



**OBJECTIVE**

To be associated with a public or private agency whereby my innovative managerial skills and talents can be utilized to maximize the overall effectiveness of the organization.

**EXPERIENCE**

**Kelvin L. Baker & Associates, Oct-2010 to Present**

**PRESIDENT/CEO**

Provide managerial consulting services for public and private organizations. The services consist of utility studies, marketing initiatives, customer satisfactory surveys, strategic planning, management and financial audits, public private partnerships, grants research, decentralization / consolidation studies, revenue enhancement initiatives and miscellaneous assignments.

**City of Lauderdale Lakes, Florida**

**City Manager-October 2015- October 2016**

Responsible for the efficient operations of all departments and the effective implementation of the policy directives of the City Commission. The city population is 34,000 and growing. In addition to carrying out City Commission policy directives, the Office of the City Manager ensures the financial stability of the City, assesses major issues facing the City, focuses on organizational improvements and recommends the execution of contractual agreements. The Office of the City Manager enforces all City laws and ordinances, appoints and removes all subordinate officers and employees (118 employees) and manages all departments created by the City Commission as well as the Community Transportation System, Oversea all emergency operation team and all efforts. The City Manager also adopts policies, submits an annual budget (34 Million), advises the Commission on the financial condition of the City and performs other duties as required by established ordinances and resolutions.

**City of Opa-Locka, Florida**

**City Manager- 2012-2015**

Provide daily management oversight to all departments and staff of the city as well as coordinate all activities involve in short term and long range planning for the city with a population of 15,000 residents, 200 employees and annual budget of 35 million. Responsibilities include overall management oversight of entire city administration and operation which includes the supervision of several utilities, Community Transportation System, and enterprises services offered by the city. Oversea all emergency operation team and all efforts.

**Jose Maria Vargas University 2012-2014**

**Adjunct College Professor**

*Teaching various business courses in the School of Business Administration.*

**University of Ft. Lauderdale March 2012-July 2012**

**Director of Admission**

Primary responsibilities include direct and oversee the marketing, recruiting and admissions program of the University of Ft. Lauderdale, Florida.

**City of North Miami Beach, 1994 to 2010**

**CITY MANAGER – Sept. 08 to Sept. 10**

**INTERIM CITY MANAGER – June 08 to Sept. 2008**

Managed a City of 43,000 in population, 700 employees and a utility customer base of 185,000 with a combined budget of \$125 million. Provides leadership and guidance to Mayor and Council and department heads along with managing a full circle of municipal services such as: Police, Parks, Community Transportation System, Public Works, Utilities, CRA, Planning and Zoning, Community Development, Code Enforcement, Human Resources Management, and Storm water Management. Oversea all emergency operation team and all efforts. Recently developed a management initiative called "CARE" Comprehensive Assessment of Revenues and Expenditures. This was designed to assist governmental agencies in maximizing the usage of current funding and expenses.

**DEPUTY CITY MANAGER – 2006 to 2008,**

**ASSISTANT CITY MANAGER – 2004 to 2006,**

**DIRECTOR OF PUBLIC SERVICES-1996 to 2004,**

Reported to the City Manager of a City with a population of 43,000 and a water utility customer base of 185,000. Provide guidance and leadership to all operations of the Public Services Department, which includes the Recycling, Beautification, Streets and Stormwater, Building Maintenance, Solid Waste Management, Fleet Maintenance, Administration Division, Engineering, Water Production, Sewer, Meter, and Water Distribution. Responsible for the formulation and administration of an extensive departmental budget as well as managing 260 employees. Oversea all emergency operation team and all efforts. Maintain standards set upon the department. Coordinate with various internal departments and outside agencies to attain municipal goals. Budgetary responsibilities consisted of 50 million dollar general fund/enterprise fund budget and 1.5 million dollar Stormwater Utility budget, 70 million dollar Water Plant



expansion project and a variety of Capital Improvement Projects and Grants for construction projects.

