

KATHLEEN KENNEDY



June 29, 2022

Lori Thompson
Assistant City Manager
City of Madeira

Dear Ms. Thompson:

After much thought and consideration, I would be honored to be considered for the position of City Manager for the City of Madeira. As a resident of Madeira, and someone who grew up in the general area, I am very invested in the community, and passionate about continuing the reputation of excellence that the community holds. I believe that my work experience, my excitement for local government, and my investment in the community makes me a wonderful candidate for the City Manager position.

I currently hold various roles in Springfield Township. My title is *both* the Director of Administrative Services and Director of Innovation and Sustainability. In my administrative role, I work in economic development, both in the recruitment of new opportunities and also building relationships with current businesses. I also administer the Township's Zoning Resolution and Land Use Plan by overseeing our Zoning and Code Enforcement Office, running both our Zoning Commission and Board of Zoning Appeals, and updating our Zoning Resolution as needed to address current land use topics. I also serve as a policy researcher, grant writer, and project coordinator for the Township Administrator, Board of Trustees and any other Department (Police, Fire, Public Works, and Arts/Communications) that may need assistance in researching and implementing new technology, processes, or services. I interact daily with many other outside agencies such as local and state government entities, non-profit organizations, Hamilton County organizations, businesses, and architecture and engineering firms. Additionally, I also manage our third-party IT contractor and implement new technologies throughout the Township, dabble in the Township's social media outreach, and assist in maintaining the Township's website. I have a hand in all the Township's Departments, which sometimes makes my day hectic, but, is the best part of my role.

In my role as the Director of Innovation and Sustainability, I have hand selected an interdepartmental team of employees, taught, and challenged them to think in new ways about Township processes, policies, and ways that Township staff tackle problems. Our team has participated in a "hack-a-thon" to tackle litter in the community, attended Innovation Engineering Training at the Eureka! Ranch in Newtown, Ohio, and even purchased a drone to be used in creative ways throughout Township Departments.

I believe that my wide range of experiences, my dedication to the community, and my determination to complete interdepartmental and community projects make me an excellent candidate for the position of City Manager for the City of Madeira. I would enjoy speaking with you about the available position, and if my skills may meet the needs of the City. Thank you very much for your time and consideration. Please do not hesitate to contact me if I can provide additional information or clarification.

Sincerely,

A handwritten signature in blue ink that reads "Kathleen Kennedy".

Kathleen Kennedy

KATHLEEN KENNEDY



EXPERIENCE

SPRINGFIELD TOWNSHIP, HAMILTON COUNTY, OHIO

DIRECTOR OF ADMINISTRATIVE SERVICES // DIRECTOR OF INNOVATION AND SUSTAINABILITY, 2017 - CURRENT

- Manage an interdepartmental team of employees selected to find innovative ways to improve government processes, analyze new technologies, and find creative solutions to problems. Provided team members with innovation training and lead group problem solving sessions.
- Completed a wide variety of projects such as:
 - Researching, writing, and instituting zoning resolution text amendments to include land use topics that have not been adopted or addressed by neighboring jurisdictions.
 - Researching and implementing best practices Business Retention and Expansion program for major Township employers.
 - Coordinating with major stakeholders and creating a detailed Master Plan for a lower socio-economic neighborhood within the Township.
 - Researching and writing policy recommendations for the Township Administrator and elected officials.
 - Created and coordinated an internal leadership training program for all Township employees.
- Direct large scale economic development projects within the Township that included multiple local and federal government agencies.
- Manage and assist staff that serves as first point of contact to residents, contractors, and businesses.
- Manages operations of the Zoning and Planning Department, including: processing all Board of Zoning Appeals and Zoning Commission applications, preparing and presenting staff reports, updating and managing the Township Land Use Plan, and coordinating with the Hamilton County Planning and Development Department.
- Manage the Township's third-party IT contractor and all large scale IT projects throughout the Township such as: transition to a VoIP telephone network, cloud-based data storage,
- Apply for, and have been awarded millions of dollars in funds to date through various Hamilton County Grants, as well as assist other departments in their grant writing efforts.
- Serve as the Board of Trustees' clerk by preparing all meeting information, communicating all messages, and handling special projects as directed.

PROJECT COORDINATOR, 2016 - 2017

- Served as liaison and main point of communication for ongoing projects within all Township Departments to ensure their efficiency.
- Initiated, planned, and implemented Township-wide projects and systems at the direction of Township Administrator.

MICHAEL C. NORTON-SMITH

[REDACTED]

June 21, 2022

Lori Thompson, Assistant City Manager
City of Madeira
7141 Miami Ave
Madeira, OH 45243

Re: City of Madeira, City Manager Application Cover Letter

Dear Ms. Thompson,

I am writing to express my interest in the City Manager position with the City of Madeira. With over 10 years of experience as a community and economic development professional at the state and local level, including three (3) as a senior manager at the City of Centerville, I am uniquely qualified for the position and can help the City of Madeira achieve its organizational and strategic objectives.

As Development Director for the City of Centerville, I successfully manage complex multi-million dollar capital projects. These include the City's \$15 million redevelopment of its Uptown historic commercial district and the creation of a concept master plan to guide investments at Stubbs Park, which was selected to receive approximately \$1.2 million in state funding. I also cultivated relationships with Centerville's business community by establishing a formal business retention and expansion (BRE) program and launching new and innovative incentive programs that align with the City's priority sectors and projects. I also promote the use of principles from Lean Six Sigma to simplify development procedures, including restructuring the City's Major and Minor Site Plan processes, which increased the quality and completeness of applications, reduced the amount of rework, and improved the customer experience.

In addition to implementing these significant community initiatives, I supervise the City's Planning, Building Inspection, and Code Enforcement Divisions, where I oversee day-to-day operations, personnel and an annual budget of \$1.1 million. Additionally, I am responsible for establishing and managing Strategic Plan goals and objectives for the Development Department and recommending amendments to the City's development regulations that align with current economic development trends. Further, I serve on the City's LEAD team, which focuses on fostering employee engagement to promote Centerville as a High-Performance Organization.

My resume and references are attached for your review. Thank you for your consideration of my application, and please do not hesitate to contact me with questions.

Sincerely,



Michael Norton-Smith

MICHAEL C. NORTON-SMITH

WORK EXPERIENCE

DEVELOPMENT DIRECTOR

CITY OF CENTERVILLE, OHIO: June 2019 to Present

- Oversee the Economic Development, Planning, Building Inspection, and Code Enforcement Divisions, with an annual operating budget of approximately \$1.1 million and 7.5 FTEs. Responsibilities include establishing and monitoring Key Performance Indicators, setting individual and departmental goals, managing workloads, and addressing performance issues through annual evaluations and periodic coaching.
- Serve as Project Manager for major City development initiatives, including the \$15 million Uptown redevelopment project, which is focused on revitalizing Centerville's historic business district, and the creation of a \$2 million, 7.5-acre City-owned office and commercial development at Yankee Street and Social Row Road.
- Conduct Business Retention and Expansion (BR&E) visits and coordinate Community Business Walks with Centerville companies to identify issues and opportunities, and work within network of resource partners to address each business's needs.
- Administer the City's economic development incentive programs, including Property Investment Reimbursement (PIR) grants and Community Reinvestment Area (CRA) tax exemptions, which incentivize companies and residents to invest in the community.
- Identify opportunities for new business assistance programs that align with strategic initiatives, including Uptown Upgrade Façade Improvement Grant (\$125,000) and COVID-19 Business Relief Grant (approximately \$110,000) programs and create programmatic guidelines, applications, and technical assistance materials.
- Coordinate with internal departments and external stakeholders and customers to implement major projects, such as the 225-acre Cornerstone of Centerville mixed-use development and the \$140 million Centerville Place redevelopment project.
- Establish and manage Strategic Plan goals and objectives for the Development Department, recommend amendments and modifications to the City's Unified Development Ordinance to align with current economic development trends, and oversee the creation of a new Comprehensive Plan to replace the previous *Create the Vision* plan, which was adopted in 2004.
- Participate on the City's LEAD Team, which focuses on leadership development, employee engagement, and work culture.
- Act as Ex Officio Board member and staff liaison to the Centerville Community Improvement Corporation, which was restructured in 2020 to further the City's economic development strategy.
- Champion Lean Six Sigma Green Belt training for City staff to improve quality and eliminate waste and non-value added work.
- Provide presentations during public meetings, including City Council and Planning Commission

