

Summary

More than twenty- five years of local government experience with expertise in the following areas:

- * Municipal Budgeting and Financial Management
- * Collective Bargaining/Labor Relations
- * Residential/Commercial & Industrial Development
- * Team Building/Employee Development
- * Federal/State/County Networking
- * Neighborhood Renovation/Code Enforcement
- * Strategic Planning and Operations Analysis
- * Customer Service
- * Downtown Redevelopment
- * Communications & Media Relations
- * Organizational Change and Development
- * Smart Growth Techniques and Development

An innovative leader who has demonstrated excellent organizational skills and is a dedicated team player. A proven manager who actively involves employees in the decision-making process and stresses consensus building and team development. Manages change and accomplishing timely results while under adverse conditions. A management style that stresses active communications with elected officials, department heads, employees and residents. Proven ability to develop a cohesive City organization while working with the elected officials and the Management Team to create an environment of cooperation with a belief that things can be accomplished.

The City of Takoma Park
7500 Maple Ave.
Takoma Park, Md. 20912

Position: City Manager

Service dates: 1999 - 2004

Takoma Park is a City with a population of 19,000 located in the southern part of Montgomery County, Maryland. I served as the City's Chief Administrative Officer overseeing and managing the daily operations of ten City departments. Worked closely with the Management team to significantly reduce departmental expenditures and to expand existing sources of revenue. Increased City the revenue flow by over 25% during a 3-year period thereby reducing the property tax burden. Developed a strong working relationship with both the State and County government officials.

Successfully worked with the City's downtown businesses to revitalize the entire commercial area including the construction of improved traffic flow and streetscaping amenities. This project included implementing a new Building code, which implemented Smart Growth techniques in the downtown district.

During that same time period I worked closely with the Management team to implemented a Citywide program which involved on-going training and a total commitment by the entire organization to embrace a new organization philosophy that was based on cooperation and ongoing communications. This program was successful in foster a team-orientated approach to conducting City business and it created a work environment with high employee morale and a commitment towards the highest level of service for the City residents.

Additional Achievements:

- Developed and implemented a Strategic Plan that was tied to the annual budget process. The Strategic Plan involved significant involvement from residents, businesses and various neighborhood associations and provided the elected officials an organized method to establish their annual goals and to develop a long term vision for the City.
- Successful development of a "Management Team" approach that effectively involved Department Heads and Supervisory personnel to actively participate in the decision-making process. Team building and development of consensus became basic components of this management approach.
- Successful development of a municipal work force, which celebrated its diversity and, prided itself on establishing a work environment based on tolerance, understanding and open government.
- Increased government accountability by implemented Performance based budgeting which created measurable goals and objectives for each department thereby allowing more efficient dept. operation. (Active member of ICMA's performance measurements.).
- Implemented a comprehensive Housing code program which caused the inspection of all rental properties once each year with all program costs being paid for through Inspection fees.
- Successfully negotiated numerous agreements with private developers/contractors and public sector entities.

- Successfully developed and implemented a comprehensive bike trail system throughout the City, which tied into a regional system.
- Developed a positive working relationship with two Colleges located within the City including assisting and guiding one of the Colleges in a building expansion, which doubled their campus size.
- Significantly expanded the City's open space by acquiring numerous properties through the use of City funds that were matched by a State land acquisition program (funded through a twenty-year bond program).
- Developed an Internet based citizen service request program, which recorded all requests for city services and monitored the status of each request. Residents were contacted throughout the process and provided status updates on their request until the service was provided. Service requests were recorded by ward to allow elected officials to monitor the status of requests.
- Developed effective networking with other government agencies including other local governments, County government, area School Districts, local Colleges, local Hospital and various State agencies.
- Received recognition for the community as a "Green City" which actively supported the use of renewable energy sources including the use of wind power, solar power and fueling a portion of the city's fleet with natural gas.
- Obtaining over \$6 million from Federal, State and County governments to construct a new municipal Community Center which was constructed as a "green" building [City received a recognition award from the State].
- Successful implementation of a seven year plan to upgrade the municipality's entire infrastructure including streets, sidewalks, storm sewers and facilities (the plan was fully funded).
- Worked closely with elected officials and management personnel to develop a strong interactive working relationship between the elected officials and staff.
- Implementing a Community Policing program that was designed with significant input from resident and it was well received and supported by the entire community.
- Significantly increased the efficiency in all City departments by modernizing the office operations throughout the organization by establishing office protocol based on the latest office technology.
- Instituted a quality control program for customer service that had all City employees participating in training with a strong emphasis on treating residents as customers.