**DIRECTOR OF PUBLIC WORKS - 1994 to 1996,**

Reported to the City Manager of a City with a population of 43,000. Provided guidance and leadership to all operations of the Public Works Department, which includes the Recycling, Beautification, Streets and Stormwater, Building Maintenance, Sanitation, Vehicle Maintenance and Administration Division. Responsible for the formulation and administration of an extensive departmental budget and managed 135 employees. Maintained standards set upon the department. Coordinated with various internal departments and outside agencies to attain municipal goals. Budgetary responsibilities consisted of 7.5 million dollar general fund budget, 1.3 million dollar Stormwater Utility budget and a variety of Capital Improvement Projects and Grants for construction projects.

**City of Miami, Department of General Services Administration 1988 to 1994**

**ASSISTANT TO THE DIRECTOR**

Reported to the Assistant City Manager of (GSA), primary areas of responsibilities consisted of assisting the ACM in managing over 600 employees, which encompasses five divisions. The divisions are Property Maintenance, Communication Services, Fleet Management, Print Shop, Emergency Operations, Solid Waste Operations and Procurement Management. In addition, have served as Project Manager of many major projects throughout the City. Also represented the department on several boards and committees.

**Centrust Bank Department of General Services Administration 1984 to 1988**

**SUPPORT SERVICES MANAGER**

Managed in-house printing center, mail service, messenger services, courier services, transportation services, and company's fleet armored car service. Supervised a staff of 25 employees.

**United States Marine Corps - 1979 to 1982**

**ADMINISTRATION SERGEANT**

Charged with the responsibility of supervising all office services functions, which included pay allotments, mail services, high volume reprographics, and typing correspondence.

**EDUCATION**

- **Bachelor of Science in Human Resources Management, 1991**  
Trinity International University, Miami, FL
- **Master of Science in Management, 1993**  
St. Thomas University, Miami, FL
- **Certification of Public Management, 1993**  
St. Thomas University, Miami, FL
- **Mini Master of Business Administration, 2004**  
St. Thomas University, Minneapolis, MN

**AFFILIATIONS**

- Dade County Public School (500 Role Models of Excellence), 1993
- International City Manager's Association (ICMA) 2007
- Miami Dade County, County and City Managers Association, 2007
- Leadership Miami, 1994
- National Forum for Black Public Administrators (NFBPA), 1995
- United Way (FEMA Board Member), 1996
- American Public Works Association (APWA), South Florida Branch Chairman 2003
- Solid Waste Association of North America (SWANA), 1994
- American Water Works Association (AWWA), 1996
- Black Executive Forum, 1995
- Water Environment Federation (WEF), 2000
- South Florida Water Management District, Water Resources Advisory Commissioner (WRAC), 2003
- Pembroke Shores (HOA) – Home Owner Association Board of Directors, 2005
- North Miami Beach Water Fund Inc., President, 2004
- Trinity International University, Alumni Chairman, 2006

**AWARDS**

- Florida Gold Coast Clean Cities Coalition – Certificate of Recognition for promoting and deploying alternative fuel vehicles, 1994 to 1999
- Humanitarian Relief Award - Support in Honduras during Hurricane Mitch, 1999
- Utility of the Year – Water Pollution Control Operators Association, 1999
- Greater Miami Chamber of Commerce-Environmental Business Practices, 2000
- Department of Health – Optimum Fluoride Levels Award, 2001 & 2002
- EPA Consumer Confidence Award – Large Grand Water System, 2002, 2003
- Florida State American Water Works Association – 1<sup>st</sup> place Water Loss Detection
- Florida State American Water Works Association – Large Utility Public Education
- Florida State American Water Works Association - Water Conservation – Water Fest
- Florida State American Water Works Association – Best Tasting Tap Water, 2003
- Florida State American Public Works Association – Member of the Year 2004-2005
- Florida Water Environment Association – Individual Public Education Award, 2006
- FSAWWA Region VII - Best Tasting Tap Water, 2007
- FSAWWA Water Conservation Award of Excellence 2007 Rain Harvesting

Sarah Hannah-Spurlock, ICMA-CM

An energetic self-starter with a passion for public service and a proven ability to make government more accessible and transparent to its residents. Possess seventeen years of local government experience in full-service communities and over 25 years of professional management experience.

**PROFESSIONAL STRENGTHS**

- Budgeting
- Union Negotiations
- Public Relations
- Intergovernmental Relations
- Emergency Management
- Strategic Planning

**LOCAL GOVERNMENT EXPERIENCE**

**City of Tamarac, FL**

Project Specialist for City Manager (temporary)

**1/2017- 8/2017**

Assisting the city manager's office with special projects involving economic development, systems improvement and improved customer service.