COMMUNITY & ECONOMIC DEVELOPMENT SPECIALIST III

MONTGOMERY COUNTY, OHIO: December 2013 to June 2019

- Coordinated and conducted Business Retention and Expansion (BR&E) visits with companies to identify issues and opportunities, and work within network of resource partners to address each business's needs
- Assisted with the Montgomery County's business attraction efforts, including site selection, responding to requests for information (RFI), structuring incentive packages, and coordinating site tours
- Administered Montgomery County's Economic Development/Government Equity (ED/GE) program, which distributes \$2.5 million annually to companies creating jobs and investing in Montgomery County
- Facilitated a strategic planning process (approximately six months) to evaluate Montgomery County's incentive programs and create recommendations to address gaps and improve performance
- Administered BusinessFirst! Business Retention and Expansion (BR&E) Program, including coordination of Community Business Walks, Roundtables, and Resource Rally events, and creation of BF! Annual Reports
- Managed Community Development Block Grant (CDBG) projects; provided technical assistance to subgrantees, assisted with bidding and procurement, reviewed reimbursement requests, and processed payments.
- Applied for and received a \$2.7 Million Department of Labor (DOL) National Emergency Grant (NEG) to provide customized training for displaced workers
- Implemented a \$243,000 Industry Workforce Alliance Partnership (IWAP) to create customized training to support the logistics and distribution industry

MICHAEL C. NORTON-SMITH

WORK EXPERIENCE (CONTINUED)

COMMUNITY DEVELOPMENT ANALYST

OHIO DEVELOPMENT SERVICES AGENCY: August 2009 to December 2013

- Served as Program Manager for Ohio's CDBG Community Development Competitive Set-Aside Programs, which distributed approximately \$8.1 million in FY 2013
- Worked with local communities, nonprofit organizations, and other funding agencies to select and structure potential community and economic development projects
- Reviewed applications for eligibility with CDBG national objectives and OCD program requirements
- Provided training and technical assistance to grantees during project implementation
- Conducted monitoring visits to ensure grantee compliance with the CDBG program's federal and state regulations and OCD policies and procedures

EDUCATION

- **THE OHIO STATE UNIVERSITY**, Columbus, Ohio
Knowlton School of Architecture
John Glenn School of Public Affairs
M.C.R.P and M.P.A
March 2012
- **KENT STATE UNIVERSITY**, Kent, Ohio
Double Major: Political Science & History
B.A. with University Honors
May 2009

CERTIFICATIONS & TRAININGS

- **NATIONAL DEVELOPMENT COUNCIL (NDC)**
2014 Economic Development Finance Professional (EDFP)
- **LEAN SIX SIGMA**
2020 Green Belt Certificate
- **LEADING, EDUCATING, AND DEVELOPING (LEAD) PROGRAM, UNIVERSITY OF VIRGINIA**
2019 Graduate, High-Performance Organizations
- **COUNCIL OF STATE COMMUNITY DEVELOPMENT AGENCIES (COSFDA)**
2011 Advanced CDBG Training

PROFESSIONAL & COMMUNITY ORGANIZATIONS

- **I-70/75 DEVELOPMENT ASSOCIATION**
President, 2019 and Treasurer, 2020 to Present
- **LEADERSHIP DAYTON, CLASS OF 2021**
- **CENTERVILLE ROTARY, 2021-PRESENT**
- **FRIENDS OF THE CASTLE, BOARD MEMBER**
- **OHIO CONFERENCE OF COMMUNITY DEVELOPMENT (OCCD)**
Vice President 2018 to 2019 (President Elect, 2019 to 2020)
- **OHIO ECONOMIC DEVELOPMENT ASSOCIATION (OEDA)**
Western Region CO-Lead 2018, Economic Development Young Professionals (EDYP)

AWARDS

- OHIO CONFERENCE OF COMMUNITY DEVELOPMENT (OCCD): 2018 Presidents Award for Innovative Practices
- OHIO CONFERENCE OF COMMUNITY DEVELOPMENT (OCCD): 2016 Young Professional of the Year
- AMERICAN INSTITUTE OF CERTIFIED PLANNERS (AICP): 2011 Outstanding Student Award
- THE OHIO STATE UNIVERSITY: City and Regional Planning 2011 Faculty Award

MICHAEL C. NORTON-SMITH

[REDACTED] | [REDACTED] | [REDACTED]

[REDACTED]

Wayne Davis, City Manager
City of Centerville
100 W. Spring Valley Road
Centerville, Ohio 45458

[REDACTED]

Mariah Vogelgesang, Assistant City Manager
City of Centerville
100 W. Spring Valley Road
Centerville, Ohio 45458

[REDACTED]

Erik Collins, Director
Community & Economic Development
Montgomery County
451 W. Third Street, 10th Floor
Dayton, Ohio 45422

[REDACTED]

Jason Woodard, Principal
Woodard Development
P.O. Box 3836
Dayton, Ohio 45401-3836

[REDACTED]

THOMAS R. ROBILLARD, AICP

May 10, 2022

Lori Thompson
Assistant City Manager
City of Madeira
7141 Miami Avenue
Madeira, OH 45243

Via E-mail: lthompson@madeiracity.com

Ms. Thompson:

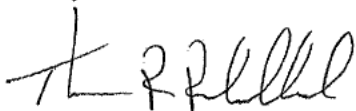
Attached is my resume for the position of City Manager for the City of Madeira. With over 34 years' experience in municipal public service I bring a broad breadth of community leadership and management experience. I believe you will find my professional and educational experience to be highly valuable as City Manager for Madeira.

In addition to my progressive leadership, administrative and supervisory experience, I bring the following:

- I have been involved for over 34 years in creative problem solving for a variety of community and customer service initiatives.
- I am highly experienced with working and effectively communicating with very diverse groups, councils, commissions, boards, and individuals.
- I have been a leader in creating and implementing development and redevelopment initiatives to help transform commercial and residential areas.
- I have been successful in leading public, non-profit and private sector collaboration to resolve community issues including large economic development efforts, streamlining government processes and finding efficient ways to share resources.
- I have lead departments through difficult changes and transforming institutional culture to meet current public service needs.

I look forward to discussing my qualifications with you in more detail and demonstrating how I may be the ideal candidate for the position.