The City of Sandusky
222 Meigs Street
Sandusky, Ohio 44870

Position: City Manager

Service Dates: 1993 to 1998

The City of Sandusky had a population of 30,000 and it served as the County seat for Erie, Ohio. I served as the City's Chief Administrative Officer overseeing and managing the daily operations of twelve departments. Sandusky was a community, which had lost much of its industrial base during the 1960's and 70's, and it was looking towards major renovations of its downtown area and several of its older neighborhoods. As the City's CEO my primary responsibilities were to lead the City in a major renovation/redevelopment of its downtown area including its waterfront. In addition, various changes were required to bring the City organization in line with modern organization practices. Working with the Management team a comprehensive Economic Development initiative was implemented which included the creation of a new Industrial Park and the total renovation of seven major neighborhoods in the City. This involved the coordination of various City departments including Housing, Code Enforcement, Public Works, Fire and Police. In addition, because of the decline in the tax base I worked closely with my Finance team to identify and implement various ways to enhance City revenues. By revamping the City budget and financial systems the operating budget was reduced by 8% and revenues were increased by over 15% (without increasing property taxes).

Additional Achievements

- Successfully establishing and administering several successful Tax Incremental Financing (TIF) districts and a Business Improvement District (BID) which facilitated the City's redevelopment efforts.
- Successfully planned and implemented the re-development of the City's waterfront district which included the establishment of a downtown hotel, the construction of a three mile long pedestrian boardwalk and the construct a million-dollar amphitheater immediately adjacent to the commercial downtown area.
- A successful record of applying "smart growth" techniques which provided for efficient non-sprawl development in the City's commercial and residential areas.
- Implemented a new City budgeting system based on the approved Strategic Plan including the use of ICMA benchmarking and measuring the attainment of specific goals and objectives.

- Implemented a reorganization of several City departments thereby allowing elimination of ten positions through retirements/attrition and saving the City over \$500,000 per year.
- Worked closely with US-EPA in the development and implementation of a ten-year plan, which brought City's Sanitary Sewer plant and collection system into full compliance with State and Federal requirements. This included a major plant expansion.
- Successful implementation of a Merit Pay plan for all non- union personnel based on established written goals and objectives tied directly to the approved Strategic Plan.
- Implemented a new Interest Based Bargaining process with all three City Collective Bargaining units which resulted in the timely completion of all three contracts through a system based on defining and understanding the issues and concerns of each negotiation team. As a result of this innovative program working relations with the unions improved tremendously.
- Development of a cooperative program of business retention with the Chamber of Commerce and the City School District.
- Working with the Police Department in successfully implementing Community Base Policing in three different neighborhoods which after three years had reduced service calls by twenty percent and the crime rate by 9%.

**The City of Sun Prairie
124 Columbus Street
Sun Prairie, WI. 53590**

Position: City Administrator

Service Dates: 1984 - 1993

The City of Sun Prairie is a community with a population of approximately 20,000 and it is located east of Madison, Wisconsin. I was hired as the City's first City Administrator and I was given a directive to establish a municipal government that operated under strong professional management. I worked closely with the Mayor and City Council in taking the necessary steps to transform the local government to one that operated under professional management. The City was in an extremely poor financial condition and as the Chief Administrative officer I concentrated on improving this situation. My attention focused on increasing the City's tax base and reducing a significant portion of the operating expenditures. I worked with the Management Team and the elected officials to establish one of the first successful downtown TIF districts in the State of Wisconsin.

In addition, under my leadership the City created and worked with a non-profit organization, which established two successful Business Parks and one very successful Industrial Park. Within three years of my arrival the City was experiencing a significant increase in its tax base and with the additional employment opportunities created by the new employers the City's residential housing market expanded significantly. (Several hundred residential lots were built each year). The City's budget process was successfully refined and through a major reorganization of the City's departments the budget was reduced by over \$500,000 per year. Official acknowledgement of our success in transforming the City into a strong professionally operated municipality with a strong financial position came when Moody's upgrading the City's credit rating.