**City of Key West, FL**

Assistant City Manager

**5/2014-7/2016**

Key West has a population of 25,500. It is a full-service city with 475 employees and a \$156 million budget.

**Responsibilities and Accomplishments:**

- Served as acting City Manager in the absence of the City Manager.
- Oversaw Finance, Code Compliance, Human Resources, Information Technology, Planning, Building, Parking and Grants Administration
- Responsible for the development of the \$156 million annual budget including meeting with departments and presenting the budget to the elected body
- Successfully negotiated agreements and a memorandum of understanding with all three Collective Bargaining Units
- Lead effort to integrate EMS service into the city's Fire Department including establishing a budget, contracting with a medical director and billing agency, negotiating new terms with collective bargaining unit, developing a rate structure, and developing a HIPAA and fee collections policy
- Oversaw contract with homeless shelter provider and lead effort to build a new homeless shelter in the city
- Coordinated first pay scale increase in over 15 years, bringing employees' wages up to market
- Served as City's legislative liaison. Developed and lobbied for affordable housing legislation which was signed into law during 2015 legislative session
- Coordinated City's pension study
- Prepared and presented agenda items for City Commission.
- Coordinated mailed citizen survey with survey firm

**City of Fort Lauderdale, FL**

Interim Police Department Budget Coordinator

**2/2014-5/2014**

Responsible for planning, organizing and coordinating the development and administration of a \$93 million department budget including analyses, projections and detailed budget preparation. Also coordinate purchasing operations, revenue collection and state and federal confiscation activities in the department. Supervise two employees.

**Village of Wellington, FL**

Organizational Culture and Development Leader (temporary)

**4/2013-12/2013**

Assisted the village with special projects such as office relocation, Council agenda follow-up, developing more effective HR processes, and implementing JAG grants. Also supervised three ICMA Fellows.

**City of Sunrise, FL**

Assistant City Manager

**2009-2012**

Assistant Utilities Director/Financial Administrator

2+ years

9 months

Sunrise has a population of about 90,000. It is a full-service city with 1,204 employees and a \$440 million budget. The City's Utility department is a regional provider of water and wastewater services to approximately 215,000 customers with a \$94 million operating budget.

**Responsibilities and Accomplishments as Assistant City Manager:**

- Served as acting City Manager in the absence of the City Manager
- Conducted Request for Proposals (RFPs) for marketing services, theatre and concession management and telecommunications auditing services
- Initiated free wireless internet at City facilities
- Prepared implementation agenda and timeline for Leisure Services Master Plan
- Prepared summary information for City's use in communicating legislative priorities and funding requests
- Coordinated and edited annual accomplishment report for distribution to City Commission and residents
- Edited Commission agenda items and prepared written status updates of Commission meeting items
- Participated in the development of the \$440 million annual budget.
- Built and managed City's new website
- Developed Citizen Volunteer Corps that partnered over 100 Sunrise residents volunteering over 3,500 hours for City departments.
- Initiated telecommunications audit resulting in an annual savings to the City of \$120,000
- Coordinated street-light audit, securing approximately \$20,000 in credit from FPL Power Company.
- Provided analyses for potential money-saving initiatives such as contracting out bus and lifeguard services.
- Conducted research and prepared reports for initiatives such as city-wide sidewalk repair and changes in the magistrate hearing process
- Part of team that successfully negotiated collective bargaining agreements with Police and Fire, which reduced potential pension and benefits costs to taxpayers.

**Responsibilities and Accomplishments as Assistant Utilities Director:**

- Oversaw administrative responsibilities within Utilities Department including budgeting, personnel issues, contract administration, and procurement
- Coordinated and participated in community outreach programs at community events and the public schools regarding water conservation and water and wastewater services
- Prepared and reported monthly data for departmental performance measures
- Created position manuals for cross-training and succession planning

**Town of Palm Beach, FL**

Assistant Town Manager

**2003-2009**

Assistant to the Town Manager

4.5 years

2 years

Palm Beach has a population of about 10,000 (25,000 during season). It is a full-service town with 354 employees and a \$153 million budget.

