all expenditures and commitments as to sufficiency of funds, including preparing budgetary transfers as appropriate for City Council approval; Prepare the forecast of funds needed for personnel, equipment, materials and supplies; Develop and install accounting procedures and internal control systems; Maintain control over the management of City indebtedness; Oversee the timely filing of all financial reports to New York State and federal government agencies; Responsible for the preparation of appropriate financial records and supporting details to assist independent auditors in their audit of the City financial records; Prepare appropriated documents for official statements and presentations to rating agencies.

CITY OF ATLANTA DEPARTMENT OF WATERSHED MANAGEMENT • Atlanta, Georgia • March 2017 to October 2018
Regional public utility managing wastewater and stormwater and delivering safe drinking water for city,

SENIOR MANAGEMENT ANALYST – FINANCE AND LEGAL POLICY

Delivered legal, technical, and financial management policy expertise to support senior executives and staff personnel in planning and execution of fiscal laws and financial processes. Defined and implemented financial, accounting, and budgeting policies and procedures and resolve financial management issues and variances. Developed presentations of financial charts and management reports in addition to operational briefs, narratives, statistical data interpretations, and key success factors. Ensured compliance with service-level agreements (SLAs). Conducted reviews of financial reports and recommended solutions for identified issues. Facilitated reviews of internal controls and reconciled fiscal financial system accounts.

Key Accomplishments:

- Conducted investigation, identified legal questions related to municipal water distribution policy, and recommended issue resolutions to department Commissioner.
- Partnered in establishing and implementing system for tracking departmental performance metrics.
- Assessed risks and developed disaster recovery (DR) and emergency management strategies.
- Chosen as 2017 Government Finance Officers Association delegate.

NEW YORK CITY OFFICE OF MANAGEMENT AND BUDGET • New York, New York • August 2014 to February 2017
Primary financial agency responsible for creation and administration of city capital budgets.

ATTORNEY – TAX POLICY GROUP

Conducted research and analyzed tax policies, compliance issues, and regulatory finance laws; projected financial impact on businesses based on analyses of proposed laws and tax credits; and composed finding statements on corporate tax laws, Dodd Frank legislation, and impact of proposed reforms on corporations and businesses. Created financial forecasts and estimated city and state revenue shifts. Compiled financial statement analyses to assess performance of stock exchanges and major American banks. Created and modified municipal budget. Developed and presented financial reports and analyses to executives, board members, and political officials.

Key Accomplishments:

- Collaborated with city and state government representatives to implement reforms to corporate tax policies ensuring compliance of city tax laws with state corporate franchise tax policies, simplification and modernization of income taxation for C-corporations, and tax relief for small corporations.
- Forecast and tracked \$5B in business-tax revenues.
- Utilized Statistical Package for the Social Sciences (SPSS) to analyze data.

LEGAL SERVICES OF THE HUDSON VALLEY • Newburgh, New York • December 2013 to March 2014
A community-focused organization providing legal services regarding civil matters.

POSTGRADUATE FELLOW (PART-TIME)

Created direct examination questions and attended hearings to determine changes to, continuation or discontinuation of, or denial of government benefits and for unemployment cases. Conducted research related to housing, nutrition, energy assistance, short-term disability, and public assistance programs and to social security income.

Key Accomplishment:

- Recouped monies owed to client by Department of Social Services through research of records and negotiations with appropriate agency representative.

NEW YORK CITY HOUSING AUTHORITY • New York, New York • February 2010 to August 2010
A city agency providing housing for low- and moderate-income residents.

BUDGET AND LEGAL ANALYST

Conducted financial analyses of budget, surplus, needs, and full-time employee salaries. Created and administered expense budget, performed research for financial models, and completed daily reconciliations. Managed financial planning and capital tracking processes.

Key Accomplishments:

- Ensured compliance of federally funded programs through review and analysis of federal government Housing and Urban Development (HUD) requirements.
- Identified increase in amount of eligible funding resulting in avoidance of funding shortage.

Additional Experience: Internship, Harter Secrest and Emery, LLP, Rochester, New York, Summer, 2011.

Education & Credentials

Juris Doctor
BROOKLYN LAW SCHOOL | New York, New York | 2013

Master of Science in Business Administration with Concentration in Finance
SIMON GRADUATE SCHOOL OF BUSINESS ADMINISTRATION | Rochester, NY | 2009

Bachelor of Arts in Political Science

UNIVERSITY OF ROCHESTER | Rochester, NY | 2008

Licenses

United States Tax Court, 2014

New York State Bar Second Department, 2014

Volunteer Activities

Guest Lecturer, Municipal Finance and Tax Law, John Jay College of Criminal Justice, New York, NY

MARCEL L. VERNON

Newton, Ma 02460 ✦ (201) 923-0097 ✦ marcelvernon10@gmail.com

Accomplished, analytical executive with solid history of delivering sales, profit and EBITDA improvements through strategic planning, strong financial controls and effective operations management. Recognized for consistently delivering results, leveraging technologies and maximizing resource utilization. Empowering leader and staff advocate skilled in fostering positive employee relations, providing career development opportunities and improving retention rates. Proficient in Spanish.

AREAS OF EXPERTISE

- Operations Management
- Risk Management
- Venture Capital Negotiations
- Financial Reporting, Planning and Analysis
- State and Federal Reporting
- Recruitment/Retention
- Technology Implementations
- Revenue/Margin Improvement
- Trainer/Workshop Facilitator
- Sarbanes Oxley (SOX) Compliance
- Six Sigma Green Belt Certified
- Project Management

CHIEF FINANCIAL OFFICER – Capable of exceeding aggressive revenue and EBITDA objectives with dependable year-over-year improvements. Well versed in directing all financial operations for government, consumer service platforms, gaming, entertainment, food/beverage, facility and hotel management services.

OPERATIONS DIRECTOR – Consistently drove profitability for large privately and publicly held companies through venture capital negotiations, government affairs, strategic, capital and financial planning and analysis.

GENERAL MANAGER – Drove dramatic reductions in operating costs, while enhancing customer service by implementing Smart Card cashless technology. Established and grew new demographic and geographic markets by deploying compelling marketing programs among targeted customer segments. Routinely reduced operating losses by conducting due diligence reviews. Spearheaded niche brand hotel development by replacing a Sheraton hotel franchise.

COMPUTER SKILLS – PeopleSoft, BPC, Hyperion, Oracle, Infinium, Cognos, N-Vision, Salesforce, Pipeline, Intacct, Micros, QuickBooks, GeniSys, COMMBUYS, Kronos, MMARS, ESS

PROFESSIONAL EXPERIENCE

COMMONWEALTH OF MASSACHUSETTS

2/2016 – Present

TRIAL COURT AND OFFICE OF COURT MANAGEMENT, Boston, MA, CHIEF FINANCIAL OFFICER

Serve as the most senior advisor on fiscal matters for the entire Trial Court system through the management of approximately a \$751M budget across 122 courts and 122 probation offices. Focused objective is to provide access to justice to the public through the efforts of over 6,500 employees. Manage a team of nine direct reports in Accounting, Budget, Financial Planning and Analysis, Procurement, Payroll, Audit, Accounting Systems, Accounts Payable and Interpreter Services.

- Implemented Department and Division Level itemized budgeting, capital planning and reporting through the implementation and rollout of an ERP system with KPI dashboard capabilities (i.e. Qwestica)
- Implemented the judicial branches first – ever, automated, Travel and Expenditure system (i.e. Concur)
- Establish paperless processes for documents needing approvals/signatures through the use of electronic document management (i.e. SignNow)
- Implemented new policies, contracts and compensation structures for Interpreter Services
- Created the framework for a \$178M IT Capital Bond Bill
- Through the establishment of a new banking contract, electronified daily cash pick-ups from 122 courts to improve employee utilization and cash flow (i.e. CashPro)
- Successfully implemented COMMBUYS, an e-procurement system, for the management and procurement of all goods and services
- Improved invoice workflow process to increase prompt pay discounts from vendors
- Augmented the 3 yr. audit cycle while implementing compliance and assurance audits
- Established a Financial Planning and Analysis group to improve operational efficiencies

DEPARTMENT OF REVENUE, Boston, MA, CHIEF FINANCIAL OFFICER & DEPUTY COMMISSIONER, FINANCIAL SERVICES

Responsible for the enforcement of the Commonwealth's tax, child support and state finance laws. Managed a team of six direct reports in Revenue Accounting, Budget, Financial Reporting and Analysis, Procurement, Payroll and Accounts Payable. Additional oversight across seven divisions included Administrative Affairs, Tax Administration, Legal and Child Support.