Addition Achievements:

- Successful record of effectively managing the development of large-scale residential, commercial and industrial development including large-scale multi-family development including the approval of several hundred single-family lots per year and the development of three major Industrial parks.
- A successful record of applying "smart growth" techniques which provided for efficient non-sprawl residential development in both commercial and residential districts.
- Developed and implemented a new City Master Plan, Subdivision Control Ordinance and Performance Zoning Ordinance which facilitated the control of residential and commercial development.
- Oversaw the construction of a new sanitary sewer facility, significantly increasing the City's treatment capacity.
- Successfully negotiated a land boundary agreement with the City of Madison which created a permanent two mile buffer area (green space) between the two cities.
- Implemented a progressive Economic Development program which resulted in the creation of two successful Business Parks with all infrastructure costs be paid through Tax Incremental Financing district.
- Successfully contracted the City's refuse collection service with the private sector and saved \$150,000 annually.
- Prepared and implemented a financial plan which allowed the construction of a \$2.3 million Aquatic Center without requiring the increase in City property taxes.

- Working with 23 other Wisconsin municipalities to develop a multi-jurisdiction self funded liability program resulting in annual savings to the City of over \$150,000.
- Developed and implemented a performance evaluation program for all management personnel, which determined eligibility for merit pay, increases.

The Village of Elk Grove, Illinois
901 Wellington Avenue
Elk Grove Village, IL. 60007

Position: Personnel Director
Service dates: 1979- 1984

Position: Adm. Asst. Economic Development
Service dates: 1977- 1979

Position: Adm. Intern-Manager
Service dates: 1976- 1977

Elk Grove Village is a community in Illinois with a population of approximately 35,000. Located immediate next to the O'Hare International Airport the Village is home to over 1500 Industrial firms located in the country's largest Industrial Park. I began my employment with the Village as an Administrative Intern where I worked in all of the Village departments learning how each department functioned and serving as a liaison to the Village Manager. Subsequently I was promoted and became responsible for coordinating the Village's Community Development program where I supervised the Village's residential and industrial development. The Village was experiencing significant residential development with over several hundred residential lots being platted and built each year. After serving in this capacity for over four years I was promoted to the position of Personnel Director. I served as the Village's first Personnel Director and I worked with the Department Heads to centralize the personnel functions into one primary office. During this time I developed strong skills in personnel management and employee relations.

Additional Achievements:

- Oversaw the community's economic development program including the reviewing and processing of rezoning applications and commercial and residential subdivisions.
- Conducted preliminary and advanced negotiations with developers seeking annexation/rezoning and wrote over fifteen annexation agreements.
- Supervised and administered the Subdivision control ordinance.
- Developed a comprehensive Personnel Rules and Regulations manual, which defined the rules and regulations for the entire Village organization.
- Developed and administered an employee's safety policy and a comprehensive risk management program.
- Developed and recommended the annual employee salary and benefit program.
- Interviewed and recommended the hiring of all Civilian personnel including Department Heads.
- Wrote, processed and administered a variety of Federal and State grants.
- Developed, implemented and administered a performance evaluation system and merit pay for all employees.

Education

Doctorate in Public Administration at the Yale Gordon College of Liberal Arts, School of Public Affairs at the University of Baltimore. Areas of specialization include public policy, public finance, public management and organizational development. Degree completion spring, 2008.

Master of Public Administration at the Graduate School of Public Administration and Governmental Affairs at Northern Illinois University. This graduate school program provided a comprehensive training for future municipal managers, placing particular emphasis on finance, organizational development, general management, and personnel administration. Degree received 1977.

Bachelor of Arts at the University of New York State College at Brockport. Earned a dual major in Political Science and Psychology. This area of study provided an emphasis on public administration, finance, organizational development and effective interacting and communicating with individuals and diverse groups. Degree received 1974.

Professional Affiliations

- International City/County Management Association
- Rotary International
- Leadership Sandusky/Erie County, Class of 1995