**Responsibilities and Accomplishments:**

- Served as acting Town Manager in the absence of the Town Manager.
- Prepared, edited and distributed Town press releases.
- Lead a staff water committee and served as liaison for the Town Council water committee

- Directed the Town’s emergency management office. Developed one of the first continuity of operations plans in the state of Florida.
- Played a leading role in the Town’s emergency response to Hurricanes Francis, Jeanne and Wilma including developing a public education campaign and meal plan for employees working during the response and recovery.
- Managed the Town’s 10-year Strategic Plan, which involved facilitating development of the plan and supervising delivery of the desired outcomes.
- Prepared and presented agenda items for Town Council.
- Participated in the development of the \$153 million annual budget.
- Served as the liaison to civic groups, business organizations and other governments.
- Created and implemented organization’s vision and values statement with select team of cross-departmental employees.
- Staffed a mayoral task force that made changes to building ordinances and permitting procedures that were more resident-friendly and protected the integrity of historical homes.
- Developed a citizen’s committee to monitor intergovernmental activities thereby saving approximately \$100,000 in salary and benefits for a new employee.
- Coordinated telephone citizen survey with survey firm and presented results to Council
- Wrote business plan with benchmarks for a Town-funded non-profit.

**City of Abilene, TX**

**1999-2003**

Began as the Assistant to the City Manager and was promoted to Airport Contracts and Concessions Manager after 18 months. Abilene has a population of 116,000. It is a full service city with 1,155 employees and a \$145 million budget.

**OTHER PROFESSIONAL EXPERIENCE**

**Barry University (Pembroke Pines, FL)**

**Summer term 2013**

Adjunct Professor: Concepts and Issues in Public Planning

**McMurry University (Abilene, TX)**

**Fall term 2000**

Adjunct Public Administration Professor

**Neighborhood Reinvestment Corporation/NeighborWorks (Kansas City, MO)**

**1998-1999**

Intern

**Marvin’s Building Materials and Home centers (Alabama)**

**1995-1997**

Buyer

**Builders Square Home Centers (Florida and Texas)**

**1992-1995**

Assistant Store Manager Promoted to Assistant Buyer

**EDUCATION**

Master Public Administration, University of Kansas

Overall GPA: 4.0 (4.0 scale), Pi Alpha Alpha National Honor Society for Public Affairs and Administration; Class President.

Bachelor of Arts (Political Science and German), University of Kansas

Overall GPA: 3.53 (4.0 scale)

Certificate in Corporate Finance, Florida Atlantic University

**PUBLICATIONS, PROFESSIONAL AFFILIATIONS AND OFFICES HELD**

Co-authored Journal article with Dr. Robert E. Lee, "Bridging Academic and Practitioner Interests on Interlocal Collaboration: Seasoned Managers Share Their Experiences in Florida," State and Local Government Review, June 2015.

Florida City/County Management Association (FCCMA). District IV Director 2008-2009; District V Director 2011-2012.

International City Management Association (ICMA). ICMA Press Editorial Advisory Board 2007-2010

Kansas University City Managers and Trainees (KUCIMAT). KUCIMAT Board Member 2007-2008.

Michael C. Hein

## **EXECUTIVE SUMMARY**

Senior Executive with over 25 years of broad, increasingly responsible experience managing dynamic organizations. Demonstrated capacity to develop and execute strategic plans involving broad based community collaboration while effectively communicating highly complex and technical issues. Expertise in public finance, economic development, public safety, planning and zoning, and human resource management. Able to find integrated solutions and build consensus in highly charged environments.

## **WORK EXPERIENCE**

### **Town of Longboat Key, FL** ***Assistant Town Manager 2015-2017***

Supported Town Manager with day-to-day operations and long-range strategic planning of barrier island community. Developed, enhanced, and sustained relations with key partners. Managed internal interdepartmental efforts addressing community concerns. Responsible for carrying out the Manager's directives regarding interpretation of policies and represented the Town in negotiations of agreements with partners and resolved conflicts within the organization. Left after Commission selected a new Town Manager to fill vacancy created by retiring Town Manager.

#### **Achievements:**

- Assisted with beach nourishment project involving over 240,000 cubic yards of sand hauled by 16,000 truck trips combined with two separate dredging projects yielding an additional 423,000 cubic yards of sand. Total project was completed ahead of schedule several at a cost of \$13M.
- Served as liaison with environmental community and implemented new ordinances to properly aid listed and protected nesting turtles and shore birds
- Involved in all aspects of \$50M project to underground all utilities on barrier island and provide a new fiber optic network, financed through special assessment bonds.
- Coordinated all activities and efforts of Commission appointed committee to review charter and bring forward proposed changes.
- Assisted Fire Chief in evaluation of alternatives for aging facilities and developed recommendations for remodeling and new construction.
- Facilitated sessions with employees on developing a strategic plan and initiated programs and policies to enhance work environment.
- Developed and coordinated approach to public outreach and communication for all capital improvements including utility undergrounding, beach nourishment and park projects.



Michael C. Hein

**Pima County, AZ**

***Director of Emergency Management & Homeland Security 2009-2015***

Coordinated and directed the planning, organization, control, and implementation of local emergency management activities involving preparedness, mitigation and recovery throughout the County. Served as liaison with Federal, State and local agencies, fire districts, law enforcement and regional partners in Homeland Security funding and programs. Worked extensively with community stakeholders to ensure whole community engagement in public service projects.

**Achievements:**

- Oversaw design and construction of \$36M new emergency operations center.
- Facilitated intergovernmental agreements with over 50 different agencies including two native nations and developed governance for \$63M regional wireless public safety interoperability system.
- Developed and fostered relationships with key federal and state agencies and private sector partners to colocate during emergencies and share resources and common operating procedures.
- Responsible for coordination of emergency operations centers during the January 8th Congresswoman Giffords assassination attempt.
- Nationally recognized for initiating whole community approach to Emergency Management through integration of faith-based communities in preparedness models.

**City of Tucson, AZ**

***City Manager 2005-2009***

Served as Chief Executive Officer of the City, reporting to Mayor and Council, responsible for the administration of full service municipality, including a workforce of over 5600 FTEs and budget of \$1.25 Billion. Left after 4-3 Council vote to change direction. The Honorable Bob Walkup, Mayor at that time, will serve as reference.

**Achievements:**

- Successfully led efforts to secure over \$500M in appropriation from State for extension of a Tax Increment Financing District.
- Negotiated transfer of Library system to Pima County saving \$10M annually.
- Developed 10-year financial sustainability program to define core services and investment levels to support employee compensation.
- Reorganized planning and development services to streamline reviews and expedite permitting process while extending hours of operations.
- Required senior staff to participate in community service opportunities and utilize public transit and other services to gain proper perspective.



Michael C. Hein

**Pima County, AZ**  
***Deputy County Administrator 2003-2005***

Responsible for the coordination and administration of Economic and Community Development for Pima County. Departments include Community Resources, the Stadium District, Community Services, Office of Tourism, and the Office of Neighborhood Reinvestment, Housing and Faith-Based Initiatives.

**Achievements:**

- Provided grants to outside agencies, approximately \$3million/year.
- Reorganized departments supporting social services and community development.
- Negotiated leases with Major League Baseball for spring training.
- Led efforts to consolidate outside agencies involved in economic development under one umbrella organization.

**Town of Marana, AZ**  
***Town Manager 1998-2003***

Under the policy direction of the Town Council, responsible for the administration of the Town Government, including supervision of all departments, functions and offices.

**Achievements:**

- Oversaw efforts of annexation and economic development leading to doubling size of community and tax base.
- Negotiated with State Land, US Fish & Wildlife and developers to create a wildlife preserve allowing for development of a Ritz Carlton.
- Obtained funding from Pima County to construct bank protection for Santa Cruz River permitting the development of large area of community.

**Town of Marana, AZ**  
***Assistant Town Manager 1997-1998***

Appointed by the Mayor and Council as Assistant Town Manager to serve in interim capacity for transitional purposes pending the retirement of the Town Manager.

## Michael C. Hein

### **City of Nogales, AZ** ***Assistant Administrator 1994-1997***

Served in capacity of City Manager/City Clerk in the U.S.-Mexico border community where part time Mayor retained title of "administrator." Responsible for the overall operations of full service City government.

#### **Achievements:**

- Successfully transferred operation and maintenance of an international sewage treatment plant to the federal government.
- Involved in the drafting of the original Immigration Reform Act.
- Led organization through a peso devaluation that resulted in the reduction of general revenue by 33% while maintaining services.

### **City of Nogales, AZ** ***Finance Director 1993-1994***

Appointed by Mayor and Council to serve in interim capacity. Coordinated production of annual audits, financial statements and comprehensive annual financial report (CAFR). Responsible for day-to-day functions including purchasing, payroll, and IT.

### **City of Nogales, AZ** ***Planning & Zoning Director 1993-1994***

Appointed by Mayor and Council to direct planning activities in border community. Enforced and interpreted all zoning and development codes. Coordinated activities of boards and commissions, administered Capital Improvement Plan and wrote and administered all grants.

### **City of South Tucson, AZ** ***Director of Community & Economic Development 1992-1993***

Reported directly to the Mayor and Council while administering all social service programs and economic development projects for the City. Wrote and administered all grants, including Community Development Grants and revolving loan funds.

#### **Achievements:**

- Successfully challenged results of decennial census that under-counted minority population.
- Negotiated franchise agreements with utility companies.
- Responsible for securing funding and served as project manager for revitalization of main community corridor.

Michael C. Hein

**City of South Tucson, AZ**  
***Principal Management Analyst 1991-1992***

Under direct supervision of City Manager, responsible for designing and conducting operational, organizational, functional and administrative analyses of municipal functions. Coordinated departments in appeal of decennial Census, researched and drafted utility franchise agreements and served as liaison with public.

**Portage County, City of Stevens Point, WI**  
***Personnel Intern 1987-1988***

Observed collective bargaining sessions and grievance hearings, prepared job descriptions and class specifications for County positions and assisted in the day-to-day functions of the department including costing, recruitment and affirmative action compliance.

**EDUCATION**

Harvard University John F. Kennedy School of Government 2001  
Program for Senior Executives in State & Local Governments  
MPA University of Arizona, Tucson 1991  
BS University of Wisconsin, Stevens Point 1988  
Majors: Public Administration & Policy Analysis, Political Science  
Minors: Small Cities Analysis, Psychology

**PROFESSIONAL ORGANIZATIONS/APPOINTMENTS/CERTIFICATIONS**

Florida City and County Managers Association, 2016-present  
Board Member, Arizona Rural Development Council, 2010-2012  
Board Member, Greater Arizona Development Authority, 1997-2005  
Board Member, Arizona Water Resources Advisory Board, 1997-2002  
Economic Development Finance Professional – National Development Council, 1993

# JOSEPH HELFENBERGER

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## Highlights of Qualifications

Strong negotiator with 32 years of experience in local city management developing new business opportunities, leading city staff and collaborating with key stakeholders, implementing cost-effective measures for long-term financial success and introducing sustainability measures to improve quality of life

## Professional Experience

### **City Manager: City of St. Cloud, Florida (Nov., 2015 – July, 2017)**

St. Cloud is located in Central Florida and has a population of 43,000 people. The total budget is \$137 million. There are 500 employees.

- Secured agreement for construction of 15-story mixed-use building in downtown along with restoration of two historic hotels.
- Worked with lobbyist to secure remaining \$9.5 million to complete Florida Turnpike Interchange
- Eliminated \$5 million deficit in City Budget with no ad valorem tax increase
- Shortened development permitting process from six months to two months
- Rebuilt Planning and Building Departments to handle 100% increase in their workloads
- Secured ½ step improvement in City's bond rating
- Obtained FAA approval for seaplane airport.
- Planned for reconstruction of downtown in four phases with historic brick, pedestrian mall, Centennial Plaza, decorative street lighting, and extensive landscaping.
- Automated building permitting process.
- Moved to self-insurance for workers' compensation and health insurance saving 20%
- Added the New Years' Eve Annual Celebration, drew 5,000 first year
- Held monthly press conferences to increase transparency and City image.

### **City Administrator: City of Ottumwa, Iowa (Feb., 2008 – Oct., 2015)**

Ottumwa is located in Southeast Iowa and has a population of 25,000 people with 150,000 people and is a Commercial hub for 150,000 people. The total budget is about \$80 million with over 230 employees.

- One of the longest time frames granted in U.S. history, I bargained a 25-year sewer separation mandate agreement with the Iowa DNR for \$160 million. Managed projects for sewer, storm, bridge, and street, costing \$77 million, with 76% grant funding
- Directed major flooding crisis in June of 2008 with the outcome of zero residential flooding. Collaborated with emergency government director to secure National Guard units and raise community support, including voluntary labor and \$30,000 of donations
- As a result of the flooding crisis, I led the creation of a plan for major reconstruction of city streets, bridges, levees, sanitary and storm sewer systems.
- Led staff and consultants to pursue grants for sewer and flood projects, resulting in over \$47 million grant funding, dedicated for reconstruction.
- Strong, persistent negotiations, resulting in major retail establishments, such as Kohl's, Culvers and Hampton Inn
- Managed \$59 to \$80 million in annual expenditures and implemented cost-savings initiatives, such as a contract for city golf course management, saving an average of \$100,000 annually
- Lead the development of new management to Civic Center, saving city over \$150,000 annually
- Negotiated new agreements with Dr. Pepper/Snapple for future company development and retention of 220 jobs



### **Village Administrator: Hobart, Wisconsin (July, 1997-Feb., 2008) pop. 8,599**

Hobart is located in Northeast Wisconsin on the Western border of Green Bay and entirely within the Oneida Tribe of Indians of Wisconsin Reservation. Premium housing with 27-hole and 18-hole golf courses.

- Created the SE Industrial Park and planned the 350-acre Centennial Centre Business Park, financed by TIF
- Negotiated with state legislators, former Governor Doyle, Oneida Tribe and the surrounding municipalities, to change Hobart from a town to its current village status, Standard & Poors AA+ bond rating, one of the highest in the state
- Created the first-ever service payment agreement with the Oneidas for tribal tax-exempt properties
- Created the Hobart Police Department and the Hobart Municipal Court, negotiating shared services with Lawrence, WI
- Rescued a Hobart Class A trout stream by mandating Green Bay airport to pipe harmful ethylene glycol to the Hobart sewage treatment system. Sensitive Oneida tribal negotiations performed on the project by fostering mutual trust.

### **Village Administrator: Pulaski, Wisconsin (Jan., 1990 to July, 1997) pop. 3,548**

Pulaski is located in Northeast Wisconsin 15 miles northwest of Green Bay. The population is about 3,600 people. The largest event is the Annual Polka Days Festival, which draws from across the country.

- Sold city-owned residential and industrial lots.
- Reconstructed water, sanitary sewer, storm sewer, and streets with grant funding for most projects.
- Led the DNR mandated construction of \$8 million sewer pipeline
- Lobbied state representatives and Governor, acquiring 90% grant funding for the pipeline with special state legislation
- Created the Pulaski Industrial Park and three upper scale city-owned residential subdivisions, which contributed to doubling the property tax base from 1990 to 1997.
- Planned and coordinated the development for the newly created \$25 million high school, which services a 40 square mile radius.

### **Village Coordinator: North Fond du Lac, Wisconsin (Nov., 1988 – Dec., 1989)**

Located in East Central Wisconsin, and has a population of about 5,000. A bedroom community for the City of Fond du Lac. Regional headquarters for Wisconsin Central Railroad.

- Managed CNN sited flooding by creating major storm sewer upgrades
- Zoning restrictions created to develop higher housing standards
- Drinking water radium levels reduced to meet safety standards

### **Village Administrator: Necedah, Wisconsin (Jan., 1985 – Oct., 1988)**

- Management of HUD Housing rehabilitation projects, which increased the value of lower income homes
- Led the successful effort to create dam reconstruction grant with WI DNR assistance, which funded Necedah dam
- Funded construction of paved airport runway in place of grass runway using no property tax dollars. Secured 90% of federal funding and 10% matching funds from local private businesses
- Created the Necedah Industrial Park with railroad access. Coordinated downtown revitalization

## **Education**

**M.A. in Public Policy and Administration:** University of Wisconsin-Madison. 1984.

**B.S. in Political Science:** University of Wisconsin-Stevens Point. 1980.

**Affiliations:** ICMA, Florida City/County Management Association, St. Cloud Chamber of Commerce Board of Directors, and St. Cloud Main Street.