- Stewarded \$28.9B in gross tax revenue collections while appropriating \$1.4B in expense
- Directed bond fund management that included pledged tax revenues of \$980M per annum for the debt service reserve fund and reserve account
- In collaboration with the Treasurer's and Comptroller's Offices, established a new Commonwealth wide banking contract for Lockbox, ACH and Depository services, for the first time in 20 years
- Oversaw the successful conversion of financial data of 27 tax types, from a 30-year-old tax platform, to the new tax system (i.e. GeniSys)
- Successfully implemented COMMBUYS, a procurement and training platform
- Administered the capital budgeting for the implementation of the child support case management system (i.e. COMMETS HD)
- Overhauled the calculation of the tax receivable allowance methodology for the state's Comprehensive Annual Financial Report (i.e. CAFR)
- Created and implemented the Cannabis tax cash collection model for the entire Commonwealth
- Achieved a "zero finding" during the FY17 Single State Audit for the first time in 10 years
- Data Sharing, Co-Chair for the Cross-Secretariat Operations Council

MIP GLOBAL, Boston, MA, CHIEF FINANCIAL OFFICER

5/2013 – 2/2016

A premier financial services firm with expertise in asset management, wealth management and business consulting. Responsible for leading financial reporting, forecasting, budgeting, accounting and information technology teams. Lead six direct reports. Served Capital Markets, Advisory, Occupier & Investor Services and Consulting Operations. Led a team of six employees.

- ♦ Exceeded aggressive \$1.4B revenue and \$135M EBITDA objectives with 13.8% year-over-year increase in revenue and 8.9% EBITDA improvement year-over-year
- ♦ Implemented accounting policies and procedures across 10 management companies in the USA, Puerto Rico and Bahamas
- ♦ Enabled more robust, accurate, and efficient forecasting by designing streamlined forecasting model that created ownership and accountability among field teams for forecasting process.
- ♦ Optimized global liquidity to make all business units individually accountable for P&Ls by designing national cash flow consolidation, reporting, and analysis process
- ♦ Provided transparent view into brokerage operations and deal flow via the implementation of Salesforce software.
- ♦ Responsible for the successful implementation of a new accounting system, which included the migration of historical data and reporting templates

ELITE PROTOTYPE ATHLETICS, Brooklyn, NY, CHIEF FINANCIAL OFFICER

10/2010 – 5/2013

Directed all financial operations for \$2.7M health, fitness and wellness platform at Brooklyn's largest sports and recreation complex. Managed budgeting, forecasting and auditing activities. Prepared and presented monthly/annual financial reports to the Board of Directors.

- ♦ Supported business development efforts by creating and implementing financial infrastructure that was tied to performance metrics and key performance indicators (KPIs) across all operations
- ♦ Fueled revenue growth, maximized facility utilization and fostered positive relationships by forming and leveraging venture capital and government relationships to implement community programs, events, and conferences
- ♦ Developed a mentorship and life-skills program for the New York City public elementary school system in conjunction with the United Way and the After-School All-Stars

TROPICANA ENTERTAINMENT, Baton Rouge, LA, VICE PRESIDENT, GENERAL MANAGER

7/2009 – 10/2010

Directed gaming, entertainment, food/beverage, facility and hotel management services at Belle of Baton Rouge Casino, Hotel and Convention Center. Provided oversight for operations involving 300 hotel rooms, 1012 slot positions, 23 table games, 6 poker tables and 6 restaurants. Led a team of eight direct reports.

- ♦ Generated 17.4% year-over-year increase in revenue and EBITDA objectives, reaching \$120M in revenue and \$27M in EBITDA
- ♦ Returned \$6.7M to bottom line by rebranding Sheraton franchised hotel into independently operated niche branded hotel
- ♦ Achieved first market share increase in 15 years with 14% gain by reinvesting in property, instituting focus on customer service and introducing segmentation strategies to expand reach to diverse demographics and geographies
- ♦ Contributed to market share gains by implementing daily marketing schemes that drove improvement in Revenue Per Available Room (REVPAR)
- ♦ Decertified union by boosting employee morale and implementing value-added benefits programs

THE ISLE CASINOS, Coventry, United Kingdom, VICE PRESIDENT, GENERAL MANAGER

6/2007 – 7/2009

Spearheaded gaming, entertainment, food/beverage, facility and hotel revenue management services for a three-property, start-up portfolio to meet £9.2M revenue objectives and comply with UK Gaming Commission regulations. Directed all marketing and entertainment programs, established KPIs, and formed relationships with community, regulatory and legislative personnel. Managed a team of six employees.

- ♦ Drove dramatic reduction in operating costs, while enhancing customer service by implementing Smart Card cashless technology
- ♦ Established and grew new market from ground up to 20K+ customers each weekend by deploying compelling marketing programs that drove Gaming Revenue Per Available Room (G-REVPAR) among targeted customer segments
- ♦ Reduced operating loss 68% by conducting due diligence review of preconstruction accounting, cutting headcount, renegotiating employment contracts, and maximizing employee utilization rates
- ♦ Drove government affairs initiatives by instituting American gaming standards and regulations
- ♦ Secured a \$1.5M venture capital agreement with Hickory Dickory's for a child-care activity center

MOHEGAN SUN CASINO, Uncasville, CT, VICE PRESIDENT OF CASINO FINANCE & OPERATIONS

4/2005 – 4/2007

Directed operations for nation's second largest casino, including operating/capital budget development and management, strategic planning, financial analysis, accounting, regulatory compliance, new program development and policy/procedure implementation. Generated \$1.2B in revenue through effective scheduling, program management and gaming management. Managed a team of ten direct reports.

- ♦ Achieved \$396M in EBITDA by successfully managing margin via 100% human resource utilization, reduction in healthcare subsidies, vendor agreement synergies, development of internal utility company and establishment of on-site daycare, medical services, bank and pharmacy servicing employees
- ♦ Supported \$750M expansion catering to Asian clients who generated 33% of company's total revenue. Produced 5.7% year-over-year increase in overall profit and 10.8% increase in volume by identifying and meeting customer demands and introducing cost saving initiatives and programs
- ♦ Boosted overall profit 5.7% year-over-year (\$67.6M) with 3.5% increase in slot volume, 4.8% increase in slot profit, 10.8% increase in table volume and 8.2% increase in table profit
- ♦ Improved profit 15% by reconfiguring casino floor, modifying pricing and introducing new products
- ♦ Enabled casino to capture business with foreign nationals in U.S. market by analyzing customer service and cultural gambling dynamics in Warsaw, Poland; Beijing, China; and Kiev, Ukraine

BOARD MEMBERSHIP

- ◆ Colgate University ◇ Diversity Advisory Council
- ◆ Syracuse University ◇ Boston Advisory Council
- ◆ The CFO Leadership Council, Boston Steering Committee ◇ Member
- ◆ Laboure College ◇ Board Member

EDUCATION

- ◆ Syracuse University ◇ Master of Business Administration ◇ Finance and International Business
- ◆ Colgate University ◇ Bachelor of Arts ◇ Economics
- ◆ Northwestern University ◇ Certificate, Corporate Finance

BOGDAN VITAS
10388 Oak Meadow Lane, Lake Worth, Florida 33449

February 21, 2020

Honorable Mayor and City Council Members
City of North Miami
776 NE 125 Street
North Miami, Florida 33161

RE: City Manager Recruitment – Expression of Interest

Honorable Mayor Philippe Bien-Aime, Vice Mayor Alix Desulme, Ed.D., and Council Members Scott Galvin, Carol Keys, Esq., and Mary Estime-Irvin:

The City of North Miami has expressed an interest in recruiting their next City Manager, a remarkable opportunity for a progressive and visionary professional. As a senior executive specializing in municipal organizations with a strong customer service focus and commitment to excellence, I am confident my pragmatic leadership style and diverse experience can fulfill the expectations of the Mayor and City Council.

Through the years I have acquired significant skills in strategic planning, financial management, human resources, economic development, and intergovernmental relations. My project management background is extensive in all areas of community development and municipal capital improvement planning and budgeting, along with the successful oversight of major public infrastructure projects. I have also successfully negotiated and administered numerous collective bargaining agreements with professional labor organizations representing public safety, public works and other employee labor groups.

Building successful teams and mentoring staff is characteristic of my management style. I am known for my sincere belief and practice of placing great value in individual and team contributions leading to the production of desired results. To this end, I have always operated under the open-door concept to ensure that staff, elected officials and residents know I am approachable and strive to create a collaborative work environment that is positive, supportive and one that empowers the staff to deliver high-quality services.

As City Manager for Key West, Florida I created an Annual Business Plan that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budget to report and monitor progress on the achievement of all programs/projects, successfully managing a capital improvement portfolio in excess of \$145 M and annual operating budget of \$155 M. Several major projects included launching a new city hall, fire station, marina, transportation center, and master planning for the world class Truman Waterfront Park. In pursuing economic development opportunities, I have successfully partnered with federal, state, county and local governments, negotiating numerous deals with private sector businesses to achieve desired community goals.

As Town Manager of South Palm Beach, I successfully collaborated with Palm Beach County and spearheaded the unprecedented effort to secure 50-year public easement agreements from 12 ocean front condominium homeowners associations and several private residences to advance the Southern Palm Beaches Island Comprehensive Shoreline Stabilization Project.

While serving the Village of Lake Zurich I devised a financial plan to restructure and refund \$14M of TIF debt resolving their long-standing internal financial crisis affecting municipal operations. The plan resulted in maintaining their Moody A-1 Bond Rating for all prior debt obligations and obtaining a Standard and Poor AA+ bond rating for restructuring and refunding of \$14M in TIF obligation debt; resulting in a \$1M cost savings.

In closing, I would be honored serving in the role as City Manager for North Miami. I am fully prepared to make a long-term commitment to become an integral member of your excellent leadership team! I look forward to hearing back from you should my credentials be viewed favorably for this position.

Sincerely yours,

Bogdan Vitas

BOGDAN VITAS

Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com

PROFESSIONAL PROFILE

A senior 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.

MULTI-DISCIPLINARY AREAS OF EXPERTISE AND SPECIALIZED KNOWLEDGE

- Strategic Management Planning
- Economic and Community Development
- Human Resources and Labor Relations Management
- Disaster Management & Technical Assistance, FEMA
- Financial Management
- Procurement & Debt Management
- Community Outreach & Engagement
- Intergovernmental Relations

PROFESSIONAL EXPERIENCE

Independent Consultant

March 2019 – November 2019

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, Independent Consultant

July 2018 – February 2019

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.
- All of the above projects were identified in a final report issued by the Office of the Inspector General for Broward County following the removal of the previous Town Manager, Assistant Town Manager, Finance and Budget Director, and other key staff in the Manager's Office and Finance Department.

BOGDAN VITAS

Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com

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
- 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
- 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
- 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

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- 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

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

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- 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
- 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

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- Managed the design, development and implementation of 8 financial management training modules including: Strategic Management Planning & Development, Budget Classification & Chart of Accounts, Composition and 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

BOGDAN VITAS

Mobile: 224-202-4107 E-Mail: bobvitas@gmail.com

- 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 WDOD 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 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 631 Public Assistance Operations

ICS 632 Introduction to Debris Operations

ICS 00907 - 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

To Whom It May Concern:

My name is Brandon J. Washington licensed clinical professional. It is my intent to transition from clinical to administrative leadership. During my career I have gained executive experience in both the public and private sectors that make me an asset to any organization that extends me an employment opportunity. Maturation from a Master of Healthcare Administration program, previous practice ownership, and current federal department management experience complete the prerequisites necessary to be an effective Executive Officer. I am a fervent leader with vigilance, two traits that will bring boundless success to any organizational agenda. The performance standard left in any position at which I was the incumbent has been unparalleled and I am prepared to continue this trend.

Thank you for consideration for the current position, I look forward to future negotiations.

Brandon J. Washington, BS, DDS, MHA(2020), FAAIP, FICOI

Brandon James Washington BS, DDS, MHA, FICOI, FAAIP

4401 Calle Mio Ave. Farmington, New Mexico 87401

Cell Phone: 614-531-3939 | Email: brndnWASHINGTON@gmail.com

U.S. Citizen | Federal Status: Dental Chief, GS-0680-14, 01/2019 to Present

Professional Summary

Doctor of Dental Surgery (DDS) with nearly 10-years of clinical practice experience in general dentistry, including 2-years of as Dentist/Practice ownership, 5+ years of administrative supervisory experience and application of Lean Six Sigma management principles. Advanced skills in the diagnosis and placement of implants, minor oral surgery techniques, and cosmetic dentistry experience.

- **Dental Chief- Northern Navajo Medical Center; managed 50+ staff members:** Hired, supervised multispecialty professional staff. Planned, directed, organized and evaluated the dental program. Increased access to care and all other critical Government Performance Results Act (GPRA) statistics.
- **Dental franchise practice owner; supervised staff:** Hired, supervised, guided and trained a multidisciplinary staff. Planned, directed and organized work and evaluated the dental services.
- **Extensive knowledge of Infection and quality control standards:** Competent in standards for Joint Commission review of a hospital based dental program.
- **Communication & Interpersonal Skills:** Exceptional communicator, orally and writing. Recognized throughout my career for integrity, honesty, accountability, problem solving and exceptional customer service skills.

Professional Experience

Dental Chief, GS-0680-14 01/2019-Present
Department of Health & Human Services (HHS), Indian Health Services (IHS) Hours per week: 40
Northern Navajo Medical Center (NNMC)
P.O. Box 160, US HWY 491 N. Shiprock, NM 87420
Supervisor: Ouida Vincent, MD
505-368-6008

OVERVIEW: Civil Servant Dentist who supervises directly and indirectly manages an overall total full time employee (FTE) staff of (60) employees with Indian Health Services (IHS), Northern Navajo Medical Center (NNMC) Dental Department and a dental clinic with 24 chairs.

PERFORM COMPREHENSIVE DENTAL EXAMS AND DIAGNOSTIC TASKS: Provide clinical diagnosis and evaluation to determine professional treatment services to patients. Treat common dental diseases or dental health problems requiring standard corrective, restorative, or preventive measures such as single and multiple teeth extractions and restoration of simple and compound cavities. Perform both simple and surgical extractions, and pulpal debridement to prepare for roots canals, which are completed by an endodontist. Perform various preventive measures, such as extensive prophylaxis treatment, deep scaling and root planning.

QUALITY CONTROL: Perform quality control functions to maintain compliance strict with Joint Commission regulatory guidelines, including infection control, workplace safety, patient satisfaction, and radiology.

PROGRAM ACCOUNTABILITY: Provide data reports and other information as required for dental program accountability.

PROVIDE HIGH QUALITY PATIENT CONSULTATIONS AND COMMUNICATIONS: Consult with patients. Refer patients to the appropriate specialist. Conduct oral health counseling, tobacco cessation, hypertension and glucose screening. Provide professional information and educational services to patients and the community within scope of practice.

DEMONSTRATED EXCEPTIONAL REASONING AND PROBLEM-SOLVING SKILLS: Demonstrate an organized and systematic process for problem solving and prioritizing the delivery of care. Use informal and formal procedures for resolving department disputes.

KEY ACCOMPLISHMENT: Successful improvement of GPRA performance measures to meet/exceed minimum requirements. The objective was met through decreasing dental provider appointment times from one and one - half hours to one hour, and development of better workflow processes so that emergency patients could be accommodated sooner if scheduled patients cancelled. Improved school mobile outreach sealant program efficiency through direct communication with nurses and teachers at the school to determine appropriate staffing levels to maximize treatment capabilities. Upgraded department IT software to enable conversion to chartless patient workflow.

- Plans, organizes, and directs the activities of the Dental Branch through subordinate supervisors ensuring compliance with legal and regulatory requirement and meets customer needs.
- Develop goals and objectives that integrate organization and dental objectives. Research, interpret, analyzes and applies appropriate guidelines, policies, and regulations. Implements policies and procedures.
- Selects or recommends selection of candidate for vacancies, promotions, promotions, details, and reassignments in consideration of skills and qualifications, mission requirements, and Equal Employment Opportunity (EEO) and diversity objectives.
- Responsible for Continuous Performance Improvement for the Service Unit; assures that the program budget operates within its limitations and that funds are judiciously used. Development and implementation of Performance Improvement (PI) & Quality Control (QC) programs are carried out in addition to selecting sources for improving and acquiring needed program services.
- Services as the Service Unit Dental Advisor to the Service Unit Executive Team, Leadership Advisory Council, and Shiprock Area Health Boards on all matters pertaining to the dental

program and oral health. Establishes and maintains contacts with persons in other federal agencies in order to collaborate, advise, explain, interpret and seek support for methods, policies, and programs.

- First-line supervisor over 1- Supervisory Dentist, GS-0680-13, 1-Dentist (Oral & Maxillary Surgeon), GS-0680-13, 3- Dentist (Pediatrics), GS-0680-13, 2- Dentist (Endodontics), GS-0680-13, and 2-Supervisory Dental Assistants (Expanded Function), GS-0681-08 Total: 09-FTEs
Indirectly supervises through the respective Deputy and Supervisory Dental Assistants: 9- Staff Dentist, GS-0680-11/12, 2 Dental Hygienist, GS-0682-08, 3-Lead Dental Assistants (EF), GS-0680-06, 17- Dental Assistants (EF), GS-680-5/6, 14-Dental Assistant, GS-0681-4/5, 2-Medical Support Assistant, GS-0679-4/5, 1-Medical Records Technician, GS-0675-05, and Office Automation Clerks, GS-0326-04 Total: 50-FTEs
- Participates in development and maintenance of public relations with other health disciplines and tribal health groups, as well as the community.
- Interviews candidates for employment, makes selections, and recommends promotions, within grade increases, performance awards, and other personnel actions.
- Knowledge of fiscal and budgetary guidelines and ability to prepare budget and statistical cost data

Dental Director

02/2017-01/2019

Knox County Health Department

Hours per week: 40

11660 Upper Gilchrist Ave. Mount Vernon, OH 43050

Supervisor: Julie Miller, MSN

Phone: 740-392-2200

OVERVIEW: Public Health Dentist who supervises directly and indirectly manages and overall total full time employee (FTE) staff of (4) employees in the health department and a dental clinic with 4 chairs.

PERFORM COMPREHENSIVE DENTAL EXAMS AND DIAGNOSTIC TASKS: Provide clinical diagnosis and evaluation to determine professional treatment services to patients. Treat common dental diseases or dental health problems requiring standard corrective, restorative, prosthetic or preventive measures such as single and multiple teeth extractions and restoration of simple and compound cavities. Perform both simple and surgical extractions, and pulpal debridement to prepare for roots canals, which are completed by an endodontist. Perform various preventive measures, such as extensive prophylaxis treatment, deep scaling and root planning.

PROVIDE HIGH QUALITY PATIENT CONSULTATIONS AND COMMUNICATIONS: Consult with patients. Refer patients to the appropriate specialist. Conduct oral health counseling, tobacco cessation, hypertension and glucose screening. Provide professional information and educational services to patients and the community within scope of practice.

QUALITY CONTROL: Established and maintained quality control measures to ensure strict compliance set forth by the American Dental Association (ADA) and the Ohio Dental Association (ODA). Maintained surveillance of the laboratory, office, and other areas of the dental office, to ensure safety and security

of all staff. Held quarterly staff meetings to review emergency protocol and procedures. Implemented modifications to operating procedures to improve quality and efficiency.

REGULATORY COMPLIANCE: Ensured all operations were compliant with Occupational Safety and Health Administration (OSHA), The Health Insurance Portability and Accountability Act (HIPPA) and other applicable regulations. Maintained and updated the Material Safety and Data Sheet (MSDS) binder.

- Plans, organizes, and directs the activities of the Dental department through subordinate supervisors ensuring compliance with legal and regulatory requirement and meets customer needs.
- Develop goals and objectives that integrate organization and dental objectives. Research, interpret, analyzes and applies appropriate guidelines, policies, and regulations. Implements policies and procedures.
- Responsible for Continuous Performance Improvement for the Dental Program; assures that the program budget operates within its limitations and that funds are judiciously used. Development and implementation of Performance Improvement (PI) & Quality Control (QC) programs are carried out in addition to selecting sources for improving and acquiring needed program services.
- Front Line Supervisor over 1-Dental Hygienist, 2- Dental Assistants, 2-Ohio State University Dental Residents
- Participates in development and maintenance of public relations with other health disciplines and groups, as well as the community.

Dental Franchise Practice Owner

Affordable Dentures & Implants

01/2015-05/2017

2010 August Dr. Suite 106 Ontario, OH 44906

Hours per week: 40

Supervisor: Self

Phone: 1-252-527-6121

OVERVIEW: Supervise and manage and overall total full time employee (FTE) staff of (4) employees in the dental office with 8-chairs. Perform both simple and surgical extractions, dentures, and implant procedures to restore patient's mastication function. Manage day-to-day operations in the dental office to ensure patient satisfaction, quality care, and maintain set revenue goals and office objectives.

PERFORM COMPREHENSIVE DENTAL EXAMS AND DIAGNOSTIC TASKS: Provide clinical diagnosis and evaluation to determine professional treatment services to patients. Treat common dental diseases or dental health problems requiring standard corrective, restorative, or preventive measures such as single and multiple teeth extractions, placement and restoration of single and multiple implants. Perform both simple and surgical extractions, and over/hybrid denture procedures.

BUSINESS OPERATIONS/RESOURCE MANAGEMENT: As business owner, made all dental office, and operational decisions for the practice. Developed and managed an annual revenue of \$700,000 to \$850,000. Directed all administrative functions to include business strategy, analysis, collections,

malpractice, insurance providers, and dental equipment. Reviewed and maintained statistics on active patients, new patients, added and inactive patients. The practice was an all cash practice so there were no accounts receivable. Trained office offer Care Credit as an option for payment or to pay half for implant procedures the day before then the balance at time of treatment.

REGULATORY COMPLIANCE: Ensured all operations were compliant with Occupational Safety and Health Administration (OSHA), The Health Insurance Portability and Accountability Act (HIPPA) and other applicable regulations. Maintained and updated the Material Safety and Data Sheet (MSDS) binder.

QUALITY CONTROL: Established and maintained quality control measures to ensure strict compliance set forth by the American Dental Association (ADA) and the Ohio Dental Association (ODA). Maintained surveillance of the laboratory, office, and other areas of the dental office, to ensure safety and security of all staff. Held quarterly staff meetings to review emergency protocol and procedures. Implemented modifications to operating procedures to improve quality and efficiency.

INFORMATION AND RECORDS MANAGEMENT: Managed scheduling and confidential patient records using the dental practice management software. Tracked and managed inventory of supply and equipment. Ensured charts and records were up to date and accurately stored.

- Develop goals and objectives that integrate organization and dental objectives. Research, interpret, analyzes and applies appropriate guidelines, policies, and regulations. Implements policies and procedures.
- Responsible for Continuous Performance Improvement for the office; assures that the office budget operates within its limitations and that funds are judiciously used. Development and implementation of Performance Improvement (PI) & Quality Control (QC) programs are carried out in addition to selecting sources for improving and acquiring needed office services.
- Interviews candidates for employment, makes selections, and promotions of employees based on performance reviews
- Determine marketing budget appropriations for the year and appropriate marketing materials for the area
- Provide continual training opportunities for staff to improve implant technique performance to reduce possibility for implant contamination and further improve opportunity for implant integration
- Cone-Beam CT to pre-plan implant cases to reduce implant inventory, reduce cost and improve success from placement

Associate Dentist

07/2014-11/2015

Premier Dental

Hours worked: 40

1216 S. Main St.

Bellefontaine, OH 43311

Supervisor: Practice Owner

Phone: 1-937-593-2913

OVERVIEW: Associate Dentist responsible for patient care and direct oversight of (2) dental assistants and (1) hygienist during scheduled patient hours.

PERFORM COMPREHENSIVE DENTAL EXAMS AND DIAGNOSTIC TASKS: Provide clinical diagnosis and evaluation and determine professional treatment services for patients. Treat common dental diseases or dental health problems requiring standard corrective, restorative, prosthetic or preventive measures such as single and multiple teeth extractions and restorations of simple and complex cavities. Acquire digital mouth impressions for CERAC crowns, dentures, bridges, fitting and insertions of finished appliances. Perform both simple and surgical extractions, and pulpal debridement for root canal therapy, which are completed by Dentist in the office depending on complexity. Perform preventive treatment, such as extensive prophylaxis, scaling and root planning.

Associate Dentist

07/2013-07/2014

Health Partners of Western Ohio

Hours Worked: 40

441 East 8th St. Lima, OH 45804

Supervisor: Janis Sunderhaus

Phone: 419-221-3723

OVERVIEW: Public Health Dentist who supervises directly and indirectly manages and overall total full time employee (FTE) staff of (4) employees in the health department and a dental clinic with 15 chairs.

PERFORM COMPREHENSIVE DENTAL EXAMS AND DIAGNOSTIC TASKS: Provide clinical diagnosis and evaluation to determine professional treatment services to patients. Treat common dental diseases or dental health problems requiring standard corrective, restorative, prosthetic or preventive measures such as single and multiple teeth extractions and restoration of simple and compound cavities. Perform both simple and surgical extractions, and pulpal debridement to prepare for roots canals, which are completed by an endodontist. Performed various preventive measures, such as extensive prophylaxis treatment, deep scaling and root planning.

PROVIDE HIGH QUALITY PATIENT CONSULTATIONS AND COMMUNICATIONS: Consult with patients. Refer patients to the appropriate specialist. Conduct oral health counseling, tobacco cessation, hypertension and glucose screening. Provide professional information and educational services to patients and the community within scope of practice.

- Plans, organizes, and directs the activities of the Dental Branch through subordinate supervisors ensuring compliance with legal and regulatory requirement and meets customer needs.
- Front Line Supervisor over 2-Dental Hygienist, 6- Dental Assistants, 2-Luthern Medical Dental Residents
- Participates in development and maintenance of public relations with other health disciplines and groups, as well as the community.

Dentist

07/2011-07/2013

Center Street Community Health Center

Hours Worked: 40

136 W. Center St.

Marion, OH 43302

Supervisor: Human Resource Department

Phone: 740-751-6380

OVERVIEW: Public Health Dentist supervises directly and indirectly manages and overall total full time employee (FTE) staff of (4) employees in the health department and a dental clinic with 5 chairs.

PERFORM COMPREHENSIVE DENTAL EXAMS AND DIAGNOSTIC TASKS: Provide clinical diagnosis and evaluation to determine professional treatment services to patients. Treat common dental diseases or dental health problems requiring standard corrective, restorative, or preventive measures such as single and multiple teeth extractions and restoration of simple and compound cavities. Perform both simple and surgical extractions, and pulpal debridement to prepare for roots canals, which are completed dependent on complexity if not then referred to an endodontist. Perform various preventive measures, such as extensive prophylaxis treatment, deep scaling and root planning.

- Plans, organizes, and directs the activities of the Dental Department through subordinate supervisors ensuring compliance with legal and regulatory requirement and meets customer needs.
- Develop goals and objectives that integrate organization and dental objectives. Research, interpret, analyzes and applies appropriate guidelines, policies, and regulations. Implements policies and procedures.
- Responsible for Continuous Performance Improvement for the Dental Program; assures that the program budget operates within its limitations and that funds are judiciously used. Development and implementation of Performance Improvement (PI) & Quality Control (QC) programs are carried out in addition to selecting sources for improving and acquiring needed program services.
- Front Line Supervisor over 1-Dental Hygienist, 2- Dental Assistants
- Participates in development and maintenance of public relations with other health disciplines and groups, as well as the community.

Education/Certifications & Licenses

The Ohio State University, Columbus, OH 43210
Bachelors of Science (BS) Biology: 2004-2006

The Ohio State University College of Dentistry, Columbus, OH 43210
Doctor of Dental Surgery (DDS): 2007-2011

Ohio University, Athens, OH 45701
Masters of Healthcare Administration (MHA): 2018-2020

Licensed OH and Board Certified (NERB) Dentist- 2011

Fellowship- International Congress of Oral Implantology

Fellowship- American Academy of Implant Prosthodontics

National Health Service Corp- 2012-2014

TECHNICAL/COMPUTER SKILLS: Microsoft Office: Word, Outlook, Excel and PowerPoint

ANDRES THOMAS ZAMBRANO

1539 28th St S • Arlington, VA • andrestzambrano@hotmail.com • (972) 837-8154

Senior analytical leader with extensive experience in supporting financial operations and coordinating business financial planning and reporting. Expertise in the analysis of models, and statistical data to determine relevant trends and evaluate strategic investments. *Core competencies include:*

Financial Reporting & Analysis • Financial Statements • Statistical Analysis • Market Analysis • Labor Analysis • Corporate Finance • Financial Modeling • Contract Valuation • Strategic Planning

PROFESSIONAL EXPERIENCE

Amtrak

Budget and Planning Manager

Washington, DC

2018 - Present

- Managed the operating and capital (General, PRIIA, and Stimulus) budget, and accounting close process as a controller for the \$180M Division with a focus on valuation and implementation of savings initiatives.
- Responsible for providing leadership in the planning, coordination and analysis of financial and operational facility and service investments within the Southeast Transportation Division.
- Modeled and presented the financial impact of adjustments in transportation service plans for the Division. Conducted regular workforce analysis in order to reconcile and plan staffing levels to meet strategic initiatives and changes in operations.

CSX Transportation

Finance Manager

Jacksonville, FL

2016 - 2018

- Managed the multi billion dollar freight car asset portfolio through valuation of lease/purchase options, capital investment requests, market analysis, and valuation of financing alternatives.
- Modeled and presented freight car fleet profitability and fleet utilization across multiple commodity groups to senior commercial leadership.
- Modeled asset utilization at critical locations within the \$1.8B coal transportation network, and presented results to senior operations leadership through real time dashboards using Tableau.

Delta Airlines

Finance Lead

Atlanta, GA

2014 - 2015

- Managed the capital / operating budget, and accounting close process as controller for the \$250M Base Maintenance division with a focus on meeting demand planning and operational initiative requirements.
- Modeled and presented financial analysis covering “make or buy” maintenance decisions, material sourcing, and resource allocation alternatives to senior operations leadership.
- Responsible for the development and coordination of the financial reporting process for fleet capital engineering projects (>\$50M) at Delta TechOps.

American Airlines

Finance Manager

Fort Worth, TX

2012 - 2013

- Managed the operating budget, and accounting close process as controller for the \$100MM Procurement and Supply Chain department with a focus on controlling key procurement, fuel and transportation related expenses.
- Supervised a team of four financial analysts responsible for pricing analytics, and total cost of ownership valuation for all contracts managed by the Procurement and Supply Chain department. This included detailed supplier health analysis, and the modeling of supply chain sourcing alternatives.
- Oversaw supplier savings initiative, yielding over \$50MM in total annualized savings with a diverse portfolio of over 3,000 managed suppliers.

Senior Financial Analyst

2010 - 2012

Financial Analyst

2008 - 2010

- Developed and presented a comprehensive valuation model which quantified over \$3MM in potential M&E revenue driven by the opportunity for aircraft maintenance work at key stations.
- Developed analytical model which benchmarked key unit costs versus major industry competitors, and presented to senior management, aiding in corporate level cost saving initiatives.
- Modeled and reported American Airline's domestic and international economic impact as part of the ongoing business negotiations with various state and national agencies.

M.C Dean Europe

Project Engineer

Stuttgart, Germany

2005 - 2006

- Oversaw the installation of classified and unclassified network infrastructure, and coordinated the activities of 10 technicians in accordance with the applicable design plans.
- Worked within the bidding process for M.C. Dean and developed proposals for network and communication projects valued at \$1.5MM in accordance with correct pricing and labor controls.

American Systems Corporation

Network Consultant

Norfolk, VA

2004 - 2005

- Supervised the detailed evaluation process for verifying hardware and software requirements for multiple naval units, which resulted in the optimal allocation of critical applications and hardware.
- Acted as a Site Lead accountable for the smooth transition of 20 military commands to the NMCI network environment.

United States Navy

Naval Officer

Norfolk, VA

2000 - 2004

- Managed Reactor Controls Division aboard the SSN-699 USS Jacksonville fast attack submarine. Supervised 15 personnel in the operation and maintenance of the Reactor Plant.
- Instrumental in the transition of proprietary and non-proprietary applications from the legacy naval network to the NMCI network representing a total military investment of \$2MM.

EDUCATION AND CREDENTIALS

Southern Methodist University

MS, Business Analytics

Dallas, TX

Southern Methodist University

MBA, Finance & Accounting

Dallas, TX

The University of Houston

BS, Electrical Engineering

Houston, TX

TECHNICAL SKILLS

SAP ◦ SAP BW ◦ SAP Business Objects ◦ Oracle Essbase ◦ SQL ◦ Tableau ◦ Advanced Excel ◦ SAS ◦ R ◦ Ariba

Robert A. Zienkowski
35 Lowrys Lane
Bryn Mawr, PA 19010
216-990-0363 fly88z10@verizon.net

February 19, 2020

City Manager Search Team
City of North Miami
776 NE 125th Street
North Miami, Florida 33161-5654

Dear City Manager Search Team;

I am interested in the City Manager position with the City of North Miami. My confidential resume is enclosed for your review and consideration. I believe you will find that I am a well-qualified candidate.

Detailed on my resume you will find an extensive background in executive management. I excel in leadership roles and am well versed in daily operations including planning and coordination programs, staffing, financial management and municipal services. In my last role I was responsible for a staff of 144 (128 FT) which focused on exceptional customer and municipal services. I actively promote accountability, trust and transparency with my employees. I believe in economic growth through new educational, community and governmental partnerships that have led to over \$941 million in new investment since 2010. These efforts have gained local and national recognition. Radnor Township was named as one of the Top Ten Best Cities in Pennsylvania by Movoto Real Estate and CNN Money.com while I was Township Manager. They were also named Top Earning Towns in Philadelphia Magazine's 5 Best Places to Raise Kids.

Throughout my 28 years in government and administration I have been responsible for implementing the strategic plans outlined by the Board of Commissioners/City Council and aligning the staff with their vision for the community. I have a wide variety of experience working with the public and volunteer groups as well as different department heads and commissions. I have worked closely with these groups to administer fiscal and human resource's policy, negotiate FOP, Teamsters and RATE contracts while also leading new and innovative programs. I am confident that this experience will prove to be an asset to Aqua Pennsylvania.

I am incredibly detail-oriented and work well in a fast-paced environment under pressure. I consistently meet deadlines and enjoy working as a team player with a variety of people. I am looking for a creative, challenging position and I am interested in the opportunity that is available with the City of North Miami. I look forward to hearing from you and discussing my qualifications and the position that is available. Thank you for your time and consideration.

Sincerely,

Robert A. Zienkowski
Enclosure

Robert A. Zienkowski
35 Lowrys Lane
Bryn Mawr, Pennsylvania 19010

216-990-0363

E-mail: fly88z10@verizon.net

➤ **PROFESSIONAL OBJECTIVE:** The City Manager position utilizing results-driven abilities in strategic planning, team building, efficiency and public administration.

PROFILE:

- 28 years of successful experience in all facets of municipal executive management. Highly self-motivated and goals oriented, with proven, effective leadership skills. Thrives under pressure, professional and courteous in dealing with the public, with an emphasis on innovation, quality and delivery of service.
- Comprehensive experience in staff training, supervision, and operations management, including full responsibility for team leadership, assessment of organizational management structures, workforce planning and quality control.
- Skilled in conceptual problem-solving in matters related to finance, budgets, revenue management, municipal planning, economic development, team-building, and effective communications with Commissioners, Council Members, technical staff and department heads to improve efficiency and build public trust.
- Extensive knowledge and hands-on experience with the principles, theories and techniques of executive, strategic and public administrative planning, participative management, operational controls and superior customer service.
- Consistently recognized by executive management and colleagues for cross-discipline talents in needs analysis, troubleshooting, and problem resolution in high pressure situations and environments.

CAREER EXPERIENCE:

Radnor Township, Radnor, Pennsylvania
Township Manager/Secretary

2010-2020
Salary: \$179,000

Serve as the Township's Chief Executive Officer responsible for managing the day to day operations in a suburban community of 31,770 residents, while holding departmental directors and staff accountable for achieving their objectives and maintaining administrative and fiscal oversight of municipal operations. Oversees the Township's budget which is currently \$45.3 million with a general fund operating budget of \$36.5 million.

- Extensive experience in strategic leadership for Township operations under the supervision of the Board of Commissioners; offer innovative ideas to meet the changing needs of the community; keep the Board informed and updated and advance the vision of the Board of Commissioners. I recognize the Township Manager's responsibility to the elected Board of Commissioners to establish policy and the Manager's role to implement that policy and manage operations in the most effective manner.
- Demonstrated experience in Township operations which interacts with residents, businesses education, various boards and commissions, diverse groups and organizations while recognizing the contributions the everyday citizen makes to the Radnor culture.
- Success in building partnerships with residents, Township staff, businesses, colleges, universities, community groups, nonprofit organizations, realtors and developers, governmental agencies and public officials from local to federal, the media and other stakeholders, all in a transparent manner.
- Experience and competency with interacting with the Commissioners and the community, being very approachable, exhibits the managerial style of leading by example, a sincere and objective facilitator and a drive for excellent customer service.

Responsible for a wide range of functional areas including:

Fiscal Management: Facilitates and directs the preparation of the detailed Township's annual budget and presents budgetary recommendations to the Board of Commissioners, the community as well as posting to the website; oversees budgetary execution and control and recommends or approves budgetary adjustments in keeping with established Board policies. Address and begin funding the Township's long-term unfunded liabilities, maintained the Townships real estate tax rate for three years (0% tax increase) while managing the expectation of services with a declining head count of personnel. Dramatically reduced the number of Audit comments from when I arrived in 2010 from 28 to ZERO!

Changing the Culture: Established a change in how Radnor conducts business; a change in the culture of service that is rebuilding trust, accountability, transparency, openness, inclusion, professional ethical behavior, personal integrity and conduct, holding staff accountable and improving the image of Township government. Developed professional relationships with business, educational institutions, residents and provide excellent services to the residents, educational institutions and the businesses of the community which they need and deserve.

Economic Development: Established a user friendly and customer service-oriented philosophy to assist businesses, developers and contractors to do business within Radnor Township. Created an environment of cooperation, enthusiasm and establishing a culture of service and trust. Since May of 2010, more than \$941 million in new, business, residential and commercial development has or is occurring that will both assist the Township to achieve its goals of maintaining quality services, programs and long-term sustainability.

Revenue Enhancement: Successfully re-established the ACT 511 enforcement procedures as a priority, established funding the unfunded liabilities relative to OPEB, pension and capital improvements by investing over \$44 million to address these liabilities over the past 10 years. At the same time, program levels and municipal services were maintained or increased and sponsorship of programs since 2015 are in excess of \$600,000.

Infrastructure: Demonstrated progress in addressing numerous issues involving sanitary sewer systems, storm water systems, roads, Township-owned buildings and facilities, parks and recreational areas as well as open space preservation. Established a five-year budgetary plan that addresses the long-term issues facing aging systems and buildings while setting aside the necessary funds to accomplish these goals.

Stormwater Management: Demonstrated progress in eliminating storm water flooding that has existed for more than fifty years; invested over \$1.2 million in storm sewer line replacement, storm sewer cleaning and lining, drainage control measures and detention/retention basin cleaning. Established a Stormwater program and fee to address the ongoing stormwater challenges related to increased flooding, aging infrastructure and more stringent regulatory requirements which will establish a permanent funding mechanism to address this issue.

Human Resources: Administer the Township's personnel policies and programs for all departments assuring compliance with all internal and external regulations. Formalized the process for staff evaluations, successfully negotiated new labor agreements that address long term unfunded liability issues and is fair with staff, eliminated expenses resulting in savings in excess of 1,000,000 annually and working to establish a new, Township-wide employee handbook.

Emergency Preparedness: Successfully restructured and enhanced a very effective emergency response/preparedness plan which utilizes Township personnel in all emergency events impacting Radnor. The plan includes utilizing resources available in the Township, Delaware County, schools, businesses, colleges and universities. Developed a successful Emergency Operations Center that was effective and efficient in two recent hurricanes which enabled quick response, recovery and restoration of services. Implemented the Civic Ready system. Established safety programs with the Township's schools, colleges and universities to coordinate efforts and develop policies for the protection of students and school personnel.

Community Relations/Partnerships: Established the vision of "The Best Community on the Main Line". I have been able to build, expand and maintain good working relationships with neighboring communities, local, state and federal agencies as well as organizations throughout the Philadelphia region.

City of Brunswick, Brunswick, Ohio
City Manager/Safety Director

2003-2010
Salary: \$103,000

- Serve as the City Manager & Safety Director responsible for managing the day to day operations in a suburban community of 38,000 residents, while holding departmental directors and staff accountable for achieving their objectives and maintaining administrative and fiscal oversight of municipal operations. Oversees the City's budget which is currently \$47 million with a general fund operating budget of \$19.7 million.
- Extensive experience in developing comprehensive fiscal plans which establish select service indicators leading to policy decisions by City Council about the level of service that the community wants and deserves. These plans address the continued need for high quality safety and first-class municipal services, infrastructure improvements, traffic movement and maintaining high quality recreational facilities and leisure services provided to the community.
- Proven record and experience in municipal government management which is creative, trend setting and customer service oriented. Have the ability to think strategically, make changes as necessary, excellent communicator and facilitator and experienced in labor relations within a union environment.
- Demonstrated success in building partnerships with residents, city staff, businesses, city schools, community groups, nonprofit organizations, realtors and developers, governmental agencies and public officials from local to federal, the media and other stakeholders.
- Implemented land use preservation and environmental initiatives. Established the City's first Green Advisory Group to identify, advocate and implement sustainable environmental programs and projects.

Responsible for a wide range of functional areas including:

Finance: Facilitates and directs the preparation of the City's annual budget and presents budgetary recommendations to City Council; oversees budgetary execution and control and recommends or approves budgetary adjustments in keeping with established City Council policies. Established the City's first purchasing manual, five-year financial forecast, detailed budget presentation to City Council, and for the first time, placing the City's appropriation budget on the web engaging residents in the budget process.

Public Relations: Established a municipal public relations and customer service program designed to build a culture of service, improve the image of municipal government, increase interdepartmental communications, develop professional relationships with business, residents and community organizations and provide excellent customer service to the residents and the businesses of the community. This ongoing program was selected as a full-day seminar that was presented at the 2008 National League of Cities Conference.

Economic Development: Established a user friendly and "development team" concept to assist businesses, developers and contractor's do business with the community. Created an environment of cooperation, enthusiasm and ambition among the staff creating a culture of service. Since January 2006-2010, more than \$115 million in new industrial, business, residential and commercial development has occurred; includes more than 300 new jobs and over \$5 million in new single-family home development. Established a City Manager's Economic Advisory Group of business leaders as well as a Resident Economic Advisory Committee, both assisting the City to achieve its goals of economic prosperity and sustainability.

Revenue Enhancement: Successfully enhanced revenue streams within the city by increasing income tax revenue by 15% over the past five years and generating more than \$5 million in the same period in municipal land sales for economic development purposes, and restructuring administrative personnel resulting in position elimination saving the community more than \$400,000 annually. At the same time, program levels and municipal services increased.

Municipal Water Service Agreement: Negotiated a new water service agreement, by creating competition, that generated \$3.25 million from the service provider to the city; \$59,000 annual cost savings for the city; turned over the responsibility for all water line maintenance and replacement including fire hydrant repair and replacement to the water utility saving the city millions of dollars into the future.

Infrastructure: Demonstrated progress in eliminating storm water flooding that has existed for more than twenty-five years; invested \$10 million in storm line replacement, storm sewer cleaning and lining, drainage control measures, and detention/retention basin construction and cleaning. Invested more than \$3.5 million in roads, \$1 million in park improvements and establish new services for residents such as leaf collection, branch chipping, free tool loan and a free table and chair rental program.

Human Resources: Administer the City's personnel policies and programs for all departments assuring compliance with all internal and external regulations. Coordinate, prioritize, assign and evaluate the work of department supervisors and other staff; provides assistance, counseling and training; union negotiations with six bargaining units and created the City's first safety program, providing workman's compensation budget savings of \$25,000 annually.

Emergency Preparedness: Successfully implemented an effective emergency response/preparedness plan which utilizes all city personnel in a catastrophic event. The plan includes utilizing resources available in the city, county and regional area. Developed a work order system to record and track affected areas. Implemented the Code Red system. Established safety teams within the city and school district to coordinate efforts and develop policies for the protection of students and school district personnel. This program has been recognized nationally and has been selected for two years that was facilitated at a seminar at the National League of Cities Training Institute in Washington, D.C. for a national audience.

Partnerships: Established the Mission Statement of: "Working together to create a community of Excellence". It is my philosophy that it is not one person that makes a difference, it is all of us working together, toward a common goal, that will make us successful for a long time into the future.

City of Maple Heights, Maple Heights, Ohio

1992-2003

Director of Administrative Services/Chief Administrative Officer to the Mayor

Salary: \$77,000

- Directed and managed the City's Administrative Services Department, including administrative support services to all departments of the City, budgeting, financial analysis, public relations and community involvement, volunteer programs, marketing and production of printed media, staff training, and human resource's policy and procedures.
- Responsible for the overall direction, coordination, and management of the departmental divisions, programs and activities under the general direction of the Mayor, and policy framework established by the Mayor and City Council and served as a liaison among all departments.
- Demonstrated experience in developing and administering comprehensive departmental budgets, budget and financial reports, forecasting, capital equipment management, cost analysis studies and reports, grants, five-year plans, expenditure reports for City Council and annual reports.
- Proven success in systems administration, and the development and implementation of participative departmental management policies and procedures within an automated environment.

Assistant to the Mayor: Full range responsibilities in all facets of executive administration in a suburban community of 27,000 residents. Assist Mayor with administrative policy development, personnel issues, labor issues in a union environment, contract negotiations, finance, economic development, public safety, building department policies and code enforcement, senior citizens, public works, parks and recreation, purchasing, human resources, community affairs, media relations and intergovernmental activities.

Purchasing: Comprehensive experience in cost-effective purchasing management including extensive material sourcing, price negotiations, and contract administration. Designed and implemented a Purchasing Procedures Manual; Purchased up to \$2 million per year for all City departments; created a Joint Municipal Improvement Purchasing Consortium of ten northeast Ohio communities that had been able to save those cities and villages more than \$1,900,000 in a six-year period.

Leisure Services: Direct management of staff, programs and facilities, two recreation centers, seven parks, aquatics staff and 113 acres of park land for the entire community including special events and assisting civic organizations. Responsible for the development of all marketing and advertising of programs and materials, including the development and support of special events, grant writing and corporate sponsorship programs with such organizations as Ameritech, Tommy Hilfiger, The Plain Dealer, Kaufmanns, Aramis, Southgate USA and Pepsi Cola. Created, implemented and manage a Recreation Enterprise Partnership Program which raised money for programs and improvements from private business, that generated more than \$500,000 in a seven-year period.

Ohio Motorist Association/AAA, Cleveland, Ohio
Purchasing Manager

1990-1992
Salary: \$35,000

Created the Association's first corporate Purchasing Department, including the cost-effective buying of capital equipment, materials, supplies and contracted services for the corporate headquarters and all district offices. Furnished executive management with operational analysis as it related to purchased goods and services for the entire organization providing for fiscally sound management of resources.

- Established and set-up the Purchasing Department which included: organization, procedure set-up, staffing, bid specifications development and contract administration, resulting in a \$50,000 cost savings in one year.
- Developed corporate purchasing procedures, policies, documents and purchasing manual.
- Acted as advisor to executive staff on strategic corporate procurement in relation to market trends.

Cleveland Metroparks System, Cleveland, Ohio
Senior Purchasing Specialist

1985-1989
Salary: \$23,000

Provided supervision and management for goods and services for the largest park district in northeast Ohio including sixteen reservations, consisting of 21,000 acres of various landscapes and attractions including the Cleveland Metroparks Zoo, nature centers, golf courses, trails, lakes, shelter houses, swimming, fishing, boating and tobogganing.

- Worked closely with all levels of senior management to maintain and develop a high level of cost-effective purchased goods and services for the entire Park District including the Cleveland Metroparks Zoo.
- Successful experience in troubleshooting, including contract negotiations, pricing, forecasting and studies.

Garris Maintenance Company, Maple Heights, Ohio
Director of Operations

1982-1985
Salary: \$19,000

Direct the operations of this family owned maintenance, landscape and janitorial service company. Responsible for the day-to-day operations including supervision of staff, purchasing of goods and services, sales & marketing, budget management, quality control and customer service.

EDUCATION:

<u>John Carroll University, University Heights, Ohio</u>	2002
Master of Arts Degree in Humanities, with a concentration in Ethics and Diversity	
<u>John Carroll University, University Heights, Ohio</u>	1983
Bachelor of Arts Degree	
<u>Maple Heights Senior High School, Maple Heights, Ohio</u>	1978
College preparatory	

CERTIFICATION:

<u>FEMA Emergency Management Institute</u> National Incident Management System Certificate (NIMS)	2005
<u>FEMA Emergency Management Institute</u> National Incident Management System Certificate (NIMS)	2010-2013

ADDITIONAL PUBLIC SERVICE:

Zoning Commission Board Member
Northfield Center Township 9546
Brandywine Road Northfield Center,
Ohio 44067 1996 to 1999
(Served as Chairman for 1998)

Member of City Council City of
Maple Heights 5353 Lee Road
Maple Heights, Ohio 44137 1989 to
1992
(Served as District 2 Councilman)

OTHER ACCOMPLISHMENTS:

All previous employers' performance evaluations will be made available for review which will show exemplary performance. There is no disciplinary record in any previous place of employment. A reputation of honesty, fairness and integrity. Supports staff fully while maintaining loyalty to the Board of Commissioners, City Council members, Managers, taxpayers and customers.

George M. Zoukee
15 Apollo Street
Brooklyn, New York 11222 and
2691 Eldora Estates Court
Las Vegas, Nevada 89117
GMZoukee@aol.com
January 29, 2020

Babette Friedman
Personnel Administration
City of North Miami
776 NE 125 Street
North Miami, Florida 33161

Dear Ms. Friedman:

I would like to apply for the City Manager position with the City of North Miami, as posted on the Government Finance Officers Association's web site. Attached are my resume and a list of professional references. I can send a sample of my writing upon request.

As you will note, my entire career has been in public sector and not-for-profit finance and executive management. After my economics and urban studies education at Hampshire College, I received my Master of Business Administration from the Boston University Graduate School of Management with a concentration in finance. My first professional position was Senior Financial Analyst with the Office of the Finance Director of the City of Boston. From there I was Capital Finance Manager at the Commonwealth of Massachusetts Department of Revenue, Division of Local Services. I then spent more than twelve years as Executive Director of the New Hampshire Municipal Bond Bank. In that role I was responsible for financing public improvements statewide and also I advised municipalities on budgeting, capital planning, capital budgeting and debt issuance and management.

My next role was Treasurer of the New York City Municipal Water Finance Authority. I was responsible for the investment of funds and a \$15 billion debt program that was growing by \$2 billion per year. I then joined a small investment bank/financial advisory firm (NW Financial) in which my primary focus was an international practice in environmental infrastructure development (water, sewer and landfill). I next was Director of Finance of the Transportation Corridor Agencies, a toll road authority in Orange County, California. My most recent role was Associate Administrator for Business and Finance Development with the U.S. Department of Transportation's Maritime Administration (salary over \$166,100). The position was part of the Senior Executive Service (S.E.S.) of the Federal Government. I managed five offices with over sixty employees. I left that role in 2013 in order to pursue real estate investments full-time. I have invested personal, family and investor's funds in real estate successfully since 1998. Although it has been financially rewarding, I have decided that I will return to my career for many more years. Having lived in downtown Fort Lauderdale for three years until 2018, I would

welcome the opportunity to relocate back to the area. I am planning on making a 10+ year commitment to my next opportunity.

I have always operated with the highest degree of integrity, ethics and transparency and I would continue that in North Miami.

I would like to point out that my position with the federal government was part of the Senior Executive Service (S.E.S.), 0.75% of federal career employees. Rigorous screening is required before being admitted to the S.E.S. The concept behind S.E.S. is that its members can be transferred with minimal notice to any high-level management position within the federal government that does not require a medical, law or highly specialized degree. With my management and financial background I would be able to easily make the transition to North Miami.

I have a great deal of experience in strategic planning, operating budgets (including zero-based budgets and budgeting during financially challenging times), capital planning and budgeting, debt issuance and management, tax and revenue collection, the bond/credit rating process, investments, human resources, managing change, improving morale, leading by example, short- and long-term financial modeling, facilities management, information technology, insurance and risk management, policy, and innovative management and planning within a diverse and inclusive environment.

If you have any questions, please call me at 603-496-4987. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

George M. Zoukee

George M. Zoukee
2691 Eldora Estates Court, Las Vegas, Nevada 89117 and
15 Apollo Street, Brooklyn, New York 11222
Mobile: 603-496-4987
GMZoukee@aol.com

EDUCATION

Boston University Graduate School of Management
Master of Business Administration Concentration: Finance

Hampshire College Amherst, Massachusetts
Bachelor of Arts Concentration: Economics & Urban Studies
Summer Internships with The World Bank, Washington, DC

Princeton Day School Princeton, New Jersey

EXPERIENCE

1998 to Present

Real Estate Investor
Darien, CT, Washington, DC, Fort Lauderdale, FL, Boston and Cape Cod, Mass, Columbia, Newbury, Rye, New Hampshire, Princeton, New Jersey, New York, New York, Pittsburgh, PA and Las Vegas, Nevada.

- Successfully invested personal, family and investor's funds in real estate
- Investments have been made in single family homes, condominiums, vacant land, commercial & rental properties in the cities & towns mentioned above
- Performed complex financial analysis and feasibility studies

2011 to 2013

U.S. Department of Transportation (DOT), Maritime Administration
Washington, D.C.

Associate Administrator for Business and Finance Development

- Senior Executive Service (SES) position, the top (less than) 1% of federal government career employees. Position held a security clearance.
- Managed 5 offices with over 60 employees:
 - Marine Financing** (including Title XI Federal Shipbuilding Loan Guarantees, a multi-billion dollar ship financing program that guarantees loans for ships built in the U.S. and loans to improve domestic shipyards)
 - Cargo Preference & Domestic Trade** (including Jones Act enforcement)
 - Marine Insurance and Financial Approvals** (War Risk Insurance & two multi-billion dollar tax deferral programs that promote US shipbuilding)
 - Shipyard Engineering** (including the Small Shipyard Grants program)
 - Workforce Development** (monitor the education programs at the six state Merchant Marine Colleges, enforcement of service obligations and monitor industry employment trends & the availability of mariners to staff vessels)
- Managed Credit Analysis and Credit Monitoring for the Title XI program
- Coordinated efforts with colleagues to finance the US marine highway system and finance efficient and cleaner repowered vessels
- Maintained relationships with investment banks, US shipbuilders, shipping firms, attorneys, financial consultants to the maritime industry and ports
- Member of Marine Transportation Systems National Advisory Committee
- Presentations to the U.S. Department of Transportation Credit Council

2009 to 2011

Transportation Corridor Agencies - The Toll Roads

Irvine, California

Director of Finance

- The Transportation Corridor Agencies (The Toll Roads) developed and operate four toll roads totaling 51 miles in Orange County, California
- Plan, organize and direct all financial functions of the Agencies including accounting, audit, budget (\$340+ million annually), treasury management, bond financing, cash flow, insurances, debt management & human resources

- Coordinate the activities of the TCA's financial advisors, investment banking firms, bond counsel, auditor, corporate trust bank, rating agencies, insurance, commercial banks and toll road feasibility and traffic consultants
- Manage communications with bondholders, investors and board members
- Oversee the development and monitoring of the annual budget
- Member of group working to restructure existing debt and covenants
- Investment of reserve funds and other funds. Portfolio of almost \$1 Billion
- Research and analyze methods of financing the final 16 miles of toll roads
- Department of 31 with 22 reporting directly and indirectly

2006 to 2008

NW Financial Group, LLC

Newbury, New Hampshire & Jersey City, New Jersey

Senior Vice President

- Developed and marketed a domestic and international consulting practice in the fields of pooled financing, water and sewer infrastructure financing, and drinking water and clean water revolving funds and other forms of tax-exempt and taxable bond issuance
- Provided financial advisory services to hotel/retail/stadium complex in VT
- Researched methods of funding OPEBs for public entities
- Created a financial model and related documents for the proposed Republic of Montenegro Environmental Revolving Fund (RMERF)
- Presented financial model and recommendations to Montenegrin officials
- Edited and co-authored a policies and procedures manual for the RMERF

2005 to 2006

New York City Municipal Water Finance Authority,

New York City Office of Management and Budget

Treasurer

- Managed and implemented bond issuances including fixed rate debt, variable rate debt and derivatives (over \$15 billion of debt outstanding)
- Issued new money debt totaling \$2.0 billion in one fiscal year including \$686 million issued through the New York State Environmental Facilities Corporation State Revolving Fund (SRF) program
- Issued Commercial Paper totaling over \$800 million in one fiscal year
- Issued refunding bonds totaling \$655 million, resulting in net present value savings of more than \$40 million (NPV savings of over 6.1%)
- Investment of funds
- Analyzed and reviewed numerous financing proposals
- Assisted in the planning of the Authority's annual Investors Conference
- Coordinated efforts of the financial advisors, investment banks, remarketing agents, bond counsel, inside counsel, trustees, arbitrage rebate consultant, rate consultant, rating agencies, New York City Department of Environmental Protection, NYC Office of the Comptroller and others
- Prepared annual budget and cash flow certifications for the Authority
- Participated in the rate setting process with the Authority's Rate Consultant and the New York City Water Board, including attending public hearings
- Updated the Management's Discussion & Analysis (MD&A) section of the Authority's annual audit; maintained and updated various financial models

1993 to 2005

New Hampshire Municipal Bond Bank Concord, New Hampshire

Executive Director

- Coordinated the daily financial & administrative functions of the Bond Bank
- Issued over \$1.2 billion of long-term debt on behalf of New Hampshire cities, towns, counties, school districts and special districts
- Issued \$406 million of refunding and advanced refunding bonds, returning more than \$12 million of present value savings to past participants

- Marketed the Bond Bank to all potential participants, including speaking at conferences and seminars, attended Board of Selectmen, City Council and School Board meetings and made frequent presentations
- Invested reserve funds and other funds. Total portfolio over \$100 million
- Authored annually the Bond Bank's marketing brochure and Annual Report
- Authored annually the Bond Bank's Management's Discussion & Analysis (MD&A) section of the annual audit
- Represented the Bond Bank at conferences and trade shows
- Financed Private School bond issues and small scale power developments
- Prepared for approval by the Board of Directors annual operating budgets during thirteen budget cycles
- Improved the scope and quality of services delivered while maintaining average annual budget growth of 0.25% over thirteen fiscal years
- Managed investor and press relations; Created and maintained the web site
- Analyzed the credit of participants
- Monitored the financial markets and interest rate trends and forecasts
- Received two upgrades each from Moody's Investors Service and Standard & Poor's ('Aa2' and 'AA') and received 'AAA' rating from Fitch Ratings
- Successfully defended market share against aggressive attempts by banks
- Increased utilization of the Bond Bank's services
- Expanded the Bond Bank's short-term debt program for communities
- Developed innovative financing method for public schools to accelerate state school building aid by issuing "synthetic" capital appreciation bonds (CABs), allowing the schools to issue CABs and receive the benefits of the accelerated state building aid, but at lower serial bond interest rates
- Functioned as financial advisor for debt management and as an advocate for many of New Hampshire's communities and school districts
- Served as Human Resources Director for the agency

1988 to 1993

Massachusetts Department of Revenue Boston, Massachusetts
Capital Finance Manager, Division of Local Services

- Provided advisory/regulatory services and information to local officials, Finance Directors and financial institutions regarding debt management, long- and short-term debt issuance, investments and other fiscal affairs
- Conducted analysis of cash flows, financial documents and budgets
- Evaluated and certified borrowings by towns, cities, counties, school districts and other districts, averaging over \$1 billion per year
- Analyzed towns' borrowing capacity & evaluated ability to repay loans
- Taught classes on public financial management to public officials and others
- Co-authored legislation on municipal debt
- Designed and implemented computerized system for certifying borrowings, financial record keeping and municipal debt management

1986 to 1988

Office of the Finance Director/Treasurer/Tax Collector
City of Boston, Massachusetts
Senior Financial Analyst

- Managed a staff of six professionals and led special projects team
- Issued general obligation bonds and maintained the City's bond ratings
- Member of Boston City Hospital Reconstruction Financial Working Group
- Co-authored investment policy manual and policies & procedures manual
- Performed monthly & annual budget & cash flow analysis and trust analysis

AFFILIATIONS

- Past Member of the Government Finance Officers Association (GFOA) & past memberships in regional chapters in N.H., New England, N.Y. & CA.
- Past Member New Hampshire Municipal Management Assoc. & NHASBO
- Past Member (and former member of Board of Directors) of the Council of Infrastructure Financing Authorities (CIFA) (1993-2008) and other groups.