Sincerely,



Thomas R. Robillard, AICP

THOMAS R. ROBILLARD, AICP

PROFESSIONAL EMPLOYMENT

PLANNING AND DEVELOPMENT DIRECTOR

City of Kettering, OH (56,000)

February 1999 – Present

- Provide leadership and administrative oversight for Building, Zoning and Property Maintenance enforcement; planning and community development programs.
- Provide leadership for CDBG, HOME and other federal and state grant programs.
- Responsible for managing \$3,500,000 annual budget including federal and state grant programs.
- Leadership and management responsibility for a staff of 20.

ADJUNCT PROFESSOR:

Wright State University, Fairborn, OH

August 2009 – June 2010

- Introduction to Urban Planning (Fall); Principles of Urban Planning (Winter); Public Planning (Spring)

DIRECTOR OF COMMUNITY SERVICES

City of St. Joseph, MO (72,000)

February 1998 – February 1999

- Provide leadership and administrative oversight for Building, Zoning and Property Maintenance enforcement; planning, historic preservation and downtown development, and community development programs.
- Provide leadership for CDBG, HOME and other federal and state grant programs.
- Responsible for managing over \$3,500,000 annual budget including federal and state grant programs.
- Leadership and management responsibility for a staff of 30.

PLANNING DIVISION MANAGER

City of St. Joseph, MO (72,000)

June 1995 - February 1998

- Provided leadership, administrative oversight and budgetary responsibilities for all zoning, land use policy, historic preservation and downtown revitalization projects.
- Leadership and management responsibility for a staff of four.

PLANNER I AND II

City of Cupertino, CA (52,000)

October 1988 - June 1995

- Coordinated community involvement initiatives for policy and development proposals.
- Led joint public/private collaboration efforts.
- Project manager for land use policies changes.

THOMAS R. ROBILLARD, AICP

EDUCATION

MASTERS OF PUBLIC ADMINISTRATION

San Jose State University, California

May 1994

BACHELOR OF SCIENCE, URBAN PLANNING:

California State Polytechnic University, Pomona

June 1988

OTHER PROFESSIONAL QUALIFICATIONS

CERTIFICATIONS

- American Institute of Certified Planners
- State of Missouri Certified Planner-In-Charge

COMMUNITY BOARDS AND COMMITTEES:

- Montgomery County Affordable Housing Options Committee Co-chair since 2007
- Montgomery County Housing Advisory Board since 2000
- Shelter Policy Board Continuum of Care Review Committee since 2004
- Montgomery County 10 Year Homeless Solutions; Program Performance Evaluation Committee
- Homeownership Center of Greater Dayton Advisory Board 2005 – 2010
- Missouri Governor's Commission on Reducing Barriers to Affordable Housing
- ICMA 2000 Conference Planning Committee
- Vice Chair St. Joseph Area Metropolitan Planning Organization, Technical Committee
- ABCD Regional Planning Commission – Technical Advisory Committee
- North Missouri State Section Director of the American Planning Association
- Chair for the 1998 Missouri Chapter State APA Conference

SPEAKING ENGAGEMENTS

- MVCC/MVRMA Newly Elected Officials Training Program – Top 10 Zoning Issues Elected Officials should know, 2019 and 2022; Benefits of Community Planning, 2020
- 2015 Miami Valley Planning Workshop – Zoning Code Mash Up and Avoiding Sign Code Pitfalls.
- Guest Lecture at Queens University, Belfast (International and spatial planning)
- Guest Lecture at Wright State University (various planning topics)
- Guest Lecture at University of Dayton (Community Development)
- 2004 National APA Conference, Washington DC –“Rebirth of Vacant Suburban Shopping Centers”.
- Nation League of Cities Conference in Cincinnati, OH – “Group Home Regulations”

MEMBERSHIPS

- American Planning Association. (APA)
- International City/County Management Association (ICMA – Affiliate)
- Urban Land Institute (ULI)

Michael Brillhart

June 8, 2022

Lori Thompson, Assistant City Manager
The City of Madeira
7141 Miami Avenue
Cincinnati, OH 45243

Dear Ms. Thompson:

Please accept this letter of interest and resume for the City Manager recruitment being conducted for the City of Madeira. My extensive background in local government management will provide essential leadership of all organizational resources in support of the City Council.

Specific to the needs identified for this position, my management skills include:

- Serving as an effective fiscal steward in directing public finances and capital programs
- Proficiency in enhancing community and regional partnerships
- Managing investments in infrastructure, employee development, and public safety
- Adapting to work in fast-paced and ever-changing environments

Understanding the City's mission to ensure resource sustainability and quality of life, I possess strategic, practical, and hands-on experience in managing city operations while holding high expectations of self and staff. Being a native of Greater Cincinnati, it would be a personal and professional honor to serve the Council, staff, and residents of Madeira as their City Manager.

Accordingly, I have enclosed my resume for your review. Thank you for your consideration of my interest and qualifications.

Sincerely,

Michael L. Brillhart

Michael L. Brillhart

Enclosure: Resume

Michael Brillhart

██████████ ■ ██████████ ■ ██████████

PROFILE

Experienced local government chief executive with success in operations and personnel management, policy development and service delivery. Foster extensive networks utilizing team-building relationships that achieve organizational goals.

SKILLS

- Organizational leadership
- Proficient in public & media relations
- Good written and verbal communications
- Accurate problem-solving
- Responsive personnel management
- Effective conflict resolution
- Efficient workflow and time management
- Critical thinking

PROFESSIONAL EXPERIENCE

Director of Public Safety & Service 2021 – Present

CITY OF WAPAKONETA, Wapakoneta, OH

Direct comprehensive operations and services for the municipality with responsibilities in overseeing police/fire/EMS, policy implementation, grants management, customer service, media relations, intergovernmental coordination, water/sewer/electric utility operations, special projects.

Key Achievements

- Coordinate funding, work scope, and administration with the Ohio EPA for new water and wastewater treatment facilities in excess of \$100 million
- Prepare ordinances, resolutions, research analysis, job descriptions, and interlocal agreements
- Manage the 5-Year Capital Improvement Program and accompanying infrastructure projects
- Participate in civic and community associations, development boards, and downtown improvement partnerships

Village Administrator 2018 – 2021

VILLAGE OF NORTH BALTIMORE, North Baltimore, OH

Administer operations and services for the Village Council. Responsibilities in staff supervision, public works, utilities, public safety, planning and zoning, grant writing, intergovernmental relations, agenda preparation, capital planning, and customer service.

Key Achievements

- Implemented the North Main Street reconstruction project in excess of \$1.5 million
- Acquired \$150,000 in state capital grant assistance for critical infrastructure projects
- Coordinated the adoption and management of the Community Redevelopment Agency
- Directed regional bulk water sales interlocal agreements
- Managed grant funded projects in excess of \$650,000 for municipal improvements

County Manager 2016 – 2017

CAMDEN COUNTY, Camden, NC

Managed operations, services, staff activities, and affairs for the Board of County Commissioners with responsibilities in budget development, human resources, grant writing, finance, intergovernmental relations, meeting agenda preparation, and public works/utilities functions.

Key Achievements

Michael Brillhart

- Coordinated the planning of the \$20 million new Public Services Building
- Directed the planning design for a \$3.5 million reverse osmosis wastewater treatment plant with funding from the U.S. EDA
- Provided FEMA coordination and assistance to property owners affected by Hurricane Matthew
- Served as Budget Manager and developed a cost saving budget in excess of \$25 million while continuing to provide effective service delivery to residents and utility service customers

Interim County Administrator 2013 – 2016

BARNSTABLE COUNTY, Barnstable/Cape Cod, MA

Directed operations, services, and affairs for the Board of County Commissioners and the countywide population of 215,000 (500,000 during tourist season) with duties including budget & finance, human resource management, intergovernmental relations, meeting agenda preparation, staff supervision, facilities planning and oversight, and capital planning.

Key Achievements

- Directed 14 departments, 450 personnel, and general appropriations of \$80 million
- Coordinated intergovernmental relations, legislative affairs, regional IT service enhancements, emergency management planning, and annual budgeting
- Directed human resources including recruitment, hiring, termination, compensation, and collective bargaining while implementing a personnel Succession Plan
- Coordinated coop-education and scientific research efforts with the University of Massachusetts

Strategic & Economic Development Director 2004 – 2013

ST. LUCIE COUNTY, Fort Pierce, FL

Directed business, job creation development, and legislative affairs for the Board of County Commissioners serving a population of 290,000. Responsibilities in business incentive awards, legislative requests, grants management, intergovernmental relations, staff supervision, resource management and strategic planning.

Key Achievements

- Managed staff in the acquisition of \$45 million in grants through legislative requests and federal/state assistance programs
- Coordinated and oversaw general fund budget appropriations in excess of \$145 million.
- Acquired \$9 million in FHWA monies to assist in the new Crosstown Parkway project.
- Coordinated the award-winning *Towns, Villages and the Countryside (TVC)* Plan
- Assisted the University of Florida, Florida State, and Indian River Community College on regional baccalaureate program enhancements

Michael Brillhart

EDUCATION

Master of Public Administration

University of South Florida - Tampa, FL

Bachelor of Science - Urban Administration

University of Cincinnati - Cincinnati, OH

AFFILIATIONS

- Ohio Municipal League
- Ohio DOT Certified Local Project Administrator
- Florida Association of Counties
- National Association of Counties
- Massachusetts Association of County Commissioners
- North Carolina Association of County Commissioners

REFERENCES

Stephanie Jackson, Finance Director Camden County, NC [REDACTED]

Justyna Marczak, HR Manager Barnstable County, MA [REDACTED]

Mary Pat Flynn, Former County Commissioner Barnstable County, MA [REDACTED]

Marl Satterlee, Deputy County Administrator St. Lucie County, FL [REDACTED]

Gina Harvey, Traffic Engineering Manager Pinellas County, FL [REDACTED]

June 4, 2022

Mrs. Lori Thompson
City of Madeira
7141 Miami Avenue
Madeira, Ohio 45243

RE: City Manager position

Dear Mrs. Thompson,

I read with great interest your advertisement for City Manager. The City of Madeira has a strong reputation in the Greater Cincinnati area and I feel that my experience and abilities could be a great fit for your community and requirements.

In my career I have been afforded the opportunity to learn in a City environment, Village environment, and currently a Township environment. Each of these communities has a different organizational structure which has helped me to develop my ability to work with a variety of elected officials to be productive. Each of these communities has a different electorate composition, neighbors, and impacting outside organizations further reinforcing my respect of diverse opinions and needs and the ability to work amongst them.

During my 25 years in public service, I have continued to be energized by helping a resident, serving my elected officials with loyalty and passion, and supporting my fellow employees. Teamwork and collaboration are paramount in my approach to how I function as a manager which I believe is the base framework to achieve any success. Although I cannot come close to claiming success in all I have been involved, I can claim that I work to better myself and my teammates with each experience and especially the failures.

It would be my honor to be considered in your process and the possibility to walk in the path that Tom Moeller has created for Madeira. Thank you for your consideration and please let me know if I can provide any further information.

Sincerely,

Jack Cameron

Jack Cameron, MBA, CEcD

LOCAL GOVERNMENT MANAGER / ECONOMIC DEVELOPER

Local government manager committed to helping my elected officials visualize and achieve their goals by utilizing 20+ years of experience, training, teamwork and collaboration.

MANAGEMENT HIGHLIGHTS

- Lead negotiator for employers with various bargaining units including Police, Fire and AFSCME and gaining approval from City Councils and Township Board of Trustees.
- Personnel management including professional development, recruiting, hiring, promoting, needs/change assessment and disciplinary actions if necessary.
- Manage/managed up to \$24 million budgets with presentation and approval by elected officials.
- Designed, produced, bid, and managed a variety of projects for public works construction, park construction, Police Headquarters, building construction including RFP and RFQ processes.
- Human resource responsibilities for insurance and benefits, FMLA, FLSA, COBRA, and BWC.
- Various team building, leadership and consensus development amongst department heads, elected officials, and employee groups.
- Spearheaded review, analysis, and implementation of health insurance redesigns for cost savings while maintaining benefit levels and institute wellness efforts.

ECONOMIC DEVELOPMENT HIGHLIGHTS

- Initiated mixed use development with GE Aviation and suppliers for Village owned property as well as surrounding properties for global campus for growing technologies.
- Envisioned and lead Delhi Township to purchase, conceptualize and pursue development of 14-acre site; architect selection, private partners negotiation, and school board negotiations.
- Leadership role with the Cincinnati USA Regional Chamber Partnership (now REDI Cincinnati) Business Retention Committee 2006-11.
- Integral part of multiple new and expansion projects resulting in hundreds of millions in capital investment, creation and retention of thousands of jobs, and continual increases in tax revenues.
- Envisioned and led Evendale to adopt their first Master Plan, Economic Development Strategic Plan, and complete Zoning Code and Zoning Map revision.
- Lead negotiator for the Rookwood Commons development which was considered the catalyst for open air 'Town Centers' in the country. Also led negotiations for Rookwood Exchange which included commissioning an urban renewal study.
- Began a business retention program for Evendale to engage local businesses with the community, identify 'red flags' which can signal expansion, relocation, or other significant business needs and upcoming changes.

COLLABORATION HIGHLIGHTS

- Main point of contact for City of Norwood with Xavier University for their Cintas Center basketball arena and conference center and impact minimization to surrounding neighborhoods.
- Participation in local Chamber boards including chairing the annual golf outing and increasing participation and revenue which lead to beginning a scholarship fund.
- Led Evendale's incentive project to retain GE Aviation's headquarters for 15-year term.
- Engage City of Springboro as Clearcreek Township provided Fire and EMS for the unincorporated as well as the incorporated areas of the Township.
- Serve and served on various boards and regional organizations; Southwest Ohio Region Workforce Investment Board, Cinti. Area Managers' Assoc., Norwood Recreation Commission, Norwood Planning Commission, C-Change Alumni, Regional Business Retention Committee.

EXPERIENCE

Delhi Township, Hamilton County, Ohio

February 2017 to Present

Township Administrator

- Responsible to the Board of Trustees to manage the daily operations and management of the Township departments and functions as outlined in the Ohio Revised Code. Approximately 135 total employees (32 Full time and 16 Part time Fire Department, 32 certified Police Department personnel & 10 civilian, 9 Public Works Department, 4 Planning/Zoning, 24 Park Department, 5 Administrative).

Clearcreek Township, Warren County, Ohio

September 2014 to February 2017

Township Administrator

- Responsible to the Board of Trustees to manage the daily operations and management of the Township departments and functions as outlined in the Ohio Revised Code. Approximately 90 total employees (50 Clearcreek Fire District also covering the City of Springboro, 17 certified Police Department personnel, 12 Road/Park Department, 2 Planning/Zoning, 4 Administrative).

Village of Evendale, Ohio

June 2004 to September 2014

Administrator

- Management of the Administrative Office, Building Department, Planning Commission activities, Economic Development and Community Improvement Corporation. Report to the elected Mayor who functions as the CAO for the Village. Began ballot initiative for electric and gas aggregation and continued to manage relationships with suppliers including opt-in and opt-out programs.

City of Norwood, Ohio

March 1997 to January 2004

Safety-Service Director

6/2001 – 1/2004

Chief Project Coordinator

5/1992 – 6/2001

- Administrative head of the various City Departments as Safety-Service Director which would include Police, Fire, Public Works, Building, and Water Department.
- Coordinated various construction projects as Chief Project Coordinator while also serving as the point of contact for Xavier University during development and construction of the Cintas Center and retiree healthcare revisions for the City's 75 eligible retirees.

Hull & Associates, Inc.

May 1992 to January 1997

Design Engineer

- Design work for landfill, environmental, and earthwork projects with construction inspection and certification in the field.

EDUCATION

Xavier University, Masters of Business Administration

University of Dayton, Bachelor of Civil Engineering

International Economic Development Council, Certified Economic Developer

Jack Cameron, MBA, CEcD

* [REDACTED]

* [REDACTED]

REFERENCES

Josh Torbeck
Clermont County Park Director
Fomer Park Director, Delhi Township
[REDACTED]

Chief John Terrill
Police Chief, Clearcreek Township
[REDACTED]

Chief Tom McCabe
Fire Chief, City of Norwood
[REDACTED]

John Ranz
Former Evendale Council Member
[REDACTED]

Bryan Pacheco
Law Director, Clearcreek Twp. & Delhi Twp.
[REDACTED]

Adam Browning
President, Gold Medal Products, Evendale
[REDACTED]

David W. Johnston, ICMA-CM

June 4, 2022

Ms. Lori Thompson
Assistant City Manager
City of Madeira, OH
Applied via lthompson@madeiracity.com

Dear Ms. Thompson:

I am applying for the City Manager position with Madeira, Ohio. I noticed that your city has advertised this position on the ICMA Job Center this week. To be on the safe side, I am submitting my credentials again for your consideration. I do see this position as a truly unique and exciting opportunity. My background, experience and interpersonal skills are the qualities that make me the right choice for this position.

I bring over 25 years of visionary public service and local government management experience, with success in intergovernmental relations, economic development, strategic planning, financial management/budgeting, and staff development/mentoring. As a trusted and dependable advisor, I have consistently delivered ethical, transparent, and engaged leadership to stakeholders of communities with diverse and often complex needs. This resulted in vibrant, win-win partnerships, meaningful investment, and quality service delivery.

These are a few key strengths I offer, based on solid experience:

- **Influential communicator and relationship builder...**
With mastery in developing, sustaining, and leveraging a web of high-value partnerships which creates awareness, and encourages active civic engagement to advance local strategic interests.
- **Decisive and action-oriented style...**
With proven, long-standing reputation for developing and driving practical roadmaps to enhance policy, communications, and issues management while undertaking a variety of projects and strategic initiatives.
- **Catalyst in maximizing a community's business and economic health...**
By leveraging my expertise in community and economic development to increase investment, strengthen and broaden the local tax base, while respecting the local historical legacy, as the foundations to creating jobs and building wealth to enhance a community.
- **Authentic and values-driven team builder...**
With poise, skill, and sensitivity I provide leadership and support to a diverse staff within highly complex and evolving organizational structures and foster a culture of performance, knowledge, accountability, innovation, and quality.
- **A passion to promote ethical and results-driven public services at the local level...**
My work as a public servant is founded on the basic philosophy that I must continually earn and keep the public trust. To strive to meet this challenge I enhance an organization's focus and investments around a shared community vision, supportive infrastructure, and sustainability. I meet challenges, such as budget deficits and often rapidly changing community dynamics, by utilizing an uncommon blend of critical thinking, an entrepreneurial spirit, and an aptitude for making positive change happen.

Madeira, OH/Page 2

Additionally, I have represented the communities I have served on MPO boards, regional economic development organizations, municipal league legislative committees and various local committees. I have worked with neighboring communities in developing agreements involving joint purchasing contracts and combining our city departments to perform joint projects and provide shared services, all to get the most economic value from the public resources available (aka: get the biggest bang from the public dollars).

Your position profile says I'm the type of person you are looking for to serve as an experienced, passionate, energetic, and strategic leader, to be a good steward of public and private resources and to communicate complex issues and situations in ways that lead to the most informed and effective public policy decisions. I look forward to beginning a productive dialogue with you about this exciting professional opportunity. Please contact me by phone or email to arrange a meeting. I look forward to hearing from you soon.

Respectfully,

David W. Johnston, ICMA-CM

[REDACTED]
[REDACTED]

David W. Johnston, ICMA-CM

Visionary Public Services Executive

IMPROVING THE OPERATIONAL AND FISCAL SOUNDNESS OF AN ORGANIZATION

by forward-thinking and resourceful leading, with a guiding philosophy that encourages innovation, ownership and responsible risk-taking. Tenacious trailblazer with history of crafting successful breakthrough win-win programs by incorporating strategic planning, value-added economic development, staff development and mentoring, and community and inter-governmental relations that **ACHIEVE POSITIVE SOCIAL, ECONOMIC AND ENVIRONMENTAL OUTCOMES.**

PIVOTAL SKILLS

Productive Relationships / Partnerships	Cross-Departmental Cooperation	Financial Stewardship
Communication / Political Acuity	Public / Community Relations	Economic Development Leadership
Inter-Governmental Relationships	Staff Management / Development	Project / Program Management
Problem Solving / Conflict Management	Business Development / Marketing	Community Visibility / Relevance

Experience, Key Contributions and Performance Milestones

City Manager: Covington, Kentucky – 2017 - 2021

A historic and rejuvenating Ohio River community in the heart of the Cincinnati metro area (**population: 41,500**), **400 employees plus 50 seasonal employees**. Annual budget of **\$109 million**, a **\$57 million** General Fund, plus Storm Water and Street Utilities, Golf Course and various dedicated funds. Full oversight of day-to-day operations of the City, including directing a dedicated management team from Police, Fire, Neighborhood Services, Public Works, Economic Development, IT, Human Resources, Finance, Communications, Data Analysis and Grants Management departments.

- **IMPROVED PUBLIC FINANCIAL STEWARDSHIP THROUGH STRONGER FINANCIAL CONTROLS:** These changes led to the City's **Moody's bond rating improved from a Baa rating to an A2 rating in two years** and significantly less audit findings from 6 recurring findings to 1 finding in 3 years due to these new policies. Strengthened the multi-year financial model to regularly use in decision-making and policy assessments. This helped the City to more effectively deal with the financial impacts of the COVID-19 pandemic. Organized parking assets as cost centers to assess operating profit/loss and to develop first capital improvement plan as basis to set parking rates.
- **SUCCESSFULLY GUIDED IMPORTANT REDEVELOPMENT EFFORT:** Led a community-based master planning process on a key 23-acre site in City's commercial core, which led to successful negotiations for the City to purchase the site from the federal government with a \$30 million GO bond issue. City is taking the lead to clear the property of a ~460,000 sq. ft. building with asbestos to greenfield status and to ready this asset to the private commercial market.
- **RENEWED FOCUS ON CUSTOMER SERVICE:** Reorganized the city departments into 2 functional areas—Public Service and Support. Successfully broke a silo mentality to one of seeing each department as serving both the public and each other for improved public service. Staffing increases, training and other investments led to success. This also optimized staff morale.
- **EFFECTIVELY ADDRESS BLIGHTED PROPERTIES & POVERTY:** Initiated a program of increased code enforcement, took legal actions with liens and foreclosures, and started and rental property licensing program, including mandatory inspections. Used federal CARES funds to expand free Wi-Fi services in poorer neighborhoods to assist in virtual learning demands for our students and optimize work-from-home ability during Covid.
- **AWARDED "CITY OF THE YEAR 2020-2021" by the KENTUCKY LEAGUE OF CITIES**

City Manager: Maple Valley, Washington – 2009 - 2016

Managed a vibrant community in Seattle metro area (**population: 25,600**), leading a team of **45 FTEs plus 35 Seasonal employees** with an annual budget of **\$29M**, including Storm Water and Street Utilities, Golf Course and Lake management. Full oversight of day-to-day operations, including Service Contracts for Police, Legal, Court, Jail, Animal Control and Engineering Services.

- **BRIDGED THE GAP BETWEEN POLITICS AND ADMINISTRATION:** Demonstrated advanced relationship and coalition building skills, by reaching out to all stakeholders and bringing a diverse community together – amid intense political conflict. **Maintained an open, responsive and proactive connection between the City and the Public, providing effective operational recommendations to facilitate progress of previously stalled policy making and revive project execution.**
- **CREATED A COMPELLING AND COMPREHENSIVE VISION:** Charted a new vision for the City, successfully balancing the public's openness to growth, with keen mindfulness to maintaining a sought-after small-town atmosphere, without sprawl and environmental degradation. Provided guidance and direction to City Council and City staff on issues relating to **significant population growth** and its pressures on the supporting infrastructure and local culture of the community. New, re-focused vision **enabled facilitation of community priorities so that the City continuously improved services to residents.** At the same time, **negotiated with King County to annex** various strategic parcels of land into the city.
- **OPTIMIZED THE CITY'S BUSINESS AND ECONOMIC HEALTH:** Positioned the City Economic Development Committee as Ambassadors with local and regional representatives, cultivating partnerships and collaborative relationships with commercial development, transportation, education, banking and utilities sectors, as well as with local businesses and citizens. **Initiative transformed the City's previously marginal reputation with the development community, enhanced its prominence and visibility, and generated significant opportunities, including development of 2 major shopping centers during the recent recession, and receiving 10 designations as a desired place to live, work and conduct business.**
- **BUILT A CULTURE OF ORGANIZATIONAL EXCELLENCE:** Applied a leadership approach that created an environment of trust and openness, **optimizing overall productivity and quality of service delivery, while reducing employee stress stemming from a politically tense environment.** In addition, led an initiative to assess technology needs and communications systems within the City **to improve resident, enterprise and visitor satisfaction with City services,** and initiated a priority-based budgeting process **to ensure sound, long-term and sustainable funding decisions.**

Public Management Consultant – 2008 - 2009

Leveraged in-depth knowledge of government and public agencies to: **(i.) Update the Comprehensive Plan and assist in Recruiting / Succession Planning for the Village of Savoy, IL, as an initiative to proactively manage a changing political and economic environment;** **(ii.) Serve as Interim City Administrator for the City of Aledo, IL, collaborating with department heads to plan and execute policy, while supporting Council and leading staff to ensure efficient delivery of services.**

Village Administrator: Rantoul, Illinois – 2004 - 2008

Led a team-oriented organization (**85 FTEs plus 50 Seasonal employees**) in an engaged, full-service community (**population: 13,000**), with annual budget of **\$50M**, including Water, Sewer, Gas, Electric Utilities and GAO Airport.

- **ESTABLISHED CHANUTE-RANTOUL NATIONAL AVIATION CENTER REDEVELOPMENT COMMISSION,** serving as the Commission's Executive Director and LRA Director. Successfully partnered with the mayor, state legislators and community citizens to navigate significant redevelopment challenges associated with closure of the former Chanute Air Force Base.
- **ORCHESTRATED REDEVELOPMENT OF AIR FORCE BASE:** Drove transformation of a long-closed Air Force base, including an airport, to **revitalize the community's local economy.** Led negotiations with the US Air Force on the ownership transfer and environmental mitigation planning, as well as aggressive debate with the EPA, FAA and other agencies to facilitate federal and state funding for capital improvements. **Designated the first 150 acres for a "shovel-ready" industrial park to serve as a nexus for an intermodal transportation center;** setting the stage for ultimate conversion of the base into an economic driver linking light manufacturing facilities and transportation.

Rantoul, Illinois, cont'd

- **ATTRACTED INVESTMENT AND BUSINESS OPPORTUNITIES:** Championed a comprehensive Economic Development Strategy to support a clear message that Rantoul is “open for business”: (i.) worked with Public Works staff to improve infrastructure services through the **issuance of \$11.5M in revenue bonds**; (ii.) Led the installation of “dark” fiber optics network throughout the community and utilized a VoIP telecommunication framework within City Hall; (iii.) Engaged Developers, Industrial Real Estate Brokers and the University of Illinois in building private-public partnerships to **bolster quality development and increased levels of investment**.

Town Manager: Westfield, Indiana – 2000 - 2003

Highly visible Chief Administrator role for Indiana’s 3rd fastest growing full-service community (population: **12,500**) and with a Utility Service area population of **21,000**) with **100FTEs** and **\$13.5M** annual budget, including Water / Sewer Utilities.

- **MENED IDEOLOGY CLASH BETWEEN CITY LEADERS AND THE COMMUNITY** arising from Council’s philosophy that proposed development and growth would threaten the “Small-Town” ambience. Role required advanced leadership skills in complex public and intergovernmental issues, operational decision-making, and community planning.
- **ENHANCED COMMUNITY APPEAL AND PROSPERITY THROUGH STRATEGIC ECONOMIC DEVELOPMENT:** Delivered Town’s *first* infrastructure master plan emphasizing development of land use, annexation programs and integration of relevant communications technology (fiber optics) to **expand and diversify tax base while managing growth**. Key initiatives: (i.) Negotiated purchase of a neighboring private Water / Sewer utility for **\$19.5M, financed by revenue bonds**; (ii.) Collaborated with local Congressman’s staff to **secure a special \$630K federal EPA grant** for strategic sewer system expansion to support development of a key parcel located along the US 31 Freeway.
- **DEMONSTRATED SOLID BLEND OF OPERATIONAL ACUMEN AND VISIONARY INSIGHT:** Applied a strategic approach to economic development, identifying growth opportunities and “selling” them to Council, Staff and the Community, **drawing upon ability to relate with citizens**. Developed the Town’s *first* 5-year operating and capital budgeting process aligned with Council goals, **enhancing Town’s management practices and overall performance**.

Village Administrator: Coal City, Illinois – 1997 - 2000

Demonstrated success in serving as the first local government professional manager for the community. Oversaw a **4,500 population** community with **30 FTEs** and annual **operating budget of \$7M**, including Water / Wastewater Utilities.

- **LED THE IMMEDIATE GOAL OF IMPLEMENTING THE FIRST COMPREHENSIVE PLAN FOR THE CITY:** Involving long-range operating budgeting and capital improvement program, asset replacement system, enhanced purchasing processes and long-range land-use plans.
- **PAVED THE PATH TO SUPPORT THE CITY’S RESPONSIBLE AND SUSTAINABLE GROWTH:** Identified and implemented critical agreements to **provide increased efficiency and service** to residents: (i.) Partnered with Village Board, the Village Engineer and Illinois EPA to fund a **\$5M** sewer treatment facility and **\$2M** upgrade program to the water delivery system; (ii.) Updated the Village’s subdivision regulations; and (iii) Initiating comprehensive land use planning to **progress strategic initiatives and provide proactive solutions for the future**.

Early Career

Administrative Director: INDIANA HEALTH CENTERS, INC., Indianapolis, Indiana (1994-1997)

Director of Stewardship: DIOCESE OF GARY, Merrillville, Indiana (1992-1994)

Director: State of Indiana, OFFICE OF TRAFFIC SAFETY, Indianapolis, Indiana (1989-1992)

Director: State of Indiana, TRANSPORTATION PLANNING OFFICE, Indianapolis, Indiana (1986-1989)

Education

Master of Public Affairs (MPA): INDIANA UNIVERSITY, SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS (SPEA)
Concentration in Urban and Regional Planning

Full-time 6-month internship with the Indiana Port Commission / Ports of Indiana

Certificate in Economic Development: University of Oklahoma, Economic Development Institute

Bachelor of Arts in American Studies: UNIVERSITY OF NOTRE DAME
Concentrations in Communications and Economics

Teaching

Adjunct Faculty Member: INDIANA UNIVERSITY-PURDUE UNIVERSITY AT INDIANAPOLIS
SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS
Taught two undergraduate management courses.

Honors and Awards

One of the 50 Transformative Smart Initiatives in The World - 2021 for the Connect Wi-Fi Community Project of Covington, KY, by Smart Cities Connect

IEDC 2021 Bronze Award for Neighborhood & Retail Development for Covington, KY's Small Business Assistance Program that started in 2017

City of the Year Award 2020-2021 for Covington, KY, by the Kentucky League of Cities

2013 WCMA Award for Skills in Intergovernmental Cooperation

Sagamore of the Wabash Honoree, awarded by Indiana Governor Evan Bayh (D)

Sagamore of the Wabash Honoree, awarded by Indiana Governor Robert Orr (R)

SPEA Undergraduate Teaching Excellence Award for Adjunct Faculty

Professional Associations

International City/County Management Association (ICMA)

- *ICMA Credentialed Manager Designation since 2006*

Kentucky City/County Management Association (KCCMA)

International Economic Development Council (IEDC)

International Council of Shopping Centers (ICSC)

National Association of Industrial and Office Parks (NAIOP)

National League of Cities (NLC)

Kentucky League of Cities (KLC)

Personal

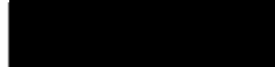
Married to my wife Carole for over 27 years. We occasionally take dance lessons to spare my wife's feet. I was on the Board of Directors of the local chapter of the Alzheimer's Association while serving Coal City, IL. Also, I have volunteered as a merit badge counselor for Boy Scouts. Active in my parish and with other community groups. Hobbies include cooking, hiking, map reading, reading historical nonfiction, listening to big band jazz country music. I am an avid fan of minor league and college baseball.

David W. Johnston
Professional References

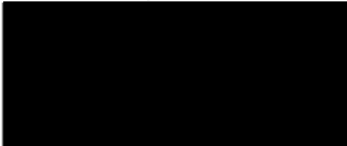
Bill Allison
Former Maple Valley Mayor/City Councilor
23239 SE 267th Ln
Maple Valley, WA 98038



Chief Michelle Bennett
Retired Major, King County Sheriff's Office
& current Edmonds, WA Police Chief
Former Maple Valley Police Chief



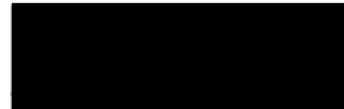
Shane Davies
Owner/Broker
Member-Economic Development Committee
Maple Valley Windermere Realty



Greg Brown
Retired Maple Valley Parks & Recreation Director



Joe Shriver
Kenton County Administrator



Frank Warnock
City Administrator
City of Bellevue, KY
616 Poplar St.
Bellevue, KY 41043



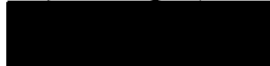
Derek Matheson
City Manager
City of Fife, WA



Jay Fossett
City Administrator
514 Sixth St.
Dayton, KY 41074



Muhammed Owusu
Retired Finance Director
City of Covington, KY



Col. Rob Nader
Police Chief
City of Covington, KY



Bruce Applegate
Deputy City Manager
(former Covington Assistant City Manager)
City of Alcoa, TN



Mark Pierce
Fire Chief
City of Covington, KY



Tom West, AICP
Economic Development Director
City of Covington, KY



Kris Knochelmann
Kenton County Judge/Executive



June 1, 2022

Ms. Lori Thompson, Assistant City Manager
City of Madeira
7141 Miami Avenue
Madeira, Ohio 45243

Subject: City Manager
Employment Application

Dear Ms. Thompson:

My first experience of Madeira was around 15 years ago when a friend suggested that my family accompany her to the City's July 4th parade and fireworks. After the smoke from the fireworks had cleared and as we walked the parade route back to our car, I knew that we would be back, but I didn't realize that it would turn into over a decade long family ritual. The City's friendly atmosphere, quaint shops, community parade, and memorable fireworks has always called us back.

With these thoughts in mind, I welcome the opportunity to discuss my background and experience in the hope that I might help Madeira as its next City Manager. Included with this letter my resume and application. As the Director of the Warren County Water & Sewer Department my job requires a strong knowledge of planning & zoning, human resources, public works, budgeting, financing, and administration. I offer Madeira the following unique qualifications:

- **Warren County Regional Planning Commission (RPC)** – Attracting new and retaining strong existing commercial businesses in an established community can be challenging. Having served on Warren County's regional planning commission over the past 15 years, I have reviewed and discussed hundreds of rezonings applications and subdivision plans with commission members and developers. As RPC Vice Chairman I work closely with planners, builders, and investors on new subdivisions and redevelopment projects within one of the fastest growing Counties in Ohio. I look forward to collaborating on the City's 2019 Comprehensive Plan with an eye on spurring economic development by attracting new businesses to the downtown area. I encourage you talk with any of the County's premier developers Tim Burgoyne, Greg Berling, or Ken Campbell and with the RPC Executive Director, Stan Williams regarding my background and experience.
- **Public Works & Infrastructure** – Maintaining aging roadways, bridges, waterlines and parks is challenging but crucial for a thriving City. My engineering design and construction background provides the skills needed to navigate any infrastructure project. In addition, securing state and federal infrastructure grants is becoming more crucial in an environment where construction costs continue to rise. By teaming with the Warren County Park District in 2021, I helped successfully secure Clean Ohio Grant funding for the purchase of 40 acres of park property along the Little Miami River. This will be Warren County's next premier park and will also serve as source water protection for our department's neighboring wellfields. I will be submitting a second grant application this year for the development of the park property including the construction of pavilions, paved walkways, parking lots, pedestrian bridges, trails, and other amenities. I welcome the opportunity to discuss funding options to help Madeira tackle future projects and I encourage you to reach out to Larry Easterly, the County's Park Director, for more details on the creation and development of Warren County's Spicer Park.

- **Hiring and Retaining Qualified Staff** – Attracting and retaining staffing is quickly become a monumental challenge for local governments. The demand for skilled staff has increased while the supply has decreased due to early retirements caused by COVID. This has resulted in employees leaving public sector jobs for other opportunities. As Director, I continue to work closely with my division managers to help identify ways to retain employees through both financial and nonfinancial incentives while maintaining a balanced budget. I am interested in learning about the challenges facing Madeira and ways to create a working environment that is attractive to future employees.

I believe my unique combination of experience, educational background, and local knowledge provides me with the tools and skills needed to serve as the next Madeira City Manager. I look forward to the opportunity to discuss the position with you in further detail. Please contact me [REDACTED] should you need additional information.

Finally, I want to thank you again for the many fond memories of past 4th of July celebrations and look forward to visiting the City on July 2nd. My family has one final request, please keep the same band from last year.

Respectfully,

Chris G. Brausch

CHRIS G. BRAUSCH, PE, MBA

Warren County Water

WORK EXPERIENCE

WARREN COUNTY WATER & SEWER DEPARTMENT

June 2006 – Present

Director & County Sanitary Engineer – Promoted February 2009

Lebanon, Ohio

Deputy Sanitary Engineer – Hired June 2006

Director responsible for planning and administering the operations of the Warren County Water and Sewer Department that provides service to 33,000 water and sewer customers. Warren County Water is the 15th largest water utility in the State of Ohio serving a population of 103,000. We are the largest department under the Board of County Commissioners with 78 full-time and 8 part-time workers and a 2020 operational budget of \$29.5 million. The Director is also responsible for structuring and implementing the County's capital improvement program that currently consists of \$49.2 million of water improvements and \$18.2 million of sewer improvements. Responsibilities include:

Adviser to the Board of County Commissioners

Provide weekly updates and advise the Board and County Administrator regarding budgets, personnel issues, state and federal grant applications, capital improvement projects, contract negotiations, water and sewer intergovernmental agreements, water and sewer rates, and other items relevant to the department. Receive input from the board and implement their policies and directives.

Manage and Direct Personnel

Direct, plan, and coordinate the personnel activities of the department. Establish the organizational structure of the department, interview candidates, and recommend hiring for supervisory level staff. Assist the seven division managers with the hiring and promotion of staff, enforcement of County personnel policy, resolving employee discipline and staffing issues, and termination of employees.

Planning and Budgeting

Assist the business manager with the development of annual budgets including revenue and expense projections. Recommend utility rate increases for adoption by the Board. Apply and obtain Ohio Public Work Commission grants, Ohio Water Development Authority low interest loans or municipal bonds for the financing of capital construction. Review and contribute to the County's annual comprehensive annual financial report.

Direct, Manage & Implement Major Projects

Direct, manage, design, and/or implement the department's \$105 million long term capital improvement program that includes pump station upgrades, water and sewer line installation, and water/wastewater treatment plant expansions. Prepare construction specifications and drawings for competitive bidding. Current ongoing projects include \$37.9 million water treatment plant upgrades, \$5.4 million water distribution mains, and \$7.8 million wastewater treatment plant improvements.

Innovation & Special Projects

Coordinate with retail and industrial businesses to provide water and sewer service that promote economic development. Work with innovative companies to implement new technology that enables improved customer service including online utility bill payments, customer notifications, electronic service orders, and asset management.

CAMP DRESSER & McKEE, INC.

October 1999 – June 2006

Principal Engineer & Office Manager – Promoted March 2006

Cincinnati, Ohio

Project Manager – Promoted 2003

Project Engineer – Hired October 1999

Cincinnati office manager of a national environmental engineering firm. Responsible for planning, organizing, and completing engineering projects. Experience in master planning, design, bidding, and construction services for water, wastewater, stormwater, and roadway projects. Authored and edited design manuals, ordinances, and engineering standards for municipalities, as well as assisted municipalities in obtaining state grant and loan financing for municipal capital construction projects.

QUEST ENGINEERS

January 1996 – October 1999

Project Engineer

Louisville, Kentucky

Project engineer responsible for engineering studies and designs for the Louisville Metropolitan Sewer District. Project experience included repair and reliability upgrades to the 105 million gallon per day (mgd) Southwest Pump Station, West County Wastewater Treatment Plant (WWTP) expansion from 15 to 23 mgd, and chemical feed design at the 110 mgd Morris Forman WWTP.

EDUCATIONAL BACKGROUND

UNIVERSITY OF LOUISVILLE, Louisville, KY
Masters in Business Administration, May 2001

PURDUE UNIVERSITY, Lafayette, IN
Masters of Science in Civil Engineering, May 1996

UNIVERSITY OF CINCINNATI, Cincinnati, OH
Bachelor of Science in Metallurgical Engineering, June 1991
Cum Laude Graduating Honors

PROFESSIONAL ACTIVITIES

Regional Planning Commission Executive Committee – Vice Chairman (Member since 2007)
Warren County Solid Waste Advisory Board
Warren County Risk Management Committee
Warren County Rehab Housing Board
Franklin Regional Wastewater Treatment Plant Corporation Board – Vice President
Little Miami Conservancy – Double Eagle Award - 2019

PROFESSIONAL REGISTRATION

State of Ohio Professional Engineer 2001 Registration No. E-65075

COMMUNITY SERVICE/ACTIVITIES

St Columbkille Parish Council & Finance Board – 2020-Present
St Columbkille Church Youth Group Mentor 2017-Present
Boy Scouts of America Troop 155 – Scoutmaster 2013-2017

REFERENCES

Stan Williams, AICP
Executive Director
WC Regional Planning
406 Justice Drive, Lebanon
[REDACTED]

Scott Brunka, P.E.
City Manager
50 S. Broadway
Lebanon, Ohio
[REDACTED]

Bruce Brandstetter, P.E.
Vice President
Brandstetter Carroll, Inc.
Cincinnati, Ohio
[REDACTED]

Larry Easterly
WC Park Director
1267 N. St. Rt. 741
Lebanon, Ohio
[REDACTED]

ADDITIONAL REFERENCES

Sonny Lewis (retired)
City Manager
City of Franklin
Lebanon, Ohio 45036
[REDACTED]

Tim Burgoyne
Director of Land Acquisition
Silverman and Company, LLC
Cincinnati, Ohio
[REDACTED]

Ken Campbell
Planned Development Co
Mason, Ohio
[REDACTED]

Dave Gully (retired)
WC Administrator
406 Justice Drive
Lebanon, Ohio
[REDACTED]

Greg Berling
Parkland Homes/ CB Mgmt
3333 Madison Pk Suite C
Ft. Wright, KY 41017
[REDACTED]

Pat South
Former WC Commissioner
[REDACTED]

Doug Wehmeyer
Battalion Chief
Deerfield Township
[REDACTED]

Sue Spencer
WC Human Resource
406 Justice Drive
Lebanon, Ohio 45036
[REDACTED]

Joe Prus
President/Owner
Prus Construction
[REDACTED]

Eric Reiners
Township Administrator
Deerfield Township
[REDACTED]

Neil Tunison, P.E.
Warren County Engineer
210 W. Main Street
Lebanon, Ohio 45036
[REDACTED]

Dan Corey
Deerfield Twp Fiscal
4900 Parkway Dr
Deerfield Twp, Ohio
[REDACTED]

Bruce McