

## **IMPORTANT NOTICE - PLEASE READ CAREFULLY!**

### **Applications for the position of Executive Director for the non-profit Community Maritime Park Associates, Inc.**

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**While this document is considered accurate and complete, it is NOT a substitute for the official public record of documents on file with the non-profit Community Maritime Park Associates, Inc. (non-profit CMPA). It does not meet the criteria set forth in Florida's Government in the Sunshine Act to be considered a legal copy of the official public-record document.**

#### **Only the legal custodian of a record can provide a legal copy of the public record.**

If you need to receive a legal copy of the official public record, you must request it directly from the non-profit CMPA.

Please contact: **Edward E. Spears, City of Pensacola, Neighborhood & Economic Development Administrator**

Physical location: 180 Governmental Center, Pensacola, FL

Mailing address: P.O. Box 12910 / Pensacola, Florida 32521

Telephone - Voice: (850) 436-5655 / Telephone - Fax: (850) 595-1143

Email address: [espears@ci.pensacola.fl.us](mailto:espears@ci.pensacola.fl.us)

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## MEMORANDUM

To: Juanita Scott, Chairwoman  
Rodney Jackson  
Dr. Jimmy Jones  
Kathlyn White

From: Edward Spears, Loaned Executive, Community Maritime Park Associates, Inc.

CC: Chairman Lacey Collier, Community Maritime Park Associates, Inc.  
Robert Slavin, Slavin management Consultants

Date: July 17, 2007

Re: CMPA Executive Search Committee

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At the July 13, 2007 meeting of the Community Maritime Park Associates, Board of Trustees, Chairman Collier appointed you to serve on the sub-committee to review the resumes submitted for the position of CMPA Executive Director. Attached are the 20 resumes sent to the CMPA by Slavin Management Consultants, the search firm selected to assist the Board. The charge of the sub-committee is to select the top candidates to continue the vesting process. Slavin Management Consultants is recommending the selection of 5-6 candidates. However, the sub-committee may select any number deemed appropriate. I will be contacting you to arrange a public meeting to develop the short list of candidates. I anticipate this can be accomplished in one meeting.

Please contact me at 436-5655 if you have any questions.



July 11, 2007

Mr. Ed Spears  
Neighborhood and Economic Development Administrator  
City Hall  
222 West Main Street, Fifth Floor  
Pensacola, FL 32502

Dear Ed,

Attached are the resumes of 19 candidates for the position of Executive Director of the Community Maritime Park. While this is a few more than we might normally send at this point, the group brings a diverse background of experience and I thought it would be important for you and the Board to have some options.

We received approximately 55 resumes to date and continue to receive more daily. Should anyone else rise to this level, we will forward them to your attention.

**Next Step:** Typically, we ask that this group be narrowed to 5 or 6 in order for us to begin background checks and conduct site visits/interviews before the candidates interview with you and the Board in Pensacola.

Please let me know if I can answer any questions.

Sincerely,

A handwritten signature in cursive script that reads "Sam".

Sam Trager  
Managing Consultant

John D. Allen, CPRP  
751 Runyan Drive  
Apt. 604  
Chattanooga, TN 37405  
(850) 261-9700

Slavin Management Consultants  
Robert E. Slavin  
3040 Holcomb Bridge Road  
Suite A-1  
Norcross, GA 30070

Dear Robert E. Slavin:

I am submitting my resume' in order to apply for the Executive Director position that you have available. I have been looking for an opportunity like yours to arise in hopes of relocating back to Pensacola. While reading the job description for this position, I realized that every requirement appears as a perfect match for my past work experience and future aspirations. I have always had a passion for parks and recreation and I thoroughly understand every aspect of it.

Some of the skills I possess that I feel would be beneficial to your organization are program development and implementation, grant writing, athletic scheduling, sport officiating, special event programmer, excellent verbal and written communication, computer proficiency, customer service, knowledge of park maintenance, knowledge of facility design and construction, board facilitation, employee training, and volunteer coordination.

Returning to the panhandle area and managing the development of the Maritime Park would be a dream come true. It will enable me the opportunity to give back to my community. I have been waiting for this opportunity to arise for a long time, and I know that I will ambitiously undertake this position in a manner which will enhance the park, to a position of acute community awareness.

With my broad range of experience and skills I feel that I would be a superior candidate to your organization. If I can be of further assistance, please do not hesitate to contact me. I look forward to hearing from you, and having the opportunity to meet with you to prove that I am the perfect candidate.

Sincerely,

*John D. Allen III*

John D. Allen III, CPRP

751 Runyan Drive  
Apt. 604  
Chattanooga, TN 37405  
(850) 261-9700

## **John D. Allen III, CPRP**

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<b>Education</b>	December 1995	University of West Florida Bachelor of Science in Leisure Studies (Recreation Management)	Pensacola, FL
<b>Professional Experience</b>	October 2006-Present	City of Chattanooga Parks and Recreation Department <b>Area Manager</b>	Chattanooga, TN
	☞	Responsible for managing and programming the athletic division, special events, aquatics, fishing tournaments, marina supervision, and tennis programs.	
	☞	Facilitate recreation advisory board and youth sports council.	
	January 2005-October 2006	Sam's Surf City <b>Waterpark Manager</b>	Pensacola, FL
	☞	Assist with the development of a new water park.	
	☞	Oversee daily operations of waterpark.	
	☞	Develop policies and procedures, safety guidelines, rental policies, fees, training procedures, and marketing strategies.	
	October 2003-January 2005	Escambia County Parks and Recreation Department <b>Chief of Recreation and Special Services</b>	Pensacola, FL
	☞	Responsible for managing the operation of the Equestrian Center and Lake Stone Campground. Managing and developing the youth sport association agreements, park reservations, recreation programming, special event programming, park improvements, park development, marketing, division budget, grant writing, purchasing, and develop related forms.	
	☞	Developed and implemented over twenty-five new programs.	
	☞	Developed and implemented new forms, contracts, registration procedures, coaching guidelines, brochures, program guides, maps, and more.	
	☞	Developed and implemented Youth Sports Council, Equestrian Advisory Board, Internship program, friends of parks and recreation, tree memorial, and equestrian center sponsorships.	
	☞	Assisted with the development of the Miracle League.	
	☞	Developed new special events: Big Wheel Day, Wheelin and Dealin Day, Spring Eggstravaganza, Ping Pong Ball Drop, Santa Hay Ride, Turkey Throw, and more.	
	☞	Implemented mandatory background checks, audits, and training for youth sport coaches and their association.	
	October 2001-October 2003	City of Hollywood Parks and Recreation Department <b>Athletics and Aquatics Superintendent</b>	Hollywood, FL
	☞	Responsible for managing and programming three pools and twenty-two athletic fields.	
	☞	Implemented new programs, tournaments, swim team, and special events.	
	☞	Implemented mandatory background checks for coaches paid for by Law Enforcement Forfeiture Fund Grant.	
	☞	Involved in design and construction of new softball and pool complex.	
	June 1999-October 2001	City of Fort Lauderdale Parks and Recreation Department <b>Mills Pond Manager/Holiday Park Manager</b>	Ft. Lauderdale, FL
	☞	Responsible for programming the daily operations of Mills Pond Park. The park contains five softball fields, three football fields, banquet room, remote control racetrack, and a ski lake.	
	☞	Responsible for managing the daily operations of Holiday Park. The park contains twenty two tennis courts, gymnastic facility, gym, senior center, five football fields, and six baseball fields.	

January 1997-June 1999

City of Largo Parks and Recreation Department

Largo, FL

**Recreation Program Coordinator**

- Ⓒ Responsible for the scheduling and programming of athletic leagues, tournaments, sponsorships and special events.
- Ⓒ Increased participation in athletic leagues by 30%.
- Ⓒ Increased number of tournaments per year by 50%.
- Ⓒ Implemented new programs: NFL youth flag football, 4 on 4 flag football, senior softball, sand volleyball, tennis leagues, and in-line hockey.
- Ⓒ City medical insurance selection committee chair.
- Ⓒ Involved in design, outreach, and advisory board for new skate park.

December 1994-December 1996

Creekside Golf Course

Pensacola, FL

**Pro Shop Attendant**

- Ⓒ Responsible for golf instruction, retail and food sales, maintenance supervision, membership administration and tournament scheduling.

June 1991-December 1994

Holley by the Sea Recreation Center

Navarre, FL

**Swim Coach, Lifeguard, Tennis Instructor**

- Ⓒ Certified swim coach, lifeguard, and instructor for USS swim team.
- Ⓒ Assistant tennis instructor.

June 1988-May 1991

Hidden Creek Golf Course

Navarre, FL

**Assistant Golf Professional**

- Ⓒ Responsible for golf instruction, retail and food sales, membership administration, tournament scheduling, and other related activities.

**Professional Activities**

Florida Recreation and Parks Association: University Chair 2004-2005  
Florida Recreation and Parks Association: Region University Chair 2004-2005  
University of West Florida: Educational Trust Committee 2004  
Florida Recreation and Parks Association: Golf Tournament Chair 2002  
Florida Recreation and Parks Association: Athletic Interest Membership 2002  
Florida Recreation and Parks Association: Athletic Interest President 1999-2001  
Florida Recreation and Parks Association: Athletic Interest Secretary 1997-1999  
Florida Recreation and Parks Association: Flag Football Rules 1997-Present  
American Softball Association: Players Representative 1998-2002  
International Softball Association: Church Director 1998-2000

**Memberships**

United States Swimming Association  
American Red Cross WSI, Lifeguard, Waterpark Lifeguard  
American Red Cross Lifeguard Instructor  
Certified Pool Operator  
United States Golf Association  
United States Tennis Association  
BASS, FLW  
Florida Recreation and Parks Association: Flag Football Official  
Southeast Football Officials Association  
CPR, First Aid, AED, Infant CPR

**Volunteer Experience**

Swim Instructor: Milestone Aquatic Club  
Special Olympics  
South Florida Youth Football Coach  
Paramount Pictures Athletic Advisor  
Florida High School Athletic Association Girls Flag Football Rule Book  
Florida Recreation and Parks Association Hockey and Flag Football Rule Book  
National Football League Junior Player Development Coach

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**From:** "sj anderson" <sjand713@hotmail.com> Add to [Address Book](#)  
**Date:** 2007/06/11 Mon PM 05:50:44 EST  
**To:** slavin@bellsouth.net  
**Subject:** Executive Director, Pensacola, Fl

Desk of Steven J. Anderson  
6614 Clayton Rd, #239  
St. Louis, MO 63117  
314.398.2797/facsimile 866.661.4118  
sjand713@hotmail.com

Mr. Slavin,

I am extremely interested in the listed position and believe I have the appropriate qualifications. A resume is attached – I do request confidentiality on the submission, as I have not yet advised my current employer of my job search.

My experience includes a decade in private law practice and roughly the past six years working directly for semi-public organizations. My current employment is with the St. Louis County Economic Council that is charged with oversight of the economic health for the County – recent news reports have confirmed the success of our efforts in sustaining a healthy business climate and continued wealth creation even in lean times. My largest budget responsibility was \$19 million and I have extensive management experience. My background derives from both public and private sector activities, so I am able to look at a project from both sides of the table.

Successes amount to over \$3 billion in new development investment and added/retained 13,000 jobs. These have ranged from headquarter operations like Express Scripts at roughly \$90 million, the Daimler expansion at \$1 billion and even the Pfizer reinvestment at \$200 million. Our most recent success, the result of extensive behind the scenes activities and negotiations, resulted in the announcement by Edward Jones of a \$250+ million investment and an up to 1000 jobs. I have worked on several successful real estate projects that involved extensive site selection efforts, tax increment financing, creative financing mechanisms, tax abatement and the like – I believe the in depth knowledge I have of incentives and building alliances, plus my legal background would be of some benefit. Marketing, travel and extensive national contacts have also been integral to my success. A focus of our efforts has been in the R&D, technology and financial services sectors. I have also dealt extensively with BRAC issues and otherwise am still involved with facility reuse decisions. Please note that my experience is not limited to State or local activities, but has also involved efforts at the federal level to maintain investments, obtain funding and general legislative support for our efforts.

I have established a lengthy list of real estate, consultant and business contacts across the country, which helps considerably when it comes to investments. My background includes public engagement and speaking that have become important elements of any such position. Collaboration, coalition building, extensive regional efforts, studies and community efforts are important aspects of my background. I understand state political systems, as well as working with many different entities and personalities. Something not yet reflected in my resume are recent efforts to establish a Green Building initiative in St. Louis County based on incentives and tax breaks to promote development.

My schedule is relatively flexible and I am willing to adjust it for any potential. The salary range should adjust for the change in cost of living and hopefully be competitive. Please let me know if you need a printed version of my resume. Relocation is an acceptable component of an offered position.

Thank you for your time and consideration.

Regards,

Steven J. Anderson

<http://webmail.bellsouth.net/agent/mobmain?msgvw=AHQAGQALADYACQAzACQAD...> 6/12/2007

STEVEN J. ANDERSON  
6614 Clayton Rd, #239  
St. Louis, MO 63117  
314.398.2797/866.661.4118 facsimile  
"sjand713@hotmail.com"

## PROFESSIONAL SUMMARY

Executive level participation in government, business, development and legal activities for over a decade. These consist of business dealings, economic development, law, real estate, marketing, transactions, financial arrangements, public speaking, and related fields. Involvement in government/public affairs.

Significant participation in major development issues and projects. Successes include the attraction of GKN Aerospace (\$8 billion entity), resurrection of the regional Mills Mall (\$300 million projected revenues), Solae LLC (\$600 million estimated revenues), IBM (\$70 million expansion project), Pfizer Global Research & Development (\$200+ million investment), DST Systems attraction (\$40 million investment), the Ford Task Force (\$100+ million investment), GMACI Headquarters (\$17 million investment), K-V Pharmaceuticals Co (\$135 million investment), Smurfit-Stone HQ consolidation (\$41 million), Daimler (\$1 billion investment), Express Scripts HQ (\$90 million investment), Edward Jones (\$250+ million) and various other projects. Legislative efforts include successful state and Federal lobbying. Results include marked wealth creation and economic stability for the region.

## PROFESSIONAL EXPERIENCE

**St. Louis County Economic Council.** St. Louis, Missouri. 2002 to Current. Vice President, Business Development, for St. Louis County Missouri. Oversee and maintain healthy environment in a county of over one million in population and 47,000 plus businesses. Significant restructuring of the division has taken place.

- responsibility for business attraction, retention and expansion efforts
- represent Business Division with government & community officials
- adopt innovative approaches to economic development (partnerships, etc)
- negotiate financial and tax incentive packages, including analysis/opinion
- extensive interaction with Chambers, Businesses and elected officials (utilize relationships with local, state and certain federal representatives)
- small business interaction (SBA, EDA, locals) and program involvement including incubators (entrepreneurs, life sciences etc) and the like
- oversight of marketing, branding, P&L, and strategic planning for economic development including advanced manufacturing, biotech, other clusters
- fundraising efforts, grants, Board memberships, and reporting requirements
- represent the Council and the County at various events, public speaking
- active coalition building and partnering with private and public officials, as well as organizations (Ford Task Force, Workforce, etc)
- divisional responsibility for certain planning, real estate development concepts/projects, TIF projects, NMTC's, redevelopment areas, including housing and downtown projects (housing starts, streetscapes, etc)
- analysis of ROI, economic conditions, preparation/presentation of reports
- oversight of regional studies including Community Economic Development Strategy (CEDS) & Airport Transportation
- responsible for PR and press pertaining to Business Development
- manage office staff and network of economic developers for region
- budget and personnel responsibilities, fiscal planning for division
- oversight of workforce development including special projects
- miscellaneous activities

**City of Hazelwood.** Hazelwood, Missouri. 2000/2002. Asst. City Manager. This included city management, constant interaction with businessmen, government and financial persons, as well as facilitating business arrangements during tenure. Extensive application of legal training in performance of duties.

- multiple management tasks including supervision of budget (\$19 million) and personnel
- responsibility for issues regarding attraction, retention & expansion
- negotiation of business deals on behalf of Municipality as to development
- land development oversight and related issues (brownfields, TIF, etc)
- structure some financing (bonds, grants, etc) for businesses and Municipal entities
- analysis of economic conditions, preparation and presentation of reports
- responsibility for community development, housing upgrades and streetscape
- attend and address various Council functions, Board meetings
- Secretary of Industrial Development Authority and related organizations
- involvement in planning, applying for and implementing certain grant efforts
- government and business affairs
- representation of Municipal entity in variety of settings including press
- marketing oversight including branding issues
- documentation and drafting of items
- heavily involved in calling for and establishing Ford Task Force (effort to retain Ford Motor Company)
- miscellaneous activities

**Anderson Group.** St. Louis, Missouri. Los Angeles/Huntington Beach, California. 1989 to 2000. Senior attorney in lawfirm that underwent various transformations and names. Firm began as a solo practice and shifted into a partnership, general counsel, then into a part-time status. The bulk of the practice dealt with corporate, civil and real estate law.

- General Counsel on an in and out house basis
- corporate and business fields of law, including extensive tax issues/planning
- real estate, environment, leasing, sales transactions, development
- TIF involvement, incentive & tax analysis for clients
- extensive litigation and trial work (defense and plaintiff), court and evidentiary issues, motions/pleadings drafting, direct and cross-examination
- involvement in drafting of and lobbying for select legislative items
- municipal code analysis for various clients, included opinions and strategy for retail/commercial developments
- international transactions, including some trade
- negotiate and document financial transactions
- formation & representation of non-profits, fundraising, grant activities
- management duties include employee supervision & project direction, budget preparation and review
- basic agreement negotiation/drafting, licensing, franchise & distribution matters
- Board representation as counsel, presentation of matters at public/private forums and attendance at events on behalf of firm or clients.
- miscellaneous legal work

**Miscellaneous Employment Experience.** Pre-1989, California/Missouri. Legal activities including corporate counsel & general counsel duties such as reports and representation of company. Public speaking, seminars and press relations experience. Internships with Missouri House of Representatives and Lt. Governor for the State of Missouri during college.

## **EDUCATION**

**Whittier College School of Law.** Los Angeles, California. Juris Doctorate 1986. Moot Court Honors. Coordinator, International Moot Court Competition. Merit scholarships. Graduated in upper fourth of class.

**University of Missouri.** St. Louis, Missouri. BA 1982. Major in Political Science. Split minor in history and anthropology. Involvement in campus organizations. Graduated in upper fourth of class.

## **ADMISSION & MEMBERSHIP**

Admitted, United States Supreme Court, Federal Districts (California, Missouri, DC), State of California, State of Missouri. Membership on various State bar Committees including corporate law, litigation, labor issues, education and economic development. Member, International Economic Development Council, Missouri Economic Development Council, CORNET, Missouri Development Finance Association, ICSC, Association for Corporate Growth and various other groups.

## **ACTIVITIES, INTERESTS, MISC**

Art, history, travel, golf, public speaking, community organizations and civic involvement. Author of articles on the new economy and business/legal implications, including the impact of Sarbanes Oxley on economic development projects. Articles on Judicial Ethics and Ombudsman programs for the ABA, Central Eastern European Legal Institute and Sarbanes-Oxley (SOX). Fund-raising for the arts and charitable foundations (AMFAR, Starlight Foundation, etc.) Member of various State Bar Committees.

## **REFERENCES**

James Rother (Alderman) 314.291.0571  
John Brancaglioni (Vice President, PGAV) 314.231.7318  
Rhonda Thomas ( partner, Sonnenschein Law Firm) 314.259.5842/312.952.4298  
Robert Aubuchon (Alderman, City of Hazelwood) 314.837.3209  
Kevin O'Keefe (Attorney) 314.725.8788

Further references available upon request.

**Print Message**

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**From:** NFBPA Career Center <system@jobcontrolcenter.com> [Add to Address Book](#)  
**Date:** 2007/06/21 Thu PM 07:10:43 EST  
**To:** slavin@bellsouth.net  
**Subject:** Clayton Ashby applies for Executive Director in

**Slavin Management Consultants**

Clayton Ashby [ 307 Charles Street ] has just applied for your Executive Director position in .

Resides in: Newport News Virginia (United States).

Current Job Title: Chief Planning Officer

CLAYTON L. ASHBY 307 Charles Street, Apt. 14 Newport News, VA 23608 Home: (757) 888-2365 Cell: (757) 810-4868 claytonplt@aol.com **GROWTH-FOCUSED, STRATEGICALLY-ORIENTED EXECUTIVE** Dear Hiring Manager: As an accomplished professional with 17 years' professional experience, I am very excited about exploring a position with your firm, a position that I envision as not only mutually beneficial, but as one that holds great potential for elevating your firm's success. This assertion is consistent with my track record in providing strategic planning, financial and economic analysis, and visionary leadership skills. Throughout my professional career, I built and led world-class teams, orchestrated multi-million dollar projects from start to finish, and drove large organizations to achieve optimal efficiency, profitability, and productivity. I extensively collaborated with senior leadership (including C-level executives) and key stakeholders of cross-functional business units to deliver growth-focused, value-driven solutions. The highlights of my career accomplishments include: \* Propelled organization to achieve 20% service expansion. Revitalized critical processes. \* Orchestrated comprehensive business and financial analysis to create strategic plans that focused on optimizing key business drivers and performance indicators. \* Generated additional revenues by securing \$10 million in federal grant funds. \* Leveraged strategic orientation and planning skills to achieve efficiency level of 90-95% on-time performance for agency that ranks in Top 10% nationwide (size). \* Developed and managed \$1.5 million operating budget?performed 10% under budget. \* Provided team leadership for cohesive, results-driven team of 20+ associates in four divisions. \* Selected as one of only twelve executives nationwide to participate in international project for studying European competitors. Traveled to Spain, Portugal, France, and Switzerland. \* Directed multi-million dollar projects from concept to cost and feasibility analysis to implementation. The enclosed résumé provides further details about my experience, accomplishments, and qualifications. I am very interested in discussing your company's goals, and how I can help you achieve them. I would look forward to scheduling an interview at your earliest convenience. Thank you for your time and consideration. Sincerely, Clayton L. Ashby Enclosure: résumé

NFBPA Career Center  
<http://www.nfbpa.org>

CLAYTON L. ASHBY  
 307 Charles Street, Apt. 14  
 Newport News, VA 23608  
 Home: (757) 888-2365  
 Cell: (757) 810-4868  
[claytonplt@aol.com](mailto:claytonplt@aol.com)

**GROWTH-FOCUSED, STRATEGICALLY-ORIENTED EXECUTIVE**  
 17 years' professional excellence and demonstrated success record in driving results

- \* Planning
- \* Strategy Development
- \* Financial Analysis/Economics
- \* Operations/Project Mgmt
- \* Team Leadership/HR
- \* Consulting/Client Mgmt
- \* Process Improvement
- \* Policy Development

- \* Cost Analysis/QC
- \* Marketing/Sales
- \* Planning/Forecasting
- \* Logistics/QC

#### EXECUTIVE SUMMARY

Proven history in maximizing overall organizational performance and profitability through strategic planning, effective resource management, excellent team leadership, detailed financial and economic analysis, and cutting-edge logistics. Ensured compliance with customer needs despite dynamic market conditions. Improved working conditions and staff morale. Strong analytical and quantitative skills.

#### SELECTED ACCOMPLISHMENTS

- \* Propelled organization to achieve 20% service expansion. Revitalized critical processes.
- \* Orchestrated comprehensive business and financial analysis to create strategic plans that focused on optimizing key business drivers and performance indicators.
- \* Generated additional revenues by securing \$10 million in federal grant funds.
- \* Leveraged strategic orientation and planning skills to achieve efficiency level of 90-95% on-time performance for agency that ranks in Top 10% nationwide (size).
- \* Developed and managed \$1.5 million operating budget—performed 10% under budget.
- \* Provided team leadership for cohesive, results-driven team of 20+ associates in four divisions.
- \* Selected as one of only twelve executives nationwide to participate in international project for studying European competitors. Traveled to Spain, Portugal, France, and Switzerland.
- \* Directed multi-million dollar projects from concept to cost and feasibility analysis to implementation.

#### PROFESSIONAL PROFILE

CHIEF PLANNING OFFICER (2003–2007)  
Hampton Roads Transit 1996–2007

Championed strategic planning, scheduling, and QA for organization serving 1 million users; planning function provided logistical information for analysis and financial model development. Collaborated with cross-functional team of executives, including top city officials and council representatives, to resolve key issues. Performed extensive financial analysis; developed numerous services from concept to cost. Optimized performance drivers, such as rates, costs, revenues, etc. for multi-million dollar projects.

- \* Propelled organization to achieve 20% service expansion. Revitalized critical processes.
- \* Provided oversight for \$1.5 million budget—performed 10% under budget.
- \* Led cross-functional teams of 20-25 in four divisions, including service planning, QA, and scheduling. Team developed 80 routes (360 sq. miles, seven cities), scheduled 350 vehicles running 20/7, and maintained compliance with high QA standards based on federal regulations.
- \* Coordinated planning function with economic development teams and developers.
- \* Orchestrated economic, financial, marketing, and operations analysis and planning to drive efficiency. Created strategic business plans that increased operational efficiency aggressively.
- \* Oversaw projects, such as Smart Card feasibility study (market research, financial analysis, and operational analysis), operations analysis project (impacting overall structure), and service implementations (encompassing development of performance measures, roles, and duties).
- \* Facilitated migration of Gateway (hundreds of employees) by providing transportation logistics.

DIRECTOR, PLANNING (1999–2003), STRATEGIC/SERVICE PLANNING MANAGER, PENTRAN (1998–1999)

Spearheaded cost evaluations and numerous initiatives (regional) with member jurisdictions. Directed project management initiatives by leading team of over seven. Conceptualized and executed highly-effective service plans. Created ten-year forecast reports.

- \* Effectively managed and monitored over \$1 million in annual federal demonstration grants.
- \* Led efforts to integrate staff to form a single planning department after merger of two divisions.
- \* ENO Foundation: Selected as one of only twelve executives nationwide to participate in an international project to study European competitors.

TRANSPORTATION PLANNER (1996–1999)

Seamlessly coordinated planning activities in compliance with regional guidelines. Directed

planning and demonstration grant efforts and generated aggressive quarterly and annual service goals.

- \* Drove efficiencies through strategic networking between regional and local agency members; constantly monitored economic development and land use plans.
- \* Implemented companywide initiative encompassing College Pass Program (student discounts).
- \* Identified and integrated cutting-edge technologies into existing systems.

#### MANAGEMENT ASSISTANT James City County 1992–1996

Spearheaded all aspects of operations across ten locations serving 50,000 users, while leading a ten-member team. Conceptualized and implemented growth-driven strategic business plan. Created and distributed companywide newsletter; executed employee recognition program to elevate staff morale.

- \* Created 200-page policies and procedures manual impacting entire organization of 30 to 100 employees; efforts resulted in 5% efficiency improvement and significantly reduced downtime.
- \* Minimized downtime due to network errors; reduced crashes from two days to half day.

#### COMMUNITY SERVICES INTERN (1991–1992), PLANNING INTERN (1990–1991)

Collaborated with team members to facilitate budget data analysis for senior management. Conducted research for Health Service Advisory Committee. Achieved project deliverables on-schedule and to specifications. Assisted associates with development projects. Coordinated data collection, performed strategic analysis, created detailed reports and developed graphic creation procedures (PLANTRAC).

#### MANAGEMENT ANALYST TECHNICIAN (1990)

Responsible for compiling data and performing staffing, productivity, and performance measurement studies. Effectively tracked government reports for state legislature.

- \* Served as in-house consultant and assumed responsibility for product inefficiency studies, cost analysis, etc. Provided recommendations for cost improvement, procedure enhancement, performance indicators, cost reductions, policy development, and organizational structure.
- \* Saved \$100,000+ through analysis and redistribution of workload in HR services department.
- \* Conducted analysis of residential versus commercial development and provided recommendations that resulted in acquisition and development of business parks; project resulted in reduced tax burdens, increased business presence, and improved revenues.
- \* Liaised with state and federal governments to track bills and introduce legislation.

#### EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Arts Degree in Political Science, Virginia Polytechnic Institute/State University  
Strategic Planning, Service/Operations Planning, Preparing for Senior Management, Productivity Analysis, Work Measurement Training, Introduction to Metropolitan Transportation Planning

~ Excellent References Available On Request

Download Attachment: [resume.txt](#)

**William E. Bradley, Jr.**

2611 Willow Oaks Drive  
Fort Wayne, IN 46809

Tel. 260.387.7344

E-mail : webjr2611@comcast.net  
Cell: 260.442.8460

June 13, 2007

Robert E. Slavin, President  
Slavin Management Consultants  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, GA 30071

Dear Mr. Slavin:

I am submitting my resume to you for consideration as Executive Director of the Community Maritime Park Associates in Pensacola, Florida. This position was advertised in the Job Listings of the International Economic Development Council (06/13/07).

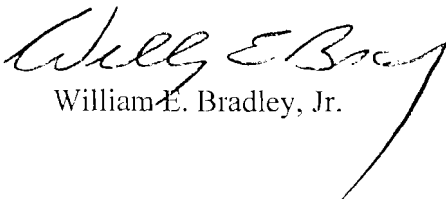
Over my past 19 years in economic development I have had a positive influence on several projects in the state of Indiana. With those successes, I have been able to increase my career responsibilities and salary in a very progressive and incremental manner. That career has led me to consider several opportunities in the past, but due to circumstances were not right for me at the time.

Over the past 5 years in Elkhart County, we have developed a program that did not exist before. We have instituted a long-range visioning process in the county, finally utilized incentives that before were never used, succeeded in the long-term financing of the economic development organization, and in general, brought the communities of the county together in a cohesive and united fashion.

This success has led me to consider other options in my career, particularly in places that I have always had a desire to live and also work. That is the reason that I am submitting my resume for your kind consideration.

I look forward to further discussions. If you have any questions, please feel free to contact me at 260.387.7344.

With kindest regards,

  
William E. Bradley, Jr.

## William E. Bradley, Jr.

2611 Willow Oaks Drive

Fort Wayne, IN 46809

Home: 260.387.7344 or Cell: 260.442.8460 or E-mail: webjr2611@comcast.net

### **PURPOSE:**

To obtain a position with an economic development organization, a chamber related organization, a utility company or a university utilizing my skills from both the management and the implementation of various economic development strategies.

### **DEGREE EDUCATION:**

*September 1985 - December 1987* - Ball State University, Muncie, IN., 47306. Graduated with a Master of Public Administration degree in 1990 (after writing thesis). G.P.A. - 3.927/4.000.

*September 1977 - May 1980* - Purdue University, West Lafayette, IN., 47907. Graduated with a Bachelor of Arts degree in Psychology and Philosophy. G.P.A. - 5.01/6.00.

### **OTHER EDUCATION:**

*May 1992* - Attended National Development Council symposium regarding economic development financing.

*April 1990* - Attended Year One of the Economic Development Institute.

*October 1989* - Graduate of the Basic Economic Development Course - University of Illinois, Urbana, Ill.

*May 1988* - Attended the Organizational Management Institute at Notre Dame University, South Bend, Indiana.

*September 1976 - May 1977* - Concordia College, Ann Arbor, MI., 48105. Concentration in a pre-seminary curriculum.

### **WORK EXPERIENCE:**

*April 1, 2007 - present* - Director of Job Retention and Economic Growth - (part-time position) William-Lynn-James, Inc., P.O. Box 2772, Indianapolis, Indiana, 46202. Working with Indiana communities in developing viable retention strategies.

*November 19, 2001 to April 1, 2007* - Executive Director, The Economic Development Corporation of Elkhart County, Indiana (EDCEC), P.O. Box 489, Goshen, Indiana, 46526 - (start-up organization - pop. 198,000). Became Executive Director of a newly formed county-wide economic development program in the sixth largest county in Indiana with a Board of Directors of 27. Assisted in a county-wide economic development planning process, enabling the EDCEC to develop a community based consensus with goals and objectives for next ten years. Initiated an aggressive retention program, reaching into an industrial community of 950 companies. Aggressively built a Board of Directors, along with launching a major fund-raising campaign. Website was developed along with other marketing tools. Developed an awareness program among Site Selectors regarding Elkhart County. Worked toward fostering regional cooperation. Prepared to conduct target market analysis of area. In 5 ½ years of operation, assisted in the creation of 5,300 new jobs, with an investment level of \$375,000,000.00.

*December 2, 1995 to November 16, 2001* - Executive Director, The Wabash County Economic Development Corporation, Inc. (WEDCOR), 214 South Wabash, Wabash, IN 46992 - (mature organization - pop. 35,000). Became Executive Director of mature organization with Board of Directors of 22. Instituted basic retention visitation program, new industry marketing program and community development initiatives with two largest communities. Re-established relationships with local Chambers of Commerce.

Helped to facilitate a long-range planning process for WEDCOR. Developed new marketing materials for communities along with website. Maintained Capital Improvement Plan for County Economic Development Tax revenue. Assisted in the development and marketing of new terrain highway linking Wabash to Fort Wayne, Indiana (I-69) and Lafayette, Indiana (I-65). Became very involved in industrial park and "spec" building development, having developed two new industrial parks. Assisted in the creation and retention of 950 jobs.

*January 26, 1992 - July 15, 1995 - President, The Logansport-Cass County Economic Development Foundation, Inc. (LEDF), 300 East Broadway, Suite 103, Logansport, IN., 46947 - (mature organization - pop. 39,900).* Became President of a local economic development agency, reporting to a Board of Directors of 20. Initiated a far-reaching retention program with local industries. Developed new marketing materials for organization. Responsible for the initiation of community-wide comprehensive planning process relative to economic development. Re-established positive relationships with various economic development agencies (state, utilities, banks, etc.). Developed quarterly newsletter to local industries and membership regarding development opportunities. Cooperated with regional economic development organization in trade shows and space advertising. Facilitated community discussion during period when largest employer ceased operations. Worked with Fortune 50 company who purchased facility. Assisted in the creation and retention of over 2,700 jobs in county. Left position to attend Concordia Seminary in St. Louis, MO.

*April 10, 1989 to December 1991 - Executive Director, The Adams County Economic Development Corporation (ACEDC), P.O. Box 492, Decatur, IN., 47306 - (start-up organization - pop. 33,700).* Responsible for overall marketing/economic development program in a small rural Indiana county. Initiated marketing program utilizing direct mail, marketing trips and trade shows. Responsible for administration of office and personnel, while reporting to a 15 member Board of Directors. Maintained and marketed local revolving loan fund program. Implemented industrial retention program including periodic plant visits and a quarterly newsletter. Established networks with other economic development agencies (local, regional and statewide) in an attempt to further regional economic development activities. Assisted in the creation and retention of nearly 400 jobs in county.

*November 1987 to March 1989 - Manager, The NewAllen Alliance, the Greater Fort Wayne Chamber of Commerce, 826 Ewing Street, Fort Wayne, IN., 46802 - (start-up organization).* Responsible for the marketing of five small communities in Allen County, Indiana. Had active marketing and retention program. Responsible to nine member Board of Directors and the Vice President of the Business and Industry Group of the Greater Fort Wayne Chamber of Commerce.

*June 1, 1987 to July 24, 1988 - Summer Intern, The Muncie-Delaware County Chamber of Commerce, 401 South High Street, Muncie, IN., 47305.* Developed a site catalog for the East Central Indiana Economic Development Council. Gained an acquaintance regarding the operations of an economic development organization.

*September 1985 to May 1987 - Graduate Assistant, Department of Business Education and Office Administration, Ball State University, Muncie, IN., 47306.* Assisted various professors in the preparation of research materials. Managed departmental equipment inventory records.

#### **ORGANIZATIONAL ACTIVITIES:**

Past Member of Board of Directors, Indiana Economic Development Association

Past President, Emmaus Lutheran Church Council, Fort Wayne, Indiana.

Past-President, the Hoosier Heartland Industrial Corridor, Inc.

Member, Board of Directors, Workforce Investment Board (Northeast, North Central and North Indiana)

Member, Board of Directors, the Indiana District of the Lutheran Church - Missouri Synod

Member, the Audit Committee, the Lutheran Foundation

Member and Board Member, Rotary Club (Decatur, Logansport, Wabash and Goshen)

July 5, 2007

Robert E. Slavin, President  
SLAVIN MANAGEMENT CONSULTANTS  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, GA 30071

Re: Executive Director, Community Maritime Park Associates, (Pensacola, FL)

Dear Mr. Slavin:

I read with interest the recent American Planning Association ad (#33498) for the Executive Director position for the Community Maritime Park Associates. As a Project Manager for a private development in Brevard County, I am forwarding my resume for your consideration. I believe my combination of private and public sector experience makes me a unique candidate for this position.

I am presently employed with a relatively new, growing land development company in south Florida that has mixed use development projects across the State, including the one in Brevard County. In my current capacity as Project Manager I represent our company's interests in a major development project situated on the west side of the City of Palm Bay. This project, upon build-out, will consist of approximately 3,000 homes on approximately 1400 acres of property with a mixture of land uses. I work directly with B.S.E. Inc. and Lennar Company representatives on a daily basis on all land development and site design issues. I have a solid understanding of the Florida planning statutes, St. John's WMD and ACOE environmental permitting processes, local city and county planning and zoning laws. I have worked in all aspects of real estate development and negotiations, survey matters, closing documentation, comprehensive planning, zoning, traffic analysis, community development/relations and conflict management.

In my previous capacity as Planning Director for a midsize county in Ohio, my work encompassed budget and personnel management for my department, grant writing, community relations and code enforcement. I reported to the Board of County Commissioners but independently ran several additional Board meetings (Planning and Zoning Commissions, Board of Zoning Appeals). I have also a strong background in economic development. My educational background is in Urban Planning and Design with MPA-Public Administration coursework completed.

While I enjoy my present job, I desire a more established position with a progressive company or public entity offering similar project development and management opportunities. I also find the Pensacola Florida area an attractive place to permanently

establish residency. I currently reside in Merritt Island but drive to the Delray Beach area several times a month.

I find the opportunity to assist in the development of this 30 acre public and private development project an interesting challenge and career opportunity. I would like to be part of a project where I can apply my urban design and management skills with a goal of creating a unique and successful mixed used, economic development project focusing on quality design.

I look forward to reviewing my job qualifications and resume with you and your management team. While my salary is negotiable depending on benefits and possibly incentives, my goal would be to meet or exceed my present salary structure.

I would be glad to furnish references or examples of my work as appropriate from my previous job experiences. Please feel free to call me at 937-418-3250 (cell), 321-449-9246 (home) or by email at [dlbrandewie@hotmail.com](mailto:dlbrandewie@hotmail.com). Thank you for your consideration. I look forward to hearing from you.

Sincerely,

Daniel L. Brandewie

355 Newfound Harbor Dr.  
Merritt Island, FL 32952

937-418-3250 mobile  
321-449-9246 home

## Daniel L Brandewie

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### Career Objective

- *Experienced, energetic, goal oriented Project Manager/Planning Director with multi-faceted planning background seeking private-public sector planning position; possibly interested in international development opportunities in city planning, new or redevelopment project applications.*
- *To apply my community development, urban design and planning skills to create quality residential and mixed use development projects with a sense of place;*
- *To build upon my current planning and management skills and move into expanded private sector employment or a progressive city, county or regional planning-management positions; to enhance the jurisdiction's reputation for quality development and commitment to the community and environment.*

### Experience

**Oct. 2005-present Ascot Development, Delray Beach, Florida**  
1000 NW 27<sup>th</sup> Ave. Delray Beach FL 33445

#### **Director of Planning and Zoning, Project Manager**

- **Responsible for project management representing the company's interest in developing a 1,500 acre, 3,000 unit residential-commercial mixed use development project located in the City of Palm Bay, Florida. Work on a day-to-day basis with Joint Venture partners, co-project managers, and project civil engineers and landscape architects, city and county staff towards project implementation. In this capacity my duties include:**
  - (1) preparation of closing documentation; work with civil engineers, surveyors, attorneys and bank officials related to closing on property;
  - (2) procurement of Phase I Environmental Reviews, Soil Boring and Geotechnical Analysis, Ecological and Archaeological and Cultural Assessments of property;
  - (3) oversight and guidance of preparation of Preliminary and Final PUD plans, construction plans including master grading, storm water management, street, utility and irrigation plans;
  - (4) co-ordinate and assist in guiding negotiations for proportionate fair-share agreements with City of Palm Bay staff for off-site transportation and utility improvements;
  - (5) prepare lot cost analysis, budget and revenue projections;
  - (6) analyze and project impact fee revenues;
  - (7) solicit professional services-review and approve contracts and change orders for consulting services; manage transportation consultant and related studies; analyze traffic patterns, trip generation rates, internal and pass-by traffic projections for resolution of capacity issues;
  - (8) serve as primary contact with co-project manager for Community Development District (CDD) Board for project financing;
  - (9) preparation of assessment methodologies for residential and commercial tax assessments;

- (10) maintenance of WEB site and "deal" book of project;
- (11) work with public, potential investors, real estate agents on future sales and development issues/scenarios; attend public hearings and represent Joint Venture owners at meetings;
- (12) assist in the preparation or recreation plans including clubhouse and outdoor recreation facilities;
- (13) monitor statewide Growth Management legislation as it affects project implementation and funding;

**1988-October, 2005**

**Miami County Planning Department, Miami County, Ohio**

**Planning Director**

- Department Head responsible for administration of planning and zoning staff servicing an urban/rural county within the Dayton Ohio metropolitan area.
- Directly responsible for the administration of the Miami County Comprehensive Planning and Zoning Program, Community Development Block Grant and Community Housing and Improvement Programs (CHIP); and economic related development programs in addition to overseeing administration of FEMA Flood Damage Prevention Regulations, Subdivision and Airport Zoning and Development Regulations.
- Successfully procured and administered over \$3-5 million in competitive, formula economic development and water and sewer CDBG grant money in a 16-year period.
- Oversees activities and prepares final technical staff reports for Board of County Commissioners, Planning Commission, Zoning Commission, Board of Zoning Appeals, Miami County Council. Assists Board of County Commissioners in all matters.
- Former Board member and current Past-President of the Miami County Visitor's and Convention Bureau.
- Former Board member of Dayton Regional Development Alliance- a regional economic development organization.
- Past Chairman of Miami Valley Regional Planning Commission Technical Transportation Coordinating Committee

**1987-1988**

**City of West Carrollton Planning Dept., West Carrollton, Ohio**

**City Planner**

- Assisted in the administration of zoning, subdivision, signage, fence and flood plain regulations for a city population of approximately 20,000.

**1983-1987**

**Rome-Floyd County Planning Commission, Rome, Georgia**

**Senior Planner**

- Administered zoning and subdivision regulations and the development process for an urban/rural county of 80,000. Updated transportation plan and local land use plans.

**Education**

- Bachelor of Urban Planning and Design. University of Cincinnati, College of Design, Art, Architecture and Planning

- Partial completion of coursework toward Master of Public Administration, Brenau College, Georgia
- Fort Loramie High School graduate, Ft. Loramie, Ohio

**Professional  
Certification  
and Training:**

- AICP, American Institute of Certified Planners (Membership Certificate Number-015388-renewal pending).
- Economic Development Professional Certification by National Development Corporation (NDC).
- Real Estate Negotiations, Dayton Area Board of Realtors, training class.
- Certification of Training-National Highway Institute: Small Urban Area Transportation Planning
- Certification of Training-National Highway Institute: Traffic Management of Land Development Workshop
- Flood Damage Assessment Training and Flood Damage Prevention Regulations training (ongoing).
- Certificate of Training and Coursework: Introduction of Urban Transportation, Federal Highway Administration.
- Growth Management and Site Impact Analysis Workshop, Florida Department of Transportation.
- Numerous CDBG, HOME grant training programs sponsored by the State of Ohio.

Hobbies and Interests: sports official, traveling, music, reading.

References available upon request.

**SCOTT CAMPBELL**  
107 Fairway Drive  
Nicholasville, KY 40356  
859.983.4004  
sfcampbell@windstream.net

July 2, 2007

Robert E. Slavin, President  
Slavin Management Consultants  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, Georgia 30071-1357

Dear Mr. Slavin:

In response to your national search for qualified candidates for the open position of **Executive Director of the Vince Whibbs Sr. Community Maritime Park** in Pensacola, Florida, I would like to make a strong case for myself. Perhaps after reading this letter and enclosed resume, you will agree we have a mutually beneficial reason to meet.

This multi-use project has the potential to dramatically improve the quality of life for many Pensacola citizens. I believe I possess the unique combination of leadership, knowledge, experience and heritage to meet the needs of the CMPA Board of Trustees and the City of Pensacola. Highlights of my qualifications include:

- ♦ **13+ years of senior management experience including eight years as a non-profit Executive Director** working under the guidance of community boards and elected officials.
- ♦ **A track record of strong leadership** in the planning, development, marketing, operation and maintenance of highly visible community projects and programs including YMCAs, skate parks, a multi-use youth sports stadium and a planned thirty-five mile, multi-county, shared-use trail system.
- ♦ **Dynamic communicator** adept in building relationships, consensus and community partnerships.
- ♦ **Passion for making communities healthier, more livable and economically sustainable** by changing the built environment through the implementation of multi-use developments.

In addition to my work history and performance qualifications, I have ancestral ties to Pensacola's maritime history which are a perfect fit for the future **Admiral John H. Fetterman Maritime Museum** component of the project. Not only was I born in Pensacola and raised in Pensacola and Gulf Breeze, my great-great-great grandfather, Emmanuel Juan Villar, sailed from Spain in 1780 to fight against the British in the Battle of Pensacola in 1781. Victorious, he and his brother were given the choice of returning to Spain or accepting a land grant to settle in Pensacola. Obviously, he chose to stay.

This position is an outstanding opportunity for the right highly skilled administrator. I would very much appreciate the opportunity to meet with you to discuss the position needs and outline my strengths in person. I understand you like to travel to visit candidates. I feel confident you would find a trip to Central Kentucky well worth your time.

Thank you for your time and consideration of my resume. I look forward to speaking with you soon.

Sincerely,

Scott Campbell

Enc: Resume

# SCOTT CAMPBELL

107 Fairway Drive • Nicholasville, KY 40356-9413  
Home: 859.885.5369 • Cell: 859.983.4004 • E-mail: [sfcampbell@windstream.net](mailto:sfcampbell@windstream.net)

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*Seeking the position of:*

## EXECUTIVE DIRECTOR

Proven leader with 13 years experience in management and community development, eight of which as a non-profit Executive Director. Proven success in building public/private partnerships and community collaborations resulting in healthier and economically stronger communities. Able to manage highly visible community projects and daily responsibilities while maintaining a long-term strategic vision. Passion for improving quality of life in communities through changing the built environment by implementing New Urbanism/Smart Growth principles.

### Professional qualities and strengths:

**Public/Private Partnerships • Budget and Cost Control • Land Use Planning  
Operational Efficiencies • Program Development • Board Facilitation  
Strategic Visioning • Community Relations • Project Management  
Articulate Communicator • Grant Writing**

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## Professional Highlights

City of Nicholasville and Jessamine County Fiscal Court - Nicholasville, KY      2004 – Present  
**DIRECTOR of PARKS and RECREATION**

Turned around an underperforming parks department in the third fast-growing community in Kentucky by enhancing department image, increasing revenues for three consecutive years and developing community partnerships resulting in higher quality community programs. Direct, manage, develop and program joint city/county parks department consisting of eight full-time and 20 part-time employees and 18 parks totaling over 200 acres of multi-use space.

### Key Contributions:

- ♦ Drafted first-ever inter-local agreement between the city and county governments which **legally established the guidelines for the funding, management and operation of the joint parks and recreation department**. Coordinated with city mayor, county executive, city and county attorneys and other elected officials to ensure adoption. Received final approval from state attorney general in 2005.
- ♦ **Co-drafted new zoning ordinance for local planning commission** resulting in first-ever variable-density zone and green space preservation option for new residential development.
- ♦ **Played key role in successful initiative** to renew quarterly meetings of the elected officials of the three local governments leading to an agreement to begin work on a first-ever joint comprehensive land use plan.
- ♦ Restructured department staff and operations **creating a savings of \$180,000 annually while still providing high quality community programs and services**.
- ♦ **Recommended land-use policy changes to local planners, elected officials and developers** based on Smart Growth/New Urbanism principles that resulted in the preservation of 20 additional acres of open space for the community while allowing local developers to obtain their desired fiscal goals.
- ♦ Persuaded local elected officials to invest in a YMCA facility instead of constructing a public recreation facility resulting in **savings to the community of approximately \$50 million in future tax allocations**.
- ♦ Convinced local officials and local school board to relocate a public education facility from a proposed site to a more accessible and highly visible one **providing a better solution for the school system and the community**.
- ♦ **Project manager for over \$600,000 in capital improvement projects**.
- ♦ **Considered community's leading authority on positive economic impact of mixed-use developments**.
- ♦ **Chaired committee that selected architectural and construction management firms** for the design and construction of a 50,000 square-foot, \$12 million dollar YMCA recreational facility.
- ♦ **Invited to speak to Kentucky Parks and Recreation Society and Partnership for a Fit Kentucky State Conferences** on land use planning strategies that create physically and economically strong communities.
- ♦ Assisted Bluegrass Area Development District staff writing three state grants for the City and County.
- ♦ **Developed new strategic partnerships** with local YMCA, library and downtown development association resulting in increased efficiency and higher quality program service delivery to the community.

**Blakley Family YMCA - Somerset, KY**  
**EXECUTIVE DIRECTOR/CEO**

1998 – 1999 and 2002 – 2004

Served as the leader and focal point for the community in all community relations, fundraising, marketing, programming and pre-construction activities for a high-profile \$6.3 million community YMCA.

- Assisted national consulting firm with capital campaign in soliciting numerous community groups and individuals **resulting in \$3.5 million in public and private donations for the project.**
- Restructured staff, programming and maintenance operations of the association reducing employee turnover by 48% and increasing program revenue by 20%.
- Balanced the budget with a \$220,000 deficit in less than one year.
- **Successfully raised over \$300,000 in private foundation grants for new facility.**

**Sullivan College Systems - Lexington, KY**  
**ADMISSIONS REPRESENTATIVE**

2000 – 2002

- Taught introductory computer course to incoming freshman and recruited students for Sullivan University and Spencerian College while maintaining a 3.5 GPA as an MBA program graduate student.

**YMCA of Central Kentucky, Georgetown/Scott County Branch - Lexington, KY**  
**EXECUTIVE DIRECTOR**

1999 - 2000

- Successfully increased program revenues by 15% and Annual Campaign donations by 10%.

**Sarasota Family YMCA - Sarasota, FL**  
**EXECUTIVE DIRECTOR (1997 – 1998)**  
**ATHLETICS DIRECTOR (1995 – 1997)**

1995 - 1998

- **Successfully opened the Main Plaza Branch facility only five weeks from date of hire** including supervising the final phases of construction, renovation of facility equipment and coordination of move from old facility.
- **Increased operational revenues from \$435,000 to \$786,000 in one year.**

**Earlier career includes positions as:** Athletic Marketing Intern – Western and Eastern Kentucky Universities and Executive Director of the American Red Cross, Bowling Green, Kentucky between 1992 and 1995.

### Education and Affiliations

**Bachelor of Science, General Management** - Western Kentucky University, 1991

- Full Athletic Scholarship (Football), Quarterback/Three-year Letterman, 1987-90
- Phi Delta Theta Fraternity – Chaplain/Pledge Educator, 1988-90

**Kentucky Institute for Economic Development** – University of Kentucky, Lexington, Kentucky, 2006  
 The Citadel, The Military College of South Carolina - Charleston, South Carolina, Fall 1986

- American Planning Association
- City of Nicholasville Planning Commission Comprehensive Plan Update Committee
- Land and Water Conservation Fund State Advisory Commission, Vice Chair
- Partnership for a Fit Kentucky, Built Environment Committee Chair
- Bicycle-Pedestrian Advisory Committee - Lexington Metropolitan Planning Organization, Chair
- Leadership Jessamine County, Board Member, 2004 Graduate
- Leadership Central Kentucky, Board Member, 2005 Graduate
- Tourism, Historic Preservation & Recreation Advisory Committee - Bluegrass Area Development District
- Jessamine County YMCA, Board Member, Facility Committee Chair, 2005 – 2007
- Kentucky Delegate – National Recreation and Parks Society National Legislative Forum, Washington, D.C.
- Lexington-Fayette Urban County Government - HealthWay Trail System Task Force, Founding Member

Donn Chelli  
5936 Wheat Penny Avenue  
Las Vegas, NV 89122  
702 339-3130

Robert E. Slavin, President  
Slavin Management Consultants  
3040 Holcomb Bridge Road, Suite A-1  
Atlanta, Georgia 30071

Re: Executive Director-Community Maritime Park Associates, Inc.

Dear Mr. Slavin:

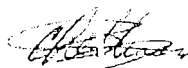
Enclosed is my resume for the subject position. I am applying based on my career experience in both the public and private sectors of business and government. I am also applying based on my particular experience planning and developing projects for public use.

In three positions over fifteen years in Clark County, Nevada, I have been the focal point to develop projects from conceptual stage to completion. Working with recreation programmers, maintenance personnel, special interest groups, and the public, I have coordinated project concepts into unified processes for the benefit of the owner and the public. Supervising department design personnel, outside consultants, and private contractors, I have managed the various phases of project development to satisfy the intended use of the facilities. In those processes I have implemented my customer service skills to gain consensus in order to build a sense of community ownership.

With three years experience in property acquisition and a real estate license in Nevada, I have an understanding of property values and uses. Combining that experience with ten years of owning an aquatic design and construction company, I am certain that I can provide the leadership to develop unique projects that will serve the needs of the community.

I look forward to hear from you to further discuss the position.

Sincerely,



Donn Chelli

## Donn Chelli, CDT, CSI

5936 Wheat Penny Avenue, Las Vegas, NV 89122 Cellular 702 339-3130 E-Mail: dchelli@co.clark.nv.us

### AREAS OF EXPERIENCE

LAND DEVELOPMENT  
PROJECT MANAGEMENT

FINANCIAL ADMINISTRATION  
CONSTRUCTION MANAGEMENT

CUSTOMER SERVICE  
SITE PLANNING/DESIGNS

### PROFILE

An accomplished professional offering broad-based experience in the planning and management of commercial projects. Major strengths include: Leadership, Administration, Supervision, Planning, Organization, Financial Controls, Negotiations, and Problem Resolution. A progressive leader dedicated to provide efficient procedures in order to achieve maximum service delivery. A project task master with extensive experience to successfully deliver development projects within time and budget constraints. A team player among department staff and outside entities capable of evaluating situations to provide sound decisions for consensus building. Well-developed communication and interpersonal skills with the ability to listen and assess needs in order to proactively resolve issues.

### PROFESSIONAL EXPERIENCE

#### Clerk County Real Property Management - Las Vegas, Nevada

##### **Construction Project Manager**

**1999 - Present**

Manage construction of land and facility development projects assuring that plans, specifications, permits, building codes, time and budget requirements are achieved. Review planning and construction documents, develop cost estimates, assist in preparing technical specifications and construction details, and provide pre-bid/pre-construction coordination. Approve submittal data ensuring compliance with design documents, monitor project schedule, conduct progress meetings, inspect the work of contractors. Impose project cost control measures in relation to procedures and budgets, negotiate change order proposals, approve payment in relation to work completed. Coordinate with design consultants, public utility companies, building officials, contractors and others to determine priorities and observe multiple activities and developments as owner's representative. Evaluate conditions of construction conflicts to determine the best solution in order to achieve contractual agreement. Assure that all permits have been completed and Certificate of Occupancy/Public Works acceptance have been attained. Prepare professional correspondence, review accuracy of record drawings, and complete all project file documentation.

\*Incorporate maintenance personnel during construction phase of projects to familiarize them with operation and maintenance requirements for better service delivery of facility to them

\*Successful management of all assigned projects averaging ten+ million dollars per year in completed projects

#### Clerk County Real Property Management- Las Vegas, Nevada

##### **Senior Architect/Engineer**

**1996-1999**

Logistical development of the planning, permitting, design, and construction of civil engineering and building development projects. Provided leadership and consultive expert assistance to professional and technical support staff in the areas of project development, schematic design plans, permit processing, and operation procedures. Managed funding budgets, contract administration, liaison with other agencies, life safety, and building programs. Wrote project specifications, provided design details, obtained easements for developments, and wrote purchase orders for design, construction, materials, and service contracts. Maintained project schedules and quality control standards while supervising the work of consultants and contractors. Coordinated with building departments, Bureau of Land Management /U.S. Forest Service, State, local governmental agencies, utility companies, and private land developers to ensure compliance with environmental concerns, regulations, policies, and permits. Directed all project functions, maintaining accurate documentation.

\*Reduced design and code deficiency change orders through the submission of project plans for plans check approval prior to advertisement of sealed bids

\*Realized a project budget savings of 14% through the administration of direct capital purchase by County for contractor installation

Clark County Department of Parks and Recreation-Las Vegas, Nevada**Contract Coordinator**

1992-1996

Directed the planning, permitting, design, and construction of park facility and landscape architectural projects from conceptual stage to completion. Managed outside consultants and department personnel to design facilities with input from facility programmers and maintenance personnel. Provided oversight for approval of land development process and contract administration of capital improvement projects. Responsible for project planning including architectural review, comprehensive plan approval, use permit, variance, zoning, plans check approval, and building permits. Planned, organized, administered, and evaluated the activities of professional, technical, and support staff to contribute to the department's overall quality regarding project development. Interacted with Town Advisory Boards, recreation programmers, and user groups to facilitate recreation programs into facility operations. Maintained liaison with other County departments and governmental agencies, school districts, utility companies and private land developers while performing as Owner's representative responsible for facilities.

- \*Designed the bid proposal form to identify cost of line items as basis for future change orders
- \*Implemented a team approach for facility design based on intended recreation program use

Travis County Public Improvements and Transportation Department-Austin, Texas**Right of Way Agent**

1989-1992

Acquired fee simple land, easements, and improvements by purchase contracts or eminent domain. Researched titles, reviewed appraisals, surveys, field notes, and construction plans. Identified project design deficiencies affecting property acquisitions and provided changes to scopes of work affecting project construction bidding. Represented County at Pre-Bid and Pre-Construction meetings to document status of parcels acquired to determine impact on subsequent project development. Submitted offers and negotiated counter offers. Prepared parcels for condemnation proceedings and affidavits for lien releases. Coordinated with attorneys and resolved owner issues on acquisition impact. Provided title companies with documentation to clear titles and represented County at escrow closings.

- \*Recognized as top agent in achieving the best acquisition-to-condemnation ratio while acquiring the greatest total of parcels
- \*Recommended assignment of appraisals to one firm to ensure a consistent approach to property values

Aquatic Designs, Inc.-Austin, Texas**General Manager / Owner**

1982-1989

Directed the overall operation of this company involved in commercial, institutional, and municipal aquatic projects. Full authority for budget administration, estimating, bid proposal and negotiation, permitting, scheduling, site supervision, marketing, human resources, project management, purchasing, and inventory control. Specified products and methods of construction to architects and engineers during project design phase and ensured overall quality of the project management process. Directed daily operations, scheduled subcontractors, and implemented deadlines for various trades. Coordinated with government agencies to provide appropriate inspections and permits. Interacted with owners, design professionals, building officials, city councils, county commissions, and architectural review boards to make presentations for project approval. Completed all warranty work and punch list items for certification of final payment.

- \*As manufacturers representative for equipment and material sales, specified products during design phase to achieve a 15% cost reduction of construction bids
- \*Achieved preferred bidder status on major institutional and municipal projects

**EDUCATION**

B.A. Degree - Youngstown State University, Youngstown, Ohio-Business Organization  
 University of Nevada, Las Vegas-Business Management  
 Austin Community College-Variou s Real Estate Classes

**TRAINING/SEMINARS**

Total Quality Management, Primavera Project Scheduling  
 Key Considerations for Project Managers, Success Through Service-Delta Air Lines  
 Improving Public Works Construction Inspection Skills

**PROFESSIONAL ASSOCIATIONS**

Construction Documents Technologist-Construction Specifications Institute  
 Licensed Real Estate Agent-State of Nevada

## **JAMES P. GLEASON**

243 Cedarhurst Drive Canton, GA 30115 (H) 770-720-8259 (C) 678-614-3099

E-Mail: [jgleason1@alltel.net](mailto:jgleason1@alltel.net)

June 26, 2007

Robert Slavin, President  
Slavin Management Consultants  
3040 Holcomb Bridge Rd., Suite A-1  
Norcross, GA 30071

Mr. Robert Slavin:

This letter and the enclosed resume are an expression of my interest in seeking the position of Executive Director, Community Maritime Park in Pensacola, Florida. I was "Credentialed" as a city-county manager by ICMA March of 2006 and "Re-credentialed" March 2007. This will be in affect through March 2008. I hold a Master's degree in Public Administration and have 10+ years of government experience as well as extensive business management experience from the private sector. I feel my qualifications would make a fine match for this important position.

My background involves management of all city departments, including Planning/Economic Development, Redevelopment, Tax Allocation District, Public Works, Fire, Police, Finance, Building and Zoning, and Health and Human Resources. I plan and administer budgets and ensure all programs are operated in compliance with state laws and city policies.

I am a visionary leader with an exceptional ability to relate well to employees at all organizational levels. I have learned over the years that it is impossible to deliver quality public services if employees feel unappreciated or have not been provided with adequate tools and training to accomplish their jobs. I have earned my employees' respect as a fair and objective manager who constructively solves problems at the root issue.

With the various roles I have had in governmental service I have extensive experience in lobbying Federal, State, County and City officials. I have worked with companies for possible relocation, expansion and economic development and redevelopment in both Georgia and Florida. In my role as a city manager and vice president of governmental affairs, I have worked with various Chambers of Commerce, the Atlanta Regional Commission, Home Builders Association and other business organizations.

My resume offers details of my accomplishments and projects, but please allow me to outline a few for you here for the City of Woodstock and the City of Ocoee:

- Participation with the Metro-Atlanta ICMA Performance Measures Consortium
- Development and Implementation of a Five Year Strategic Plan-Woodstock(2005 & 2006)
- Implementation of a Stormwater Utility-Woodstock
- Established City of Woodstock's first Tax Allocation District (TAD) for redevelopment of downtown-Woodstock included successful negotiation with Cherokee County and Cherokee School Board for their tax increments. Estimated value (\$20 million)
- Established the City of Ocoee's first CRA for redevelopment of Highway 50-West Colonial Drive including negotiations with Orange County Board of Commissioners.
- \$1.1 million federal grant obtained for senior-veterans center construction-Ocoee
- \$1.2 million state grant received for park and downtown redevelopment project-Ocoee
- \$1.1 million state grant obtained for new rail freight terminal-Ocoee
- 6% decrease in annual operating expenses-Ocoee
- \$400,000 in estimated annual savings through bond refinancing-Ocoee
- \$7.5 million in additional funding attained for water and sewer utility-Ocoee

My goal is to strive continually to build a high-performance, citizen-friendly government. Given my proven success in translating long-range organizational objectives into effective program development and management strategies that accomplish this objective, I believe that my expertise would be an asset to Community Maritime Park Associates of Pensacola Florida. I would deeply appreciate the opportunity to meet with you to discuss how my skill set and background might fit in with your current and future needs. Thank you in advance for your time and consideration.

Sincerely,

James P. Gleason

**James Patrick Gleason, MPA ,ICMA-CM**  
**243 Cedarhurst Drive**  
**Canton, GA 30115**  
**(H)-770-720-8259 (C)-678-614-3099**  
**[jgleason1@alltel.net](mailto:jgleason1@alltel.net)**

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

- *ICMA Re-Credentialed Manager 2007*
- *ICMA Credentialed Manager 2006*
- *GFOA ID: 300157238 Special Review Committee (SRC) for the Achievement for Excellence in Financial Reporting Program*
- *Silver-LTI-NLC-December 2006*
- *Bronze-LTI-NLC-December 2005*
- *Organizational Change and Development*
- *Operations and Project Management*
- *Labor Relations*
- *Customer Service*
- *Strategic Planning and Operations Analysis*
- *Financial Operations and Budget*
- *Systems Design and Implementation*
- *Media Relations*

### **RELEVANT LOCAL GOVERNMENT EXPERIENCE**

#### **City Manager, City of Woodstock, GA 2004 - Present**

Woodstock is a city located north metro region of Atlanta in Cherokee County. The estimated population is just over 20,000 residents. The city is one of the top growth cities located in one of the top growth counties in the state. The city was incorporated in 1897 and has a council-manager form of government with six council members representing a ward but are elected city wide. The mayor is also elected city wide and votes in case of a tie. The terms of office are for four years.

#### **Duties and Responsibilities as City Manager:**

- Chief executive officer of a municipal government with 180 employees and a total budget of \$32 million dollars. (General Fund, Wastewater/Water Fund, Storm water Fund and \*SPLOST Sales Tax Funds) \*special local option sales tax
- Member of (GFOA) Government Finance Officers Association-Special Review Committee for Certification of Achievement for Excellence in Financial Reporting Program
- Oversight responsibility for the following functions: fire, police, public works, streets & parks, water and sewer utility, community relations-recreation, planning and zoning, building and code enforcement, finance, general services and personnel.
- Implementation of Council Policy. Administration of day-to-day operations as well as identification and resolution of short and long range issues.
- Preparation and administration of the city's operating, enterprise 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 representations of the City including appearances on television, radio and interviews with print media and coordination 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 bureaucracy to ensure the organization became more responsive to all stakeholders. Initiated a new Development Review Committee to streamline development issues and create a one-stop process for landowners and developers for proposed city projects.
- Initiated city participation in the Metro-Atlanta Performance Measurement Consortium-ICMA-CPM
- \$16 million Expansion of Wastewater Treatment Facility
- Purchase of Senior Community Center for City of Woodstock
- Adoption of Senior Housing Ordinance for the City of Woodstock
- Complete makeover of city web page ([www.woodstockga.gov](http://www.woodstockga.gov))
- E-Better Place and We Care Hotline - online and 24 hour customer telephone access to report problems or concerns as well as requests for information.
- Revamped budget and financial systems, shifted organizational focus from “budgeting to cut corners” to investing in the future and thereby minimizing long-run costs.
- Successful citywide referendum and negotiation with Cherokee County and Cherokee School Board for implementation of TAD (tax allocation district) for redevelopment of downtown Woodstock which lead to a \$250 million redevelopment project for downtown Woodstock. The TAD was worth \$18million for public projects in phase I.
- Implemented a comprehensive storm water utility system.
- Implemented revamping development review process and fees.
- Restored financial integrity to the water and sewer enterprise fund with the implementation of new rate structure designed to keep pace with cost increases and inflation. New contract with Cherokee County Water and Sewer Authority to ensure water purchases and future wastewater treatment capacity. Initiated discussion and negotiations concerning consolidation with the Cherokee County Water & Sewer Authority-(ongoing)
- Led county initiative in the administration and coordination of the various cities plans for preparation of the pandemic flu threat.
- Provided budget to the City Council with a tax cut for 2005 and held the tax rate for 2006.
- Initiated the city's first Five Year Strategic Plan with annual goals and objectives.
- Initiated city's membership into the National league of Cities.
- Serve as ex-officio member to the Cherokee Chamber of Commerce.

#### **City Manager, City of Ocoee, FL 2001 – 2004**

#### **City Commissioner 1993 – 1997**

Ocoee is a city with an estimated population of 33,000 covering approximately 15 square miles. The city is located in the west part of Orange County, Florida. The city was incorporated in 1923. It has a council-manager form of government with four commissioners elected by district and a mayor/commissioner elected city wide.

#### **Duties and Responsibilities as City Manager:**

- Chief executive officer of a municipal government with 330 employees and a \$32 million budget.
- Oversight responsibility for the following functions: fire, police, roads, storm water drainage, water and sewer utility, parks, solid waste sanitation, recreation, planning, zoning, finance, general services and personnel.
- Implementation of Council directed policy. Administration of the city's day-to-day operations as well as identification and resolution of long range issues.
- 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 representations of the City including appearances on television, radio and 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 layer of bureaucracy to become more responsive to resident's needs.
- Established cities first CRA for redevelopment.
- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated this survey into the budget and the performance monitoring process.
- Cut operating budget by 6% while maintaining the existing level of service. Revamped budget and financial systems. Shifted organizational focus from "budgeting to cut corners" to investing in the future and thereby minimizing long-run costs.
- Restored financial integrity to the water and sewer utility fund by implementing a new rate structure to encourage conservation and restore a \$2 million depleted reserve fund.
- Refinanced bonds with lower rates to obtain savings of approximately \$400,000 annually.
- Refinanced the Water-Wastewater Utility Bond to obtain \$7.5 million of new additional funding. This new revenue will allow the city to meet DEP and SJRWMD mandates on reuse system expansion, wet weather discharge and storage of reuse water. Removal of an outdated water tower and replace a Force Main on SR 50, in addition to funding a connection to the County's Conserve 11 reuse system. This will allow the city to provide reuse water on the south side of town.
- Provided budgets to the City Commission with tax cuts 2001 and 2002 and held the line in 2003.

### **West Orange Healthcare Governmental District:**

#### **Vice President of Governmental and Community Relations**

#### **1997-2001-(ICMA Recognized Governmental Experience)**

The West Orange Healthcare District was established by the Florida legislature in 1947 with the purpose of providing healthcare services to residents of West Orange County. The District operates very much like a County or City Government. The Governor of the State of Florida appoints the Board of Directors (Commissioners-Council Members). They in turn appoint a CEO/President (County-City Administrator) to manage the day-to-day operations and administration while the Board of Directors sets Policy and provides oversight of administration.

### **Duties and Responsibilities**

- Responsible for inter-governmental relations with state, county and city elected and appointed officials.
- Management of the day-to-day operations of the Minor Emergency Walk-in-Clinic and the only hospital based Ambulance service in the state. Managed 50 employees and a budget of \$15 million.
- Represented the District on a variety of intra- and inter-governmental task forces.
- Served as the District's primary spokesperson to consumer groups, industry associations and the media. Also prepared press releases for distribution to the local media.
- Responsible for all marketing and community outreach programs in addition to the district's Volunteer Program with over 250 active volunteers, saving the district \$500,000 in labor hours a year.
- Member of District Budget Team, helped prepare the annual budget of \$200 million plus.

### **Achievements:**

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

### **Barry University**

#### **Adjunct Professor, Bachelor of Public Administration 2002-2004**

Barry University located in Miami, Florida offers Adult Continuing Education opportunities at various Community Colleges around the state. The program is designed for working adults to complete their Bachelors Degree. I served as an adjunct professor while I served as city manager of Ocoee Florida.

#### **Duties and Responsibilities**

- Certified to teach POS 303: Public Policy and Administration Based Local Area Network
- Certified to teach PUB 402: Values and Ethics in Public Administration
- Certified to teach PUB 403: Public budgeting and Finance.

#### **Achievements:**

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

#### **Compression Therapy, Inc.**

**1991-1997**

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

#### **Duties and Responsibilities:**

- Responsible for overall operations and administration in addition to marketing, sales and training.
- Supervised ten independent agents in three states overseeing delivery, set up and training to ensure customer service and support.
- Negotiated National Contracts with major insurance companies worth \$1.5 million annually.
- Implemented electronic billing system with Medicare and insurance companies to expedite reimbursement reducing accounts receivables improving cash flow.

### **Other Professional Experience**

#### **Camp International, Inc. Jackson MI**

**1984-1991**

Employed as "durable medical equipment" sales representative for the State of Florida. Promoted to SE Area Sales Manager covering Washington, DC, Texas and Florida. Promoted to National Sales Account Manager and Corporate Trainer. Relocated to National office in Jackson, MI.

**Fischer Scientific Corporation, Orlando, FL**  
**1976-1984**

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

**Education**

**Masters Public Administration**

*Webster University – 1997*

**Bachelor of Professional Studies (Liberal Arts)**

*Barry University – 1995*

**Associates in Science in Business – Management and Marketing**

*Valencia Community College – 1985*

**National League of Cities “Leadership Training Institute”**

2006 **Silver Level** Leadership Training Institute-December 2006

2005 **Bronze Level** Leadership Training Institute-December 2005

**National Incident Management Systems-FEMA**

2006 ICS-700-September

2006 ICS 100-October

2007 ICS 200-January

**University of Florida**

2006 Developing Your Public Sector Score Card-October

**Orange County Government in conjunction with the John F. Kennedy School of Government**

1998 – *Harvard Executive Management Seminar*

**Leadership Florida Institute**

1997 – *Florida League of Cities Leadership Program*

**Florida Institute of Government – Florida League of Cities**

1994 – *Advanced Institute for Elected Municipal Officials*

1994 – *Institute for Municipal Officials*

**Professional Affiliations/Memberships**

*Government Finance Officers Association (CFOA) Special Review Committee for the Certificate of Achievement for Excellence in Financial Reporting Program-May 2007*

*ICMA Re-Credentialed Manager March 2007- March 2008*  
*ICMA Credentialed Manager March 2006 – March 2007*  
*ICMA-Corporate Member (2001-Present)*  
*GFOA-ID# 300157238 Special Review Committee*  
*GCCM-Associate Member (2004-Present)*  
*FCCMA – Associate Member (2001-2004)*  
*Tri-County League of Cities(1993-1997 & 2001-2004)*  
*Florida League of Cities – Past Vice Chairman of Ethics and Personnel Committee-(1995-1997)*  
*Leadership Orlando – Class #42 (1998)*  
*West Orange Leadership – (1995)*  
*West Orange Chamber of Commerce- (1992-2004)*  
*Cherokee County Chamber of Commerce-Board of Directors*

### **Community Involvement**

*State of Florida-DCF-District 7 Citizen Advisory Board*  
*Senior Resource Alliance Advisory Board*  
*Teach-In Cherokee County Public Schools*  
*Ocoee Education Committee*  
*Junior Achievement Volunteer*  
*Teach-in Orange County Public Schools*  
*Pennies for Kids – Half Cent for Orange County Public Schools*  
*Mobility 2020 – Orange County Chairman Richard Crotty*  
*Ax Gridlock – Orange County Council of Mayors*  
*World Class Academy – World Class Schools*

June 13, 2007

Robert E. Slavin, President  
SLAVIN MANAGEMENT CONSULTANTS  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, Georgia 30071

Re: Executive Director Search

Dear Mr. Slavin:

I am a senior public policy strategy and communications executive with a successful career in complex engagements involving diverse stakeholder communities. Although my career is professionally and financially gratifying, it involves extensive travel and time away from home. Over the last year, I have been trying to find ways to leverage my experience and skills to contribute to my community and reduce my travel. In an effort to achieve these goals, I have been working with WSRE TV on major community-related program, and have authored several public policy Viewpoint articles for the Pensacola News-Journal.

After reading about the search for an executive director for the Community Maritime Park Association, I concluded that this position could represent an opportunity for me to help an important community initiative move forward into the 21<sup>st</sup> Century. At this point in my career, financial remuneration is not nearly as important to me as other attributes such as community involvement and helping local decision-makers successfully implement sound public policy strategies.

I believe I am uniquely qualified to help the Association reach its goals based on many years of working in both the public and private sectors on policy, strategic planning and execution, marketing and outreach projects with significant project management components.

To demonstrate this experience, please allow me to highlight some guiding principles I believe will be important to the Association, and the Executive Director, as they move forward with executing the Community Maritime Park.

- ***The process often is as important as the outcomes.*** Advancing the Association's goals will continue to require participation and buy-in from a diverse community of stakeholders. Unless all stakeholders are fully engaged, even well-conceived plans are difficult to achieve.
- ***Manage based on performance benchmarks.*** Public sector programs today should be based on the realization that time frames for strategy formulation, absorption and ongoing operation are shrinking or disappearing. Focusing on the ability to execute through measurable performance metrics is a critical success factor.
- ***Communicate, communicate and communicate some more.*** Effective Maritime Park strategies must include continuous communication so stakeholders so they will know what is expected of them and what changes are likely to occur. The Association must also design and implement an effective communications plan for Pensacola citizens.

- **Public policy in government is different.** In the private sector, an approval by a CEO, through a board of directors, is oftentimes all that is necessary to get a project off the ground. But this is not the case in the public sector where no one person can say "yes," but many person can often say "no."
- **Options equal sound decisions.** A key responsibility of the Association's executive director will be to present the Trustees with solid, actionable options for all decisions. The pros, cons and value propositions of alternatives should be explored and documented.

Sincerely,

*Mike Harmon*

G. Michael Harmon

# G. MICHAEL HARMON

5925 Kaiser Lane ♦ Pensacola, FL 32507 ♦ 850-221-4245 ♦ gmharmon@cox.net

## **PROFILE**

Mr. Harmon is an experienced strategy, communications and project management professional with proven record of performance in both public and private sector environments where stakeholder consensus building and outreach are critical success factors.

## **PROFESSIONAL COMPETENCIES**

- ♦ Program/Project planning and management, Independent Verification and Validation (IV&V)
- ♦ Communications design and execution (e.g., public and media relations, advertising marketing, community outreach)
- ♦ Business diagnosis, business planning, budget development and budget management
- ♦ Stakeholder management
- ♦ Strategy formulation and structured problem solving
- ♦ Executive decision-making facilitation
- ♦ Market segmentation and analysis

## **GUIDING PRINCIPLES**

- ♦ There's no such thing as too much communication
- ♦ There's no such thing as too much stakeholder involvement
- ♦ There's no such thing as too much transparency
- ♦ There's no excuse for going over time and over budget

## **EXPERIENCE HIGHLIGHTS**

- ♦ Principle, engagement to develop Concept of Operations for the Congressionally-mandated Information Sharing Environment for the U.S. Intelligence Community
- ♦ Principle, IV&V review and development of new business strategy for Fortune 50 company state and local government practice
- ♦ Designer, Stakeholder Outreach/Communications Plan for "One DOJ" strategy for the U.S. Department of Justice in consultation with various stakeholder associations
- ♦ Project Manager, engagement to conduct IV&V performance review. eGovernment strategy and \$12 million implementation plan for Nassau County, NY
- ♦ Principle, engagement to conduct current situation review, develop design and implementation plan for \$60 million capital budget for rural Alaska airport construction/improvements
- ♦ Executive Vice Presentation and member of the Board of Directors, Florida-based business-to-business eCommerce company

- ◆ Senior project manager, Accenture (formerly Anderson Consulting) on range of eGovernment and other government public policy strategy engagements, most involving steering committee governance structure
- ◆ Number two executive in State of Alaska Exxon-Valdez Oil Spill Coordinating Office responsible for IV&V review of \$900-million-plus spill response effort
- ◆ Director, Alaska State Legislature, Legislative Affairs Agency
- ◆ Partner, advertising agency and video production company
- ◆ Producer/Writer, WSRE (PBS Pensacola) documentaries on Belmont-DeVilliers neighborhood revitalization and the role of Northwest Florida in World War II

## PROFESSIONAL HISTORY

<b>Management Consultant (Current)</b>	Principle in management consulting consortium. Client list includes the Office of the Director of National Intelligence, U.S. Department of Justice; Federal Bureau of Investigation; IBM Global Consulting Services; Commonwealth of Massachusetts; Nassau County, New York; and Ernst and Young, North America.
<b>Executive VP Wiznet, Inc.</b>	Executive Vice President, WIZNET, Inc. No. 2 executive in business-to-business eCommerce firm, responsible for strategic planning, corporate development, marketing and public relations. Developed strategy and business model for transforming company from a dot-com sourcing site to a business-to-business content management services company. Conducted market research, developed new business model, recruited executive team members, re-branded technology and re-engineered sales processes.
<b>Senior Manager Andersen Consulting (Accenture)</b>	Recruited to help build National Government Strategic Services Practice, focusing on strategy formulation, vision development, business diagnosis and business case development. Developed practice strategy, methodologies and business case for new value-based contracting model. Served as project manager on engagements with various state and federal government agencies.
<b>Director, Legislative Affairs Agency, Alaska State Legislature</b>	Recruited to reinvent organization of 21 Legislative Affairs Agency offices and operation of Legislative Public Information and Teleconference Network. Responsible for annual budget of more than \$2 million and a staff of 30.
<b>Principle, State of Alaska, Exxon-Valdez Oil Spill Coordinating Office</b>	Engaged as No. 2 executive for the Governor's Exxon Valdez Oil Spill Coordinating Office. Duties included communications, community relations, trouble-shooting, field staff supervision and budgeting and spending oversight. One major project was to conduct IV&V review of stage agency response to the oil spill and prepare a performance review. Also, directly responsible for staff of field representatives.

**Partner  
Roark-Harmon  
Associates**

Partner in advertising agency, television production and consulting company. Engagements included wide variety of strategy, research, writing and communications projects. Clients included Alaska Division of Tourism, City and Borough of Juneau Convention and Visitors Bureau, City and Borough of Ketchikan Convention and Visitors Bureau, Key Bank, Sealaska Corp, the Alaska House and Senate Finance Committees and many others state agencies and political candidates from both parties.

**Reporter/Editor/  
Producer**

Reporter and editor for The Associated Press in Houston, TX, New Orleans, LA, Baton Rouge, LA, Miami, FL, Orlando, FL, Tallahassee, FL and Juneau, AK. Producer of television coverage of the Alaska State Legislature. Producer of public television documentaries and programs.

**PUBLIC SERVICE**

- ◆ Strategy advisor to Buy USA, U.S. Department of Commerce export portal
- ◆ Special Assistant to the Governor of Alaska
- ◆ Producer, Public Broadcasting
- ◆ Director, Alaska Task Force on Violent Crime
- ◆ Director, Alaska Legislative Affairs Agency Division of Public Services
- ◆ Director of Communications, Alaska State Senate

**EDUCATION**

- ◆ BS Degree, Journalism and Political Science, University of Houston
- ◆ Andersen Consulting (Accenture) Professional Education
  - Strategy Formulation College
  - Business Integration Project Management College
  - Information Technology Strategy College
  - Harvard Kennedy School of Government, Strategic Computing in the Public Sector
- ◆ Covey Principle-Centered Leadership School

**MILITARY SERVICE**

- ◆ U.S. Marine Corps

June 27, 2007

Kathleen S. Margoles  
1371 NW 113<sup>th</sup> Terrace  
Coral Springs, FL 33071

Robert Slavin, President  
Slavin Management Consultants  
3040 Holcomb Bridge Rd., Suite A-1  
Norcross, GA 30071

Dear Mr. Slavin

I am submitting my application for consideration for the position of Executive Director of the Community Maritime Park Associates in Pensacola, Florida. I have over twelve years experience as a Parks and Recreation Director in two Broward County municipal governments. I possess a Master's degree in Human Service Administration. I also have extensive experience in the nonprofit and private sector.

I have worked with departmental budgets of over 4 million dollars, city budgets of over 30 million and capital improvement budgets of over 15 million. I have been the project manager for the construction of a 30,000 square foot community center and the development, construction and improvement of numerous parks.

I have extensive experience with grant writing and administration. I have successfully written grants for millions of dollars for parks improvements, land acquisition, cultural and social programs and senior, youth and sports activities.

As a department director, I have been a member of the executive team, responsible for the formulation of city policy and procedure and strategic planning. I am an innovative and creative problem solver with a reputation for using community and staff input to articulate and implement the vision of the community. I have worked in culturally diverse organizations and in rural, suburban and urban settings.

I have been on the board of a chamber of commerce, school advisory, hospital and law enforcement committees, working on successful projects and initiatives involving multiple stakeholders. In addition, I have been involved in advocacy efforts for parks and recreation, social service and cultural issues at the local, state and federal level. I was awarded the National Recreation and Park Association 2004 Recognition of Significant Efforts (ROSE) Award for my efforts in recognition of my outstanding work in Parks and Recreation.

I believe my unique experiences and skills provide me with the qualifications for the Executive Director position. I look forward to hearing from you.

Sincerely,

Kathleen S. Margoles

# **KATHLEEN S. MARGOLES**

1371 NW 113<sup>th</sup> Terrace, Coral Springs, FL 33071

Home: (954) 345-8132  
Cell: (954) 328-1420

E-Mail: [kathiemargoles@bellsouth.net](mailto:kathiemargoles@bellsouth.net)

## **SUMMARY**

More than eleven years of local government plus five years nonprofit experience with expertise in the following areas:

Strategic Planning and Operations Analysis  
Organizational Change and Development  
Operations and Project Management  
Collaborative Problem Solving  
Customer Service  
Grant Writing and Administration

An experienced and innovative leader with strong organizational, analytical and communications skills. Skilled at working in and with diverse groups to develop consensus. Broad experience in public, private and nonprofit sectors.

## **RELEVANT LOCAL GOVERNMENT EXPERIENCE**

***Department of Parks & Leisure Services, Lauderdale Lakes, FL  
Director***

***August, 2005-present***

Lauderdale Lakes is a culturally diverse city with a population of 32,000, covering approximately 4 square miles, located in central Broward County. The Parks and Leisure Services Department had been without a Director for over a year. I was hired to lead a major reorganization and manage a capital improvement that will increase facilities by 300%.

Duties and Responsibilities as Parks and Leisure Services Director:

- Member of executive team of a municipal government with primary responsibility directing Department of Parks and Leisure Services with 38 full time and part time employees and an operating budget of over 2 million dollars and a capital projects budget of over 5 million. Oversight responsibility for the following functions: parks, recreation, social services, transportation, special events and public art.
- Preparation and administration of the department's operating and capital budgets.
- Essential Member of Emergency Operations Team, responded to Hurricane Wilma needs of residents

Achievements:

- Reorganized department; revamped organizational structure and rewrote job descriptions to facilitate efficient delivery of services
- Revamped budget and financial systems
- Developed Public Art Ordinance and Public Art Program for presentation to Economic Development Board and City Commission.
- Working with CRA Administrator to design and construct second floor cultural facility at County Library
- In first month managed public input process for Cultural Division Design Arts grant for Blueways project
- Within first six months wrote successful grant applications for over \$600,000

**Department of Parks and Recreation, Tamarac, FL  
Director**

**February 1997-July 2005**

**Duties and Responsibilities:**

- Director of major operational department. My major responsibility was direction and management oversight of over 100 employees and the following functions: Parks, Recreation, Special Events, Social Services and Transportation
- Develop and implement city and department standards, policies and procedures.
- Preparation and administration of the department's operating budget of over 4 million dollars and citywide capital improvement plan.
- Member of management/labor contract negotiation team

**Achievements:**

- Revamped organizational structure, improved morale and functioning; department achieved CAPRA accreditation October 2005
- Developed and implemented a parks master plan to determine priorities for short term and long range growth of facilities and programs
- Facilitated merger of Parks and Recreation and Office of Social Services
- Expanded citywide transportation program through interlocal agreement with Broward County
- Integral member of Community Center Bond Education Team, passed first successful bond referendum ever in history of City
- Project Manager for construction of new Community Center, one new park and renovations to three parks
- Led the development and implementation of Public Art Program, three projects completed within six months of adoption of program
- Wrote policies and procedures to correct adverse audit findings in period prior to becoming Director
- Received 2004 National Recreation and Parks Association R.O.S.E. (Recognition of Significant Efforts) for efforts to educate public and elected officials on the benefits of parks and recreation
- Tamarac one of 7 cities to receive U.S Department of Health and Human Services Administration on Aging Livable Communities for All Ages Award in 2005
- Tamarac Community Center received 2005 Florence Goldman Best Senior Center in Florida Award

**Office of Social Services, City of Tamarac, FL  
Social Services Coordinator**

**October 1995-February 1997**

The Office of Social Services was a division of the City Managers Office. It provided information and referral services, senior services and paratransit services to residents.

**Duties and Responsibilities:**

- Management of the daily operation of transportation and information and referral functions
- Represented the City on a variety of intra- and inter-governmental committees.
- Served as the department's primary spokesperson to citizen groups, external agencies and funders. Prepared press releases for distribution to the media.

**Achievements**

- Developed policies and procedures for volunteer management, transportation program and scholarship/fee waiver programs
- Increased participation with external agencies such as Area Agency on Aging, Broward County Mass Transit, Department of Elder Affairs, University Hospital, North Broward Hospital District
- Supervised annual Flu Shot program with local hospital serving over 900 residents annually
- Implemented automated Are U OK system in partnership with North Broward Hospital District

and BSO District 7 Community Council

#### **OTHER PROFESSIONAL EXPERIENCE**

***Better Housing for Tompkins County, Ithaca, NY*** **1987-1991**  
***Finance Director/Housing Counselor***

Better Housing for Tompkins County is a rural preservation company that served the housing needs in rural Tompkins County. Started as an Administrative Coordinator, progressed to managing the Affordable Housing and Community Development Block Grant programs, and then became Finance Director

***Families and Children Services, Ithaca, NY*** **July 1991-September 1993**  
***Director of Volunteer Programs***

Family and Children Service is a comprehensive community services non profit agency with an emphasis on serving low income individuals and families. Supervised two volunteer based programs; Credit Counseling and Interim Families. Received NYS Governor's Eleanor Roosevelt Award for Volunteer Program management in 1992.

#### **EDUCATION**

**Nova Southeastern University** **M.S. Human Services Administration**  
Emphasis on financial operations, systems and organizational development.

**S.U.N.Y., College at Cortland** **Bachelor of Arts, Sociology**

**National Recreation and Parks Association** **Continuing Education**

Certified Parks and Recreation Professional

**Certified Public Managers Certification**

Completed Levels I-III

#### **PROFESSIONAL AFFILIATIONS**

Florida Recreation and Parks Association Board of Directors- Directors Committee Chair 2003-2005,  
Legislative Committee Chair 2005-2006, Vice President of Advocacy 2006-2007, 2007-2009  
International City/County Management Association, Active Living Ambassador  
Florida City County Managers Association

#### **PERSONAL AFFILIATIONS**

Coral Springs Medical Center Community Relations Council, North Broward Hospital District  
Coral Springs Neighborhood and Environment Committee

June 20, 2007

Mr. Robert Slavin  
Slavin Management Consultants  
3040 Holcomb Bridge Road, Ste A-1  
Norcross, GA 30071

Dear Mr. Slavin,

After 17 years in the planning/economic development business, I am grateful to still have the passion for this line of work. As you can see from my resume, I've predominantly worked for local governments and public development corporations in the redevelopment arena. My job has always been to facilitate development: to remove the bureaucratic red tape and work with the developers to bring about the best project so that both sides win. My track record speaks for itself.

I believe I've been so successful because I approach development as a partnership: the public is the spark plug but the private sector is the true engine. They are co-dependent and ultimately share the same goal: increasing the tax base/ROI.

I hope that you will consider me for the CMPA Executive Director position. I was thrilled when I read the job description, as the needed skills to successfully execute this project are my strongest assets. I know that I would thrive in that environment and lead a successful redevelopment program that actually exceed the CMPA's goals. I look forward to hearing from you soon.

Sincerely,

Laura Morgan, AICP

## Laura Morgan, AICP

1214 Lindenwood Lane Winter Park, FL 32792  
321/436-2156 ■ paddlinawaytoflorida@hotmail.com

### EXPERIENCE

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#### **Assistant Director of CRA & Downtown Development Board    City of Orlando    Jan 07- current**

*Lead the growth and revitalization of downtown and its adjacent urban neighborhoods to leverage high quality and sustainable investment.*

- Create departmental work plan and oversee its implementation and reporting mechanisms
- On the executive team to lead the financing and development of a new Performing Arts Center, Events Center, and renovated Citrus Bowl
- Facilitate City's Green Initiative to incorporate statutory requirements and incentives for future development
- Establish new programs and incentives for premium affordable and attainable housing development
- Coordinate significant revisions to planning codes to promote smart growth and sustainable economic development principles
- Monitor compliance with the City's Growth Management Plan and Regional Impact Plan
- Coordinate the redevelopment and construction activities in the Parramore Heritage District including a Hope XI project, several RFP public/private mixed-income sites, and other economic development initiatives
- Create multi-discipline/department teams to address "quick fix" priority objectives in a TQM environment
- Develop various partnerships with public agencies to more collectively and aggressively facilitate redevelopment activities
- Prepare and negotiate budget and CIP for adoption.

#### **Director of Redevelopment    City of Daytona Beach, FL    2005-2006**

*Create investment opportunity and support appropriate redevelopment projects and investments within five CRA districts; administer the planning, organization, and direction of all redevelopment and economic development on behalf of the City.*

- Hired as the City's first Redevelopment Director and established a six-person department; established work plans and budgets, established priorities and staff assignments
- Coordinated with the residents and property owners of five redevelopment districts to update their plans and create a framework for new growth, environmental protection, historic preservation, and infrastructure
- Structured a downtown stormwater fund allowing developers to mitigate some of their regulatory requirements into a fund dedicated for more efficient and comprehensive environmental controls led by the City
- Negotiated all economic development/redevelopment projects, agreements, and transactions
- Worked with property owners and investors to develop business plans, review pro-formas, market space, and coordinate appropriate public involvement to facilitate project development
- Identified and administered financial structures for development projects including TIF rebate, development credits, TDRs, tax abatements, development loans/grants, tenant improvement financing, parking, and historic tax credits
- Handled all aspect of real estate acquisition and disposition including RFPs for redevelopment projects; responsible for financial analysis, negotiations, and review of legal documents
- Served as staff support for five redevelopment boards and the citywide economic development board
- Drafted TIF Policy Ordinance outlining the rules for utilizing TIF funds on public and private projects
- Established a formal partnership with Habitat for Humanity that outlines interior and exterior design requirements
- Successfully assembled 31 blighted properties for a mixed-use affordable housing development
- Developed site plans and development objectives for two new mixed-use public parking garages
- Facilitated 312 new hotel units and 2800 new residential units representing over \$1 billion private investment



**Print Message**[Close this window](#)

**From:** Richard Nevins <[richardnevins@sbcglobal.net](mailto:richardnevins@sbcglobal.net)> [Add to Address Book](#)  
**Date:** 2007/06/13 Wed PM 07:56:40 EST  
**To:** [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
**Subject:** Executive Director - Community Maritime Park

Dear Robert:

I am contacting you in response to the posting for the Executive Director for Community Maritime Park. I am currently the Interim Director of Economic Development for the Mansfield Economic Development Corporation (MEDC), the economic development agency for the City of Mansfield, Texas - a rapidly growing suburb of Dallas / Fort Worth with a population of about 60,000. I accepted the position of Assistant Director Economic Development with MEDC in April 2006 after twelve years with BNSF Railroad, where I spent the last six years in a variety of progressively responsible economic development positions. The Executive Director for the MEDC resigned in April and I was named Interim Director.

My decision to leave BNSF was based on my desire to become more involved in community related economic development efforts. While I gained a considerable amount of experience over the past year and it has been a positive experience, a recent change in administration has drastically altered the city's focus on economic development, so I have begun searching for other opportunities that will allow me to use my skills, experience, leadership and creativity in new ways.

I visited the Community Maritime Park web site and was very impressed with what Mr. Studer has done. I have been intimately involved with a project known as The Shops at Broad Street in Mansfield, which is a 1.2 million sq. ft. outdoor lifestyle center being developed by Forest City Enterprises and have brought a significant amount of value to that process.

I will also tell you that I have visited the Pensacola area on several occasions and I have a fondness for the area. Please take a moment to review my resume and let me know if you would like to further discuss my qualifications that make me the best candidate for this position. You may contact me any time. My office phone is 817-453-1006.

Best Regards,

Richard Nevins

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Download Attachment: [richard nevins resume 07.doc](#)

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## **RICHARD A. NEVINS**

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1910 Austin Street  
Mansfield, Texas 76063  
817.453.7592

Cell: 682-225-7751  
E-Mail: richardnevins@sbcglobal.net

### **Summary of Qualifications**

- Results oriented professional with a unique set of skills acquired through a variety of public and private sector work experience.
- 17 years in financial investigations, audit and compliance.
- 7 years economic development and industrial real estate.
- Transportation, banking, and real estate industry experience.

### **Professional Experience**

#### **City of Mansfield, Texas**

Interim Director Economic Development

Mansfield, Texas

April 2006 to Present

- Direct the economic development efforts for the City of Mansfield.
- Develop relationships with site location consultants, real estate brokers and national real estate developers to attract industry and jobs to Mansfield.
- Identify and acquire strategic parcels of real estate to be used for economic development purposes.
- Negotiate economic development incentives such as tax increment financing, tax abatements, grants and other public financing programs.
- Recruit new commercial and retail development to the City of Mansfield
- Administer the \$3 million dollar budget for the Mansfield Economic Development Corporation (MEDC), a Texas 4A corporation.
- Present monthly reports to the Mayor, City Council and Board of Directors on economic development activities.

#### **BNSF Railway**

*Economic Development*

Fort Worth, Texas

2000 to 2006

- Supervised all aspects of economic development projects including site selection, real estate acquisition, facility design, permitting, leasing and financing.
- Developed relationships with state and local economic development professionals, site selection consultants and industrial real estate developers to identify new business opportunities with potential BNSF customers.
- Work with various public agencies to obtain incentives, grants and other alternative financing to fund projects.

**BNSF Railway**  
*Corporate Audit*

Fort Worth, Texas  
1994 to 2000

- Developed current fraud audit compliance program.
- Established process for employees to anonymously report allegations of fraud and violations of company ethics policy.
- Led over 200 fraud investigations of employee fraud resulting in disciplinary or legal action against employees. Led over 50 investigations of contractor fraud identifying over \$5 million in fraudulent charges. Worked with state, local and federal law enforcement agencies to seek prosecution and recover lost funds.
- Supervised audits of various company business activities to detect fraud, waste and abuse and prepared reports for senior management making recommendations to improve financial controls.

#### **Other Work Experience:**

**Lockheed Martin**

Senior Investigations Manager

Grand Prairie, Texas

1991 to 1994

- Investigated all allegations of fraud and violations of company policy.

**Resolution Trust Corporation**

Senior Investigations Manager

Dallas, Texas

1990 to 1991

- Led investigations to determine cause of savings and loan failures.

**Business Risks International**

Consultant

Dallas, Texas

1988 to 1990

- Licensed as private investigator to conduct financial investigations for corporate clients.

**Internal Revenue Service**

Special Agent

Dallas, Texas

1983 to 1988

- Investigated criminal violations of the United States Tax Code.
- 

#### **Education**

University of Texas at Dallas

*Bachelor of Arts, Political Science*

University of Oklahoma

*Economic Development Institute Graduate*

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#### **Professional Organizations**

Industrial Asset Management Council (IAMC)

National Association of Industrial and Office Property (NAIOP)

Corporation Real Estate Network (CORENET)

International Council of Shopping Centers (ICSC)

International Economic Development Council (IEDC)

**Print Message**[Close this window](#)

**From:** NRPA Career Center <system@jobcontrolcenter.com> [Add to Address Book](#)  
**Date:** 2007/06/27 Wed AM 09:50:15 EST  
**To:** slavin@bellsouth.net  
**Subject:** Richard Noyes applies for Executive Director in Pensacola Florida

**Slavin Management Consultants**

Richard Noyes [ [toomuchnoyes@cox.net](mailto:toomuchnoyes@cox.net) ] has just applied for your Executive Director position in Pensacola Florida.

Resides in: Pensacola Florida (United States).

Current Job Title: Division Manager, Park Ops and Development

---

Dear Sir: Please consider my resume for the position of Executive Director of the Community Maritime Park Associates position. I have extensive experience in the development of new operations and community direction in a number of public setting in Florida. I have been executive director of a private, non-profit organization. I have developed multiple capital projects under intense time constraints. Working locally for the past 3 1/2 years gives me a working knowledge of the resources available in the Pensacola area and direct relationships with community, City and County officials. My experience includes helping to organize and implement a broad ranging sustainable growth movement in Marion County. I think that you will agree that these life experiences would make me a good fit for this position. I am available for an interview at a mutually convenient time. Thank you for your consideration.

---

NRPA Career Center  
<http://www.nrpa.org>

RICHARD A. NOYES  
617 Whitney Dr.  
Pensacola, FL 32503  
[toomuchnoyes@cox.net](mailto:toomuchnoyes@cox.net)  
850 293 0740

**QUALIFICATIONS:**

Directed planning efforts including the Marion County Recreation Masterplan(1997), the Marion County Comprehensive Growth Management Plan, "Recreation and Open Space Element"(1999), the "Martin County Recreation and Open Space Element" of the Comprehensive Growth Management Plan (1988), the Martin County Coastal Zone Management Study(1982)

Managed over 4,000 acres of parks, environmental lands, and other public lands and as many as 60 people from field staff to professionals, consultants and contractors.

Prepared, defended and managed 9 budget departments with a total allocation of over \$15,000,000 a year.

Managed operations, capital improvements, master planning and land acquisition programs for Parks and Recreation, event facilities, a special taxing district and the County General Aviation airport.

Negotiated and administered a wide range of cooperative agreements including cooperative partnerships with the Florida Department of Environmental Protection, water management districts, U. S. Army Corps of Engineers, coordinated public/private partnerships with vendors and local private not-for-profit organizations.

Managed a large-scale park expansion that added over 36 park sites to the Marion County system over a 9-year period. Constructed 6 in Escambia County including the site of the 2006 NCAA Division II National Soccer and Field Hockey Championships. Managed as many as 44 capital projects annually.

Experience in writing, lobbying for and administering grants. Successfully obtained over \$40,000,000 in grants including FEMA, ACOE, FRDAP, CZM, FCT, Florida Forever, ISTE, FDOT aviation grants, Legislative line item appropriations and others.

Wrote the Save-Our-Coast Management Plan for Martin County. Managed the Martin County Beach Nourishment Project Environmental Analysis. Wrote the Silver River Park Florida Communities Trust Management Plan.

Experience in public safety and emergency management. Managed departmental disaster recovery efforts from 4 Federally declared disasters in 2 years. Managed hurricane recovery projects totaling \$18,000,000 for hurricanes Ivan, Dennis and Katrina. Training in coastal mitigation strategies and disaster recovery, nuclear accident response and incident command.

#### EDUCATION:

Florida Atlantic University, Master of Public Administration, 1988. Received the Johnson Memorial Scholarship for the highest scholastic record of the 1988 MPA graduating class.

Michigan State University, Bachelor of Arts in Communications, 1975

#### OTHER TRAINING:

Federal Emergency Management Institute, Hazard Mitigation and Disaster Recovery 1987  
Florida Division of Forestry, Certified in controlled burning

#### EXPERIENCE:

Superintendent of Park Operations and Capital Improvements, Escambia County (2003-present)  
Responsible for maintenance and operation of 136 park properties ranging from beachfront properties, neighborhood parks, athletic facilities and nature parks. Direct 18 employees. Manage an operating budget of \$2,000,000. Manage a capital improvements budget of \$4,200,000 consisting of 24 projects. Applied for and managed 44 FEMA Public Assistance grants to replace \$18,000,000 of Parks and Recreation infrastructure damaged or destroyed by Hurricanes Ivan, Dennis and Katrina. Performed research on park related land acquisition.

Executive Director, Humane Society of Marion County (2001-2003)  
Responsible for organizing a 4 department animal welfare private non-profit corporation. Developed information for and reports to a 12 person Board of Directors. Operated an animal shelter, thrift store and animal cruelty departments. Responsible for personnel, budgeting, fundraising and capital improvements. Total operating budget for fiscal year 2004 is \$1 million with a capital improvements program of \$2.7 million.

Director of Parks and Recreation, Marion County, Florida (1993-2001) 601 S. E. 25th Ave, Ocala, Florida 34471. Responsible for developing and implementing a new parks and recreation department. Negotiated and managed over 130 leases and agreements to promote partnerships that increase the recreational opportunities in Marion County and provide revenue to pay for over half of the departmental operating expenses. Wrote and administered grants including Florida Communities Trust, FDOT ISTE grants, Florida Recreational Development Assistance Program and collaborated on Greenways and Trails, FDEP Inholdings and Out Parcels, Save Our Rivers and CARL projects.

Responsible for 9 budgets totaling approximately \$3,000,000 in three separate funds. Managed diverse operations including event facilities and a General Aviation airport.

Managed a \$14,000,000 park and environmental land acquisition program. Directed a unique outdoor recreation program focused on adjudicated youth and expanded to provide eco-tourism opportunities. Participated in key Countywide and regional initiatives such as the Marion County Citizen's Academy, the staff Environmental Affairs Committee, the Marion County School

Board High School Siting Committee and the intergovernmental trails coordinating group.

Consultant, (1992-1993) 702 N. W. Sunset Drive, Stuart, FL  
Designed and developed the governmental action plan for the St. Lucie River Initiative, Inc. and developed the 5 year capital improvements program for the City of Stuart.

Superintendent of Beaches and Waterways, (1981-1992) 2401 S. E. Monterey Rd. Stuart, FL.  
Responsible for beach and waterways programs in Martin County, Florida managing beach and marine safety operations in the Department of Public Safety and the Parks and Recreation Departments. Coordinating manatee zones, boat ramps, boating safety zones. Assisted in managing a beach and also an environmental land acquisition program. Managed a \$9,000,000 beach nourishment project. Directly administered a far-reaching coastal environmental study for this project including writing and managing Save Our Coast Grants and Florida Communities Trust Grants. Wrote grants and management plans for beach and waterways projects. Coordinated Coastal Construction Control Line permitting for County projects, coastline disaster damage assessment and liaison to DNR Division of Beaches and Shores for CCCL activities.

#### PERSONAL INVOLVEMENT

Public Policy Institute, Growth Study Management Committee  
Economic Development Corporation, Quality Growth Seminar Steering Committee  
Leadership Ocala/Marion County Board of Regents  
Keep Marion Beautiful-Treasurer  
Chamber of Commerce Governmental Affairs Committee

#### Grant/Accomplishments List

Richard A. Noyes

#### Escambia County

FRDAP  
Ashton Brosnaham Park \$200,000  
Lexington Terrace Park \$200,000  
Bill Dickson Park \$200,000

Pensacola Bay Fishing Bridge FEMA \$12,400,000

44 separate park FEMA projects \$6,000,000

#### Marion County

Istea/Tea2000  
24/28 St. \$250,000  
Silver Springs Shores \$1,900,000

Florida Communities Trust  
Silver Springs SP management plan \$660,000  
Cavanaugh (converted to OGT) \$1,000,000  
Merrill \$14,000  
Prices Scrub (converted to CARL) \$1,000,000

FRDAP  
Rotary \$100,000  
Shocker field \$100,000  
Flemington Community Park \$150,000  
Horseshoe Lake \$150,000  
Santos \$200,000  
Coehadjoe Park \$100,000

Office of Greenways land  
Cavanaugh \$2,000,000  
Heather Island listing \$7-11Million

Office of Greenways starter kits  
SW 49th Ave \$50,000  
475A \$50,000

Office of Greenway direct appropriations/DOT allocations  
Baseline to Marshall Swamp Paved Trail \$1,100,000  
Marshall Swamp Trailhead (2) \$100,000  
Sharpes Ferry Office \$50,000  
Santos \$340,000  
475A \$325,000  
Ross Prairie \$350,000  
Pruitt \$19,000  
Gores Landing/Butterbutt Landing \$250,000

Fish and Wildlife Conservation Commission  
Hampton Beach BR  
Orange Lake BR and fishing dock \$25,000

FDOT Dunnellon Airport grants  
Airport Layout plan \$80,000  
T-hangers-3 @ \$150,000  
Road \$150,000  
Water system \$170,000  
Taxiways \$1,000,000  
Runway extension \$500,000  
Terminal \$250,000

Water management districts  
KP Hole demonstration project \$78,000  
Land acquisition listing:  
Moss Bluff connector SJRWMD  
Stavola Property SWFWMD  
Cold Springs SWFWMD

National Park Service Recreation Masterplan \$15,000

Management Partnerships  
Silver River State Park  
Rainbow Springs State Park  
Bellevue Sports Complex  
City of Ocala Interlocal agreement  
Dunnellon Ernie Mills Park  
Sweat Equity Grant Program  
Fort King joint acquisition and management agreement (Designated a National Monument)

Land leases  
Baseline to Marshall Swamp Trail  
Santos Trailhead  
Ocklawaha Visitor's Center  
Shocker Field  
Rotary Sports Complex  
Chatmire Park  
Ocklawaha Community Park

Land acquisitions  
Coehadjoe Park, Horseshoe Lake Park, Flemington Community Park, Orange Lake Park, Ernie Mills Park, Outparcels of Carney Island, Access points for the Baseline paved trail  
Department of Agriculture SELP appropriation pending legislative action \$1,300,000

Managed Florida Boating Improvements Program for Marion County

Martin County

Coastal Zone Management Grant for a CZM study

Save-Our-Coasts Grants (Stuart Beach, Bob Graham, Mascara, Jensen Beach, Bathtub Beach)

FCT grants for beach and intercoastal properties

Florida Inland Navigational District Grants for Manatee Signage

Beach Nourishment Project financing plan and grant work-  
local , state and federal funding ultimately \$9,600,000.  
Local beach nourishment funding-front foot assessment,  
MSTU, Countywide ad valorem formula

Florida Boating Improvements Grants  
Game and Freshwater Fish Commission Boat Ramp Grants and in-kind services

Download Attachment: [resume.txt](#)

**Print Message**

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**From:** NRPA Career Center <system@jobcontrolcenter.com> [Add to Address Book](#)  
**Date:** 2007/06/07 Thu PM 04:50:37 EST  
**To:** slavin@bellsouth.net  
**Subject:** TED PHILLIPS applies for Executive Director in Pensacola Florida

**Slavin Management Consultants**

TED PHILLIPS [ [tphillips2006fl@yahoo.com](mailto:tphillips2006fl@yahoo.com) ] has just applied for your Executive Director position in Pensacola Florida.

Resides in: Tampa Florida (United States).

Current Job Title: Managing Ex.

Dear Sir/Madame, I am pleased to submit my resume for your consideration. Since 1990 I have held the position of Executive of Operations at Urban Projects, Inc.(UPI), a specialized real estate planning, acquisition, development, property management and construction management consultant with offices in Gainesville and Tampa, Florida. In pursuit of our assignments we have provided the leadership, short and long vision, and a comprehensive approach to successfully interface with public and private community leaders, businessmen and agencies and have negotiated with local, regional, state and federal regulatory agencies to achieve positive results for a variety of real estate developments from coast to coast. As the central point of project development and communication UPI has successfully provided our clients a seamless transition between the diverse and complex issues and procedures of the real estate development industry Thank you for the opportunity to submit my professional credentials. I can be reached at (813) 830-3166 or by e-mail at [tphillips2006fl@yahoo.com](mailto:tphillips2006fl@yahoo.com). Sincerely

NRPA Career Center  
<http://www.nrpa.org>

Ted T. Phillips  
 OFFICES  
 5611 South Sherwood Ave., Suite #4, Tampa, Florida 33611

4028 NW 17th Terrace, Gainesville, Florida 32605

813.830.3166  
 352.378.9311 [tphillips264276MI@comcast.net](mailto:tphillips264276MI@comcast.net)

**EDUCATION AND HONORS**

BACHELOR OF ARCHITECTURE  
 UNIVERSITY OF MICHIGAN, COLLEGE OF ART AND ARCHITECTURE, ANN ARBOR, MI.

MASTERS OF CITY PLANNING  
 UNIVERSITY OF MICHIGAN, HORACE H. RACKHAM SCHOOL OF GRADUATE STUDIES,  
 ANN ARBOR, MI.,

HONORS  
 HORACE H. RACKHAM SCHOLAR - 3 YEARS  
 TEACHING FELLOW, COLLEGE OF ART AND ARCHITECTURE - 3 YEARS

**PROFESSIONAL EXPERIENCE**

URBAN PROJECTS INC., 1990 to Present , TAMPA & GAINESVILLE.FLORIDA

# DANIEL S. ROBINSON

6279 S. Highlands Circle  
Harrisburg, PA 17111

(717) 329-4241

EDUCATION B.A. in Political Science at The Pennsylvania State University

*\*\*Professional certification through National Development Council  
in Economic Development Management, Marketing, Finance,  
Housing Redevelopment, & Community Development Block Grants*

*\*\*Completed Municipal & Industrial Dev. Bond Course 2003*

*\*\*Certified Economic Developer accreditation by PA Economic Development Association 2004-5*

## WORK EXPERIENCE

Present **DIRECTOR**  
Dauphin County Department of Community & Economic Development  
2 S. 2<sup>nd</sup> Street – 2<sup>nd</sup> floor  
P.O. Box 1295  
Harrisburg, PA 17108

Present **EXECUTIVE DIRECTOR**  
Dauphin County Industrial Development Authority (IDA)  
P.O. Box 1295  
Harrisburg, PA 17108

Present **PRESIDENT**  
Dauphin County Economic Development Corporation  
P.O. Box 1295  
Harrisburg, PA 17108

8/98 to 1/2000 **AMBASSADOR DEVELOPMENT MANAGER**  
Team Pennsylvania Foundation  
100 Pine Street – 9<sup>th</sup> Floor  
Harrisburg, PA 17101

2/93 to 8/98 **LEGISLATIVE ASSISTANT**  
PA House of Representatives  
Harrisburg, PA 17112

ACTIVITIES □ Chairman, South Central Team Pennsylvania for Dauphin County  
! Board Member, Harrisburg Downtown Improvement District

- ! Board Member, New Baldwin Corridor Coalition
- ! Member, Pennsylvania Chamber of Business & Industry
- ! Member, Harrisburg Regional Chamber
- ! Board Member, Workforce Investment Board (WIB)
- ! Member, Harrisburg Young Professionals
- ! Member, Council of Urban Economic Development (CUED)
- ! Board Member, Tri County Regional Planning Commission
- ! Team Pennsylvania Ambassador
- ! Member, Military Academy Selection Committee, US Senator Arlen Specter
- ! Member, Pennsylvania Economic Development Association (PEDA)
- ! Director, Dauphin County Economic Development Advisory Board
- ! Member, Southcentral Assembly of Governments
- ! Member, Pennsylvania Press Club
- ! Member, Whitaker Center for the Science and the Arts ☐
- ☐ Harrisburg Area Transportation Study (HATS) affiliate '93 -
- ☐ Member, PA Association of Government Relations (PAGR) '98

# **DANIEL S. ROBINSON**

2 South 2<sup>nd</sup> Street – 2<sup>nd</sup> Floor  
Harrisburg, PA 17101  
717-329-4241

*Director* - Dauphin County Dept of Community & Economic Development  
*Executive Director* – Dauphin County Industrial Development Authority  
*President* – Dauphin County Economic Development Corporation

## **Bio**

Since January of 2000, Daniel Robinson has served as Director of Dauphin County's Department of Community & Economic Development (DCED). In that role he is also President of the Economic Development Corporation and Executive Director of the Industrial Development Authority, which have combined budgets of over \$16,000,000. DCED, since August 2000, administers the Dauphin County Affordable Housing Trust Fund, Community Development Block Grant, HOME FUND (via HUD), and Weatherization, bringing the scope of financing to over twenty million dollars annually.

Daniel Robinson holds a Bachelor of Arts degree in Political Science from Penn State University - State College, Pennsylvania. He directed the day to day operation of Governor Tom Ridge's Team Pennsylvania's Ambassador Program, a non-profit economic development foundation partnered with the State Department of Community and Economic Development headquartered in Harrisburg. He was also responsible for public relations and event planning for the Team Pennsylvania Foundation. Dan previously served as a Legislative Assistant to a Member of the Pennsylvania & United States House of Representatives (10 years); was an Administrative Officer for the State's Auditor General and has served on volunteer boards and councils statewide focusing on legislative, economic, transportation and political issues.

Dan was also an elected Council member of the Borough of Paxtang from 1998-2002. As a Councilman, Robinson has been actively involved in public relations, event planning and fiscal accountability.

In addition to his service to the community at federal, state, local and now the County level, Dan enjoys membership with the Pennsylvania Assn of Government Relations, International Economic Development Council, PA Chamber of Business & Industry, Team PA Ambassadors, Harrisburg Regional Chamber, Council of Urban Economic Developers and the PA Economic Development Association.

June 21, 2007

Mr. Robert E. Slavin, President  
SLAVIN MANAGEMENT CONSULTANTS  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, Georgia 30071

Dear Mr. Slavin:

I read on your web-page of your search for an Executive Director for the Community Maritime Park Association, Pensacola, Florida. I would appreciate being considered for the position. I hold a B.A. Degree in Government and a Master's of Public Administration.

At the present time, I serve as the City Manager of Creedmoor, North Carolina. The City of Creedmoor is a rapid growing community, along I-85 north of the City of Durham and 15 minutes from the Research Triangle.

I have served almost thirty years as an ICMA Member in only rapid growth communities from Arizona to North Carolina. My strengths as a Manager are Growth Management and Development, Finance and Personnel. Enclosed along with this cover letter is a resume and reference list.

Please contact me at your earliest convenience if I can provide any additional information on my educational and or professional experience.

Sincerely,

Robert A. Schaumleffel, Jr.

**ROBERT A. SCHAUMLEFFEL, JR.**  
**RESUME**  
**Page 1**

**Robert A. Schaumleffel, Jr.**

*1576A Brooke Drive-Creedmoor, NC 27522*  
*Cell Telephone (614) 562-2440*  
*Home Telephone (919) 528-9697*  
*Office Telephone (919) 528-3332*  
*e-mail-rschaumleffel@nc.rr.com*

**Education**

**GOLDEN GATE UNIVERSITY, SAN FRANCISCO, CALIFORNIA**

**MASTER'S OF PUBLIC ADMINISTRATION, 1975**

This graduate school program, providing comprehensive training for future local government managers, placed particular emphasis on finance, general management and personnel administration. Financed graduate school through part-time employment and GI Bill.

**OHIO UNIVERSITY, ATHENS, OHIO**

**BACHELOR OF ARTS, GOVERNMENT, 1973**

Academic work was interrupted by three years of military service.

**Professional Experience**

**CITY OF CREEDMOOR, NORTH CAROLINA (Pop. 4000)**

**CITY MANAGER 2005-to Present**

Creedmoor is a rapidly growing community located along I-85, fifteen miles north of the City of Durham, and the Research Triangle. Creedmoor is part of the Raleigh metropolitan area and has grown in population more than three times since 2000. The projection is for a population of 8,000 to 10,000 residents within five to eight years. The City currently employs 40 full-time employees. Serves as Chief Executive Officer for elected Mayor and five-member Council. Direct Finance, Public Service (Water, Sewer and Sanitation), Engineering, Administration, Planning and Zoning, Community and Economic Development, Public Safety and Recreation. The fiscal 2007-2008 budget is \$9,700,000 dollars.

**CITY OF MARYSVILLE, OHIO (Pop. 19,000)**

**DIRECTOR OF ADMINISTRATION 2000-2004**

Marysville was the third fastest growing community in the State of Ohio during the period of the 90's. That growth continues. Marysville is located 30 miles from downtown Columbus, the State Capital. The City encompasses approximately 16 square miles, which is 50% developed. The fiscal year 2001-2002 budget amounts to over 30 million dollars. Marysville is home to the International Headquarters of Scotts Lawn Care Corporation, a Honda Automotive Plant and the Nestle Corporation (their largest R&D facility) to name just a few. The City employs 145 full time employees. Serve as Chief Administrative Officer for an elected Mayor and seven member Council, supervise Finance, Public Service

**ROBERT A. SCHAUMLEFFEL, JR.**  
**RESUME**  
**Page 2**

(Water, Sewer and Sanitation), Engineering, Administration, Planning, Community and Economic Development, Public Safety and Recreation and Administrative Services.

**CITY OF BULLHEAD CITY, ARIZONA ( Pop. 33,000)**

**CITY MANAGER, DECEMBER 1998 – JANUARY 2000**

**ASSISTANT CITY MANAGER, JUNE 1997 - DECEMBER 1998**

On the east side of the Colorado River in the tri-state area of Arizona, California and Nevada, Bullhead City is among Arizona's fastest growing communities. It is the sister city to Laughlin, Nevada, one of the nation's most popular gaming and tourist communities. Bullhead City serves a trade population exceeding 180,000. The Bullhead City/Laughlin area is now attracting more than six million visitors a year. The City encompasses approximately 43 square miles and is roughly 75% developed. The fiscal year 1999/00 budget amounts to \$59,968,703. The City employs 279 full-time employees. Serve as Chief Executive Officer for an elected Mayor and six-member Council. Supervise Finance, Public Works, Engineering, Administration, Administrative Services, Community Development, Economic Development and Public Safety departments.

**CITY OF DUBLIN, OHIO ( Pop. 31,000)**

**SPECIAL ASSISTANT TO THE CITY MANAGER, SEPTEMBER 1996 - JULY 1997**

Dublin is a high profile, rapid growth community in the Columbus, Ohio metropolitan area with a Council-Manager form of government. The City encompasses approximately 23 square miles, which is roughly 50% developed, and receives annual income tax revenues exceeding \$24 million. Dublin is characterized by numerous large scale, high-quality, planned residential communities and is headquarters to numerous national corporations (i.e. Wendy's, Frigidaire, Ashland Chemical). Served as a senior level Executive Assistant while the City Manager was in the process of filling two key level vacancies.

**VILLAGE OF NEW ALBANY, OHIO (3,700)**

**INTERIM VILLAGE ADMINISTRATOR, APRIL 1996 - AUGUST 1996**

The Village of New Albany is the fastest growing community in the Columbus, Ohio metropolitan area. The projected population in the next ten-year period will grow to over 15,000, on a strong financial base. The Village then employed 30 full-time employees. Served as Chief Administrative Officer for elected Mayor and six-member Council. Supervised Administration that included Finance, Public Safety, Public Service, Personnel, Legal, Engineering, Building Inspection, Utilities and Planning and Zoning Departments. Enhanced economic development with assistance to locate a 3,000-employee personal services firm to the Village of New Albany and was involved in the final stages of an updated comprehensive planning document for the Village.

**CITY OF POWELL, OHIO (Pop. 9,000)**

**CITY MANAGER, OCTOBER 1988 - AUGUST 1996**

Powell is an exclusive residential community in the Columbus, Ohio metropolitan area that has grown from 300 to 5,000 residents over the last nine years. The City then employed 28 full-time

## **ROBERT A. SCHAUMLEFFEL, JR.**

### **RESUME**

#### **Page 3**

employees. Served as Chief Executive Officer for an elected seven-member Council and first professional manager in City of Powell. Supervised Administration that included Finance, Building Inspection, Planning, Zoning and Development, Public Safety, Engineering, Personnel, Legal Services, Public Service, and Parks and Recreation departments.

#### **VILLAGE OF HARTLAND, WISCONSIN (POP. 10,000)**

##### **VILLAGE ADMINISTRATOR, JANUARY 1985 - OCTOBER 1988**

Hartland is a rapidly growing community in the Lake County Area, located 25 miles west of Milwaukee. The Village employed 25 full-time employees, in addition to a voluntary fire and emergency medical staff, and seasonal park personnel. The Village operated on a General and Capital Improvement Fund budget of more than \$3.5 million in 1988. Served as Chief Administrative Officer for elected Village President and six-member Board of Trustees. Supervised Administration, which included Finance, Public Safety, Personnel, Purchasing, Legal, Engineering, Public Service, and Building Inspection departments.

#### **TOWN OF THERMOPOLIS, WYOMING ( POP. 5,000)**

##### **TOWN ADMINISTRATOR, MAY 1983 - JANUARY 1985**

Thermopolis is a growing, western community located in the Big Horn Basin, which serves as the county seat of Hot Springs County. Mineral development, ranching and recreation are its main features. The World's largest natural hot springs are located in this community and it is also adjacent to one of the west's largest Native American Reservations. The Town employed 45 full-time employees. Thermopolis operated on General, Enterprise and Capital Improvement Funds of \$3.8 million in 1984. Served as Chief Administrative Officer for an elected at-large Mayor and four Council members. Supervised Administration, which included Finance, Public Safety, Personnel, Purchasing, Legal, Engineering, Public Service, Fire, Building Inspection, and Parks and Recreation departments.

#### **PRIVATE BUSINESS, 1982 - 1983**

#### **MUSKINGUM COUNTY, OHIO (POP. 89,000)**

##### **COUNTY ADMINISTRATOR, 1978 - 1982**

A growing rural Ohio county, located in mid-eastern Ohio, Muskingum employed approximately 480 people and operated on a General Fund budget of slightly more than \$7.8 million. Total operating budget was \$25.6 million for 1982. Served as Chief Administrative Officer for the Board of County Commissioners. Supervised Administration, which included Finance, Personnel, Purchasing, Public Service, Senior Services, Sanitary Engineering, Disaster Services, and Grantsmanship Service departments.

#### **OHIO MID-EASTERN GOVERNMENTS ASSOCIATION**

##### **COMMUNITY COORDINATOR, 1974 - 1978**

Coordinated a nine-county Council of Governments serving Mid-Eastern Ohio. Advised local governments of available state and federal financial assistance programs, offering consultation and assistance in application preparation. Developed financial packages for public and private sectors for expansion of industrial, commercial, and residential growth in the nine-county area.

**MILITARY SERVICE**  
**UNITED STATES ARMY, JANUARY 1968 - DECEMBER 1970**

**Professional Affiliations**

- International City/County Management Association (ICMA)
- Ohio City Managers Association (OCMA)
- North Carolina City/County Management Association
- International Personnel Management Association (IPMA)
- American Planning Association (APA)

**Civic Affiliations**

- Rotary International
- American Legion

**References**

- Included with letter of introduction and resume

**Print Message**[Close this window](#)

**From:** <rvskinner@charter.net> [Add to Address Book](#)  
**Date:** 2007/06/13 Wed PM 03:18:23 EST  
**To:** slavin@bellsouth.net  
**Subject:** Executive Director Position

Mr. Slavin,

Please find attached my resume for your consideration. Currently, I am serving Tarrant County, Texas (population over 1.7 million) as Planning Manager in the Transportation Services division. My experience spans a broad spectrum and includes management activities of the County's first Transportation Bond Program, funding \$200 million of road improvement projects. Also, I served as Project Lead in the implementation of an enterprise Geographic Information System that serves several departments countywide. While my focus has typically been on transportation-related issues, I have also been involved in several land use projects related to airport development planning. I am currently serving on the policy committee overseeing zoning and land use recommendations for the vicinity surrounding the Joint Naval Air Base in Fort Worth, Texas.

My interest in the position of Executive Director of Community Maritime Park Associates is based on the assurance that I possess the leadership and knowledge necessary for this important position. I would appreciate the opportunity to speak with you at your convenience about my qualifications.

Sincerely,

Randall Skinner  
817-656-2418

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[Download Attachment: resume - 2007.doc](#)

**RANDALL V. SKINNER**  
*4665 Rincon Way*  
*Fort Worth, Texas 76137*  
*(817) 656-2418*

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**OBJECTIVE:** My career objective is to implement key knowledge, skills, and experience for the effective administration of public policies and programs for the organization to which I am dedicated.

**EDUCATION:** University of Texas at Arlington  
Arlington, Texas  
**Degree:** Master of Public Administration

LeTourneau University  
Longview, Texas  
**Degree:** Bachelor of Business Administration

Tarrant County College  
Fort Worth, Texas  
**Degree:** Associate in Liberal Arts

**EXPERIENCE:** **TARRANT COUNTY GOVERNMENT**  
Fort Worth, Texas  
July, 1999 – Present  
Position: Planning Manager

- Serve as Program Manager for Tarrant County's first Transportation Bond Program (\$200 million)
- Administer contracts and manage consultant scope of work
- Represent Tarrant County on the regional Surface Transportation Technical Committee
- Served on Spinks Airport Development Committee responsible for establishing regulatory controls within the airport development zone
- Served on the Joint Land Use Study policy advisory committee for the Naval Air Base in Fort Worth
- Served as lead staff support for the Northeast Transportation Group under the direction of the Precinct 3 Commissioner
- Conduct floodplain management and enforcement efforts for properties located in the unincorporated areas of the county
- Serve on the Tower 55 Advisory Committee established to review alternatives for freight rail congestion relief at the Tower 55 interchange
- Prepare federal grants for transportation improvement projects on behalf of Tarrant County Transportation Services

- Served as GIS Subcommittee Chairman for the TCJIUG (Texas Criminal Justice Information User Group) statewide organization
- As GIS Project Manager, responsible for the implementation of GIS technology serving all departments of Tarrant County Government

**NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS**

Arlington, Texas

January, 1989 – July, 1999

Position: Transportation Planner

- Managed planning activities for the development of the Rockwall County Thoroughfare Plan
- Guided technical staff in developing roadway databases for the region's transportation plan: *Mobility 2020 The Metropolitan Transportation Plan*
- Conducted modeling for several transportation subarea studies, including Major Investment Study activities as required by federal regulation
- Prepared land use maps and demographic analysis from Regional Information Services data for various studies
- Selected by department director to serve on a GIS Core Group establishing GIS guidelines for the Transportation Department
- Selected by Executive Director to serve on PRIDE Award committee responsible for recognizing exemplary employee service agencywide
- Analyze and interpret project cost/benefit studies for the Transportation management staff

**SUPERVISORY  
EXPERIENCE:**

Currently, I am supervising a GIS Technician and a Right-of-way Draftsman. While employed with the North Central Texas Council of Governments, I coordinated the work assignments of four Planning Technicians.

**COMPUTER  
PROFICIENCY:**

Geographic Information Systems  
SAS programming  
Microsoft Office Applications (Excel, Access, Word)

**CERTIFICATIONS:**

National Certified Floodplain Manager  
Public Budgeting and Financial Management (in progress)

**REFERENCES:**

Available upon request

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**From:** MATT SLAVIN <mattislavin@msn.com> [Add to Address Book](#)  
**Date:** 2007/06/12 Tue AM 09:52:51 EST  
**To:** <slavin@bellsouth.net>  
**Subject:** CMPA Executive Director - Matthew I. Slavin

Dear Mr. Slavin,

I understand that Community Maritime Park Associates is recruiting for the position of Executive Director. I am interested in this position, and have attached my resume to allow you to evaluate my qualifications.

I will bring to this position 20 years of professional business and government experience in business and economic development and real estate development, redevelopment, and revitalization. Included are my positions as Director of Urban Revitalization for Fairfax County, Virginia, population 1 million, Business and Economic Development Manager for the City of Richland, Washington, where I oversaw redevelopment of properties very similar to that to be developed by CMPA, and Director of Planning and Acquisition for KSI Services Inc., one of the largest developers of commercial and residential properties in metropolitan Washington D.C. I hold a Ph.D in Urban Studies and Planning with a concentration in Economic Development. I am a member of the International Economic Development Council. I have taught economic development and redevelopment at the graduate level, and published on the subject leading professional and academic journals.

You will find me to possess expertise in all of the facets of economic development and redevelopment in which this position is likely to be involved, including business recruitment, retention, and incubation management, strategy, and planning, real estate development, sales, and leasing, finance and economics including incentives, grant-writing, marketing and negotiation, land use and transportation, technology transfer, workforce development, and government and community relations. As depicted on my resume, my hands on experience in property development and redevelopment is particularly extensive. Above all, throughout my career, I have developed a reputation for successfully formulating, building consensus for, and implementing highly creative and effective solutions to community economic development and redevelopment problems.

My speaking, presentation, writing, and relationship skills are very strong, and I have extensive experience communicating with policy makers, business executives, and the public from diverse backgrounds. In sum, I am confident that you will find me to possess the qualities you are seeking in this position.

I look forward to the opportunity to meet with you to further discuss my qualifications and how I might join the CMPA team.

Sincerely,

Matthew I. Slavin

703-304-2769

<http://webmail.bellsouth.net/agent/mobmain?msgvw=AE4AeAAoAAkALQAvACoALQB...> 6/12/2007

Matthew I. Slavin, Ph.D.  
401 12<sup>th</sup> Street South # 1404  
Arlington, VA 22202  
703-304-2769  
[mattislavin@msn.com](mailto:mattislavin@msn.com)

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### SUMMARY OF QUALIFICATIONS

Twenty years Government and Business experience in Business and Economic Development and Real Estate Development, Redevelopment, and Revitalization.

Expertise in Business Recruitment, Retention, and Incubation Management, Strategy, and Planning, Real Estate Development and Redevelopment, Economics and Finance, Research and Analysis, Marketing and Negotiation, Incentives, Land Use and Transportation, Technology Transfer, Workforce Development, Brownfields, and Government and Community Relations. P.h.D. and M.A. in Urban Studies and Planning.

Highly professional demeanor with excellent management, speaking, and relationship skills. Presentations to audiences of 100+. Strength of writing demonstrated by authorship of articles in Journal of the American Planning Association, Economic Development Quarterly, Business Week, Washington Business Journal, other professional and academic publications.

### EDUCATION

PH.D., M.A. URBAN STUDIES AND PLANNING, School of Urban and Public Affairs, Portland State University.

B.A. POLITICAL SCIENCE AND ECONOMICS, San Diego State University.

### PROFESSIONAL HISTORY

DIRECTOR OF PLANNING AND ACQUISITION, KSI Services Inc. Vienna, VA. 2003 – 2007.

Managed site acquisition, due diligence and feasibility, planning and design, and rezoning/entitlement of multiple complex multi-family, mixed use, and master planned community development projects of up to \$400+ million in build out value for one of the largest developers of residential and commercial property in metropolitan Washington D.C.

Projects include "Midtown" 1.2 million gsf high-rise mixed use town center with 800 mf units, hotel, office, retail, civic theatre, structured parking; "The Village" open air lifestyle center with 625 mf units including active adult and 1.2 million gsf commercial including Wegman's Food Market and Barnes and Noble; and "Largo" 244 unit multi-family condominium nearby Metro-rail station.

Assembled and directed project teams of 10+ in-house professionals and consultants in legal, engineering, architecture and design, transportation, environmental, brokerage. Negotiated and managed consultant contracts, project schedules, and budgets. Negotiated acquisitions include \$40+ million multi-parcel 9.5 acre urban infill assemblage on brownfield site. Frequent interface with high level corporate leadership, government officials, and investors.

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DIRECTOR OF URBAN REVITALIZATION, Fairfax County Department of Housing and Community Development, Fairfax, VA. 2001 - 2003

Directed revitalization for County with 1 million population. Managed staff of 7 in advising elected and appointed officials in strategy, policy and planning, programs, budgets, finance, public-private partnerships, incentives, and technical assistance to community organizations.

Oversaw construction of \$7 million in long delayed bond funded revitalization district infrastructure improvements. Oversaw County property Tax Increment Financing feasibility study. Negotiated joint development agreements for repositioning distressed commercial properties including 250,000 sq ft Home Depot mall, adaptive reuse of former warehouse into "Waterford" merchant banquet facility; and redevelopment of long vacant motel site into Bank of America anchored retail center.

BUSINESS AND ECONOMIC DEVELOPMENT MANAGER, City of Richland, WA. 1996 – 2000.

Managed all facets of economic development and redevelopment for city of 37,000 with 3 major city-owned redevelopment projects underway: "Horn Rapids" 800 acre industrial park; "Tapteal" 70 acre retail power center, and "The Point" 140 acre riverfront mixed use residential townhome, condo, and commercial town center with 18 hole links golf course and marina. Former federal brownfield military properties involving extensive environmental remediation. Concurrent title of Director of City Redevelopment Authority.

Directed in-house staff of 4 plus consultants. Oversaw creation of City and State's first Tax Increment Financing district. Negotiated successful property purchase, sale, lease, and tax incentive agreements resulting in \$120 million in new business investment by leading companies including Marriott, Home Depot, Anthony's Harborside, Kaiser Aluminum, Home Depot, Staples, and Kadlec Medical Center. Created award winning "First Choice" economic development marketing program leading to feature article in Washington CEO Magazine. Travelled two weeks in Taiwan as member of Washington State Trade Mission. Board member of business technology incubator jointly managed by City, Batelle Memorial Institute, and Washington State University and of regional business development revolving loan fund.

PROJECT MANAGER, Portland Development Commission, Portland, OR. 1987 - 1994.

Oregon Convention Center redevelopment district site assembly and land use, light rail transit, and tax increment financing planning. Site assembly, entitlement facilitation, and industrial revenue bond financing for major INTEL plant expansion. Managed first comprehensive economic development plan and supporting quantitative analysis for Oregon's "Silicon Forest" technology corridor.

PROFESSIONAL AFFAIRS

Member, Washington D.C. Chapter of The Urban Land Institute; Former Police Committee member, International Economic Development Council; Appointee, U.S. Comptroller of the Currency Advisory Panel on Reauthorization of the Federal Community Reinvestment Act; Recipient, Smart Growth Recognition Award, Washington D.C. Chapter of the Urban Land Institute; Former Instructor, Department of Urban Studies and Planning, Portland State University.

References Available.

RESUMÉ of

***MICHAEL L. STAMPFLER***

7305 Angling Road  
Portage, Michigan 49024  
(269) 327-6027 Residence  
(269) 599-0922 Cell Phone  
[stampfler1@aol.com](mailto:stampfler1@aol.com)

**PROFESSIONAL  
EXPERIENCE:**

2005 – Present

**CONSULTING EXPERIENCE**

**OWNER/MANAGING PARTNER, CIVICQUEST CONSULTING**

Principal in consulting agency specializing in government performance improvement.

**MGT OF AMERICA (FEBRUARY-JUNE 2007)**

Senior Consultant addressing issues related to State and Local Government. Short-term experience to gain perspective in the operations of a major consulting firm.

2005 – 2006

**CITY MANAGER, CITY OF CASSELBERRY, FL**

Chief Executive Officer of dynamic Orlando Metro Area community of 25,000+ population, 290 full time employees and annual budget of \$42+ million. Significant work in economic/staff development and civic center/development with private developer Unicorp.

1985–2005

**CITY MANAGER, CITY OF PORTAGE, MI**

Chief Administrator of a full-service city. Population 45,000+. 225 full-time equivalent and 100 part-time employees. Budget approximately \$60 million. City is the principal commercial, premiere residential and primary industrial area of the Standard Metropolitan Statistical Area (SMSA).

## MAJOR ACCOMPLISHMENTS:

### Quality of Life Initiatives

- Doubled acres of parks to 750 acres
- Initiated Summer Entertainment Series (public/private funding)
- Led development of Celery Flats Historical Area
- Constructed first outdoor refrigerated ice skating rink in Southern Michigan
- Implemented annual planting of 250,000 tulips in City Centre area for beautification and marketing.
- Implemented city-wide bikeway/pedestrian trail way (from 0 to 50 miles in length)
- Implemented Consolidated Drain Project of \$7.5 million addressing storm water treatment, recreation and park development. as well as economic development opportunities.

### Economic Development Initiatives

- Initiated public/private partnership to develop certified Industrial Parks totaling 70 acres
- Instituted 10 year Capital Improvement Programming Plan (\$147 million plan for 2003-13).
- Implemented Financial Trend Monitoring System
- American Public Works Association Project of the Year Award (Milham Pedestrian Overpass) July 2001
- Led creation of Downtown Development Authority resulting in over 640 jobs and \$36.5 million investment between 1998 and 2005.
- Privatized Water/Sewer Utility operations saving rate-payers \$750,000 annually
- Construction of over 6 miles of new boulevard roadways with sewer/water service
- STEP (South Westnedge Treatment Enhancement Project) to address storm water discharge pollution and economic redevelopment (\$5.5 million).

### Regional Leadership Initiatives

- Initiated Local Development Finance Authority to secure major manufacturing facility (Stryker Corporation) \$100 million investment and 200 new/800 retained jobs in city.
- Successfully led city through consolidation of District Courts in Kalamazoo County
- Successfully worked to transfer Municipal Airport to county operation
- Participant in 911/consolidated dispatch deliberations
- Participant in "Fresh Start" regional economic development forum.

### Professional Development Initiatives/Awards

- Distinguished Budget Award (Government Finance Officers Association) annually 1987 - 2005.
- Certificate of Achievement in Financial Reporting (Government Finance Officers Association) annually since 1986.
- 3CMA Savvy Award "Best Newsletter-External Audiences" 1998.
- Led staff team participation in ICMA/USAID sponsored International Resource Cities Program (Gabrovo, Bulgaria) 1998-2002.
- Outstanding Alumni Award 2003 Western Michigan University School of Public Affairs and Administration, College of Arts & Sciences (Pi Alpha Alpha).
- Attended Senior Executive Institute, University of Virginia, July 1988.
- ICMA International Exchange Program (Gronau, Germany) 1995.
- ICMA International Exchange Program (Engcobo, East Cape, South Africa) 2003-04.
- Occasional Adjunct Faculty Member teaching State and Local Government (Western Michigan University, Kalamazoo Valley Community College).

1981-1985

### AIRPORT DIRECTOR – CITY/COUNTY OF KALAMAZOO, MI

Administrator of all-weather commercial air carrier and general aviation airport.

#### MAJOR ACCOMPLISHMENTS:

- Significant financial savings achieved through privatizing emergency services and automobile parking operations.
- Increased competition through addition of multiple air carriers.
- Successfully worked to transfer airport from municipal to county operation.

1977- 1981

### CITY CLERK – CITY OF KALAMAZOO, MI

Conducted City Elections, served as custodian of official documents and vital statistics.

#### MAJOR ACCOMPLISHMENTS:

- Formed a Records Management Division to process documents of all City Departments in accordance with State requirements.
- Assisted Historical Commission in publication of book on historical structures in Kalamazoo.

1975-1977

**ADMINISTRATIVE ASSISTANT TO CITY MANAGER –  
CITY OF KALAMAZOO, MI**

Involved in formulating and instituting policies and procedures and conducting organizational efficiency studies for the City Manager.

**MAJOR ACCOMPLISHMENTS:**

- Report resulting in consolidation of Parking Violations Bureau at considerable operational cost savings.
- Interim Director of Kalamazoo Convention Center.

**EDUCATION:**

1972

**BACHELOR OF ARTS**

Hope College, Holland, Michigan

Junior year at IES/University of Vienna, Vienna, Austria

1974

**MASTER OF ARTS – INTERNATIONAL STUDIES**

Western Michigan University, Kalamazoo, Michigan

1976

**MASTER OF PUBLIC ADMINISTRATION**

Western Michigan University, Kalamazoo, Michigan

**AFFILIATIONS:**

Current

**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION**

ICMA International Task Force Committee – 1999-2001

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**From:** charles webb <charleswebb@profileassociates.com> [Add to Address Book](#)  
**Date:** 2007/06/22 Fri PM 12:04:56 EST  
**To:** slavin@bellsouth.net  
**Subject:** Executive Director - CMPA

Dear Mr. Slavin,

I have attached my resume for your review in your search for the position of Executive Director of the Community Maritime Park Associates, Inc. in Pensacola. I'm very interested in learning more about this position, its challenges and opportunities.

I believe my experience in the development of a number of business parks and office buildings, strong leadership and management skills, and years of experience in economic development would prove a good match for the criteria for this position.

On another note, my interest also comes from my strong attachment to the area, having lived in Pensacola for many years. My wife is a native of the area and we have many ties there still.

Although my resume outlines my employment history, I would appreciate the opportunity to discuss in person and more fully my specific strengths and qualifications and how they might prove a fit and asset to this organization.

Thanks for your consideration,  
Charles Webb

---

[Download Attachment: CWebbResume.doc](#)

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**Charles E. Webb**  
170 Squire Drive  
Orchard Park, New York 14127  
[charleswebb@profileassociates.com](mailto:charleswebb@profileassociates.com)

Home: 716-667-2048

Cell: 716-341-3831

---

## CAREER SUMMARY

*Experienced leader in economic development at the local and state level; held key management positions in metropolitan chambers of commerce, state government and a diversified real estate development firm; most recently held position of CEO of an economic development financing corporation, providing a range of incentives and business development services.*

## SUMMARY OF ECONOMIC DEVELOPMENT ACCOMPLISHMENTS

- Initiated many collaborative programs with state governments, regional institutions, companies, universities and other non-profit organizations in pursuit of development goals in the community.
- Generated unique international marketing programs focused on attracting foreign investment and joint-venture partnerships between foreign companies and local businesses.
- Broad experience with volunteer boards and corporations
- National reputation for initiating effective marketing programs
- Well-established experience in identifying and cultivating site selection consultants and third-party advisors

## CAREER HIGHLIGHTS

### **Profile Associates – Partner**

2006-Present

*Providing economic development consulting services to large and small businesses, state and local government and not for profit organizations to include site selection, business attraction and retention and fund raising.*

### **ECIDA (Erie County Industrial Development Agency)-President/CEO**

2003-2006

*A public benefit corporation that provides diverse development and financial services and incentives to expanding companies.*

- ECIDA has a \$3 million operating budget, \$8 million in assets and 20 employees.
- ECIDA and its related companies (RDC and ILDC) have issued \$1.2 billion in tax abatement bonds and tax exempt financing since 2003 for over 90 companies and institutions. These bonds will retain thousands of jobs and help create hundreds of new positions.
- The RDC has provided 105 companies with \$18 million in working capital loans.
- Export credit insurance and export working loans totaled over \$850 million during the same period

### **Related companies to ECIDA:**

#### **President, Industrial Land Development Corporation (ILDC)**

*A non-profit corporation created for acquisition and development of industrial sites and revolving loan funds, ILDC has assets of \$8.7 million and an operating income of \$3.7 million.*

**President, Buffalo & Erie County Regional Development Corporation (RDC)**

*A not-for-profit corporation created to establish a series of revolving loan funds from which loans are made to individual companies, RDC has a total asset base of \$20 million with over 450 active loans.*

**President, Buffalo Urban Development Corporation (BUDC)**

*A not-for-profit corporation serving land development and waterfront development in City of Buffalo. A 150 acre waterfront park is owned and developed by the ECIDA staff.*

**Greater Cleveland Growth Association-V.P., Economic Development 1991-2003**

- One of five officers responsible for the operation of the Greater Cleveland Growth Association with 85 employees, 1700 member businesses and an annual income of \$11 million
- Responsible for implementing economic development policies and programs in an eight county region with a 2.9 million population, including business attraction, retention and development, business financing and minority business
- Completed an average of 87 new and expanded company projects that created an average of 3700 jobs and investments of \$360 million each year for 8 years
- Initiated first foreign trade investment mission to Japan and expanded missions to Great Britain, Germany and Canada for new business investment
- Positioned Greater Cleveland Growth Association as *dealmaker* for major business projects involving city, county and state financing and coordinated the preparation and delivery of local and state incentives necessary to close the project
- Twice designated as one of Site Selection Magazine's Top 10 Economic Development organizations

**The Corporex Companies-Director, National Marketing 1988-1991**

- Implemented national marketing program for generating prospects for office building and industrial parks in Cincinnati, Atlanta, Orlando, Tampa and Nashville
- Developed national sales call effort directed at Fortune 500 companies and national site selection consultants

**Winston-Salem Chamber of Commerce-Executive V.P./CEO 1983-1987**

- Increased Chamber of Commerce annual income from \$550,000 to over \$1.8 million over a three year period
- Provided leadership to establish first small business incubator of 120,000 sq. ft. in NC
- Initiated office headquarters attraction campaign
- Attracted a 3500 employee American Express Financial Center to Greensboro Airport location
- Established a regional marketing identity-Triad Region-for Greensboro/Highpoint/Winston-Salem

**Greater Des Moines Chamber of Commerce - Executive V.P./CEO 1979-1983**

- Developed strong working relationship between business community and City of Des Moines in downtown development projects
- Initiated and funded consultant studies for development of a downtown convention center and skywalk system and initiated a targeted industry development campaign
- Coordinated feasibility studies for a downtown skywalk system and a Fantus-led target industry program for business attraction
- Initiated Iowa's first Foreign Trade Zone operation or the Des Moines area
- Created first business development campaign and funding and program implementation.

**Greater Cincinnati Chamber of Commerce-Group Exec.-Econ. Dev. 1971-1979**

- Implemented first multi-year development program and campaign for Cincinnati metropolitan area 7 counties in Ohio, Kentucky and Indiana
- Established first private, non-profit Foreign Trade Zone in Ohio and Kentucky and 3 manufacturing sub-zones for encouraging industrial development in region
- Implemented first foreign investment mission to Japan with cooperation of Cincinnati Reds and
  - Honda Motor Company and hosted return investment missions to Cincinnati by Japanese Trade Association
- Initiated first target industry analysis and national focus group of business prospects

**Florida Department of Commerce-Admin., New Industry Bureau 1966-1971**

- Managed staff of 8 new business representatives responsible for soliciting new business prospects for the State of Florida
- Planned and implemented the first foreign investment trade mission to Europe and Central America
- Responsible for many company site selection searches throughout the state.

**EDUCATION**

**Florida State University**

Bachelors of Arts - Social Science

1965

Master of Arts - Government/Social Science

1966

*Continuing Education:*

**University of Delaware**

Institute for Organization Management

(American Chamber of Commerce Executives)

**PROFESSIONAL AFFILIATIONS**

**Recent**

**Member, Board of Directors**

*International Economic Development Corporation (IEDC)*

*Arlington, Virginia*

**Member, Board of Directors**

*Insyte Consulting*

*Buffalo, New York*

**Chair, IEDC's Site Selection Consultants Committee**

**Member, Board of Directors, Buffalo Niagara Enterprise**

**Past**

**Ohio Tax Credit Authority – Vice-Chairman.**

*Appointed by Governor George Voinovich, reappointed by Governor Bob Taft*

**Case Western Reserve College of Medicine Technology Advisory Committee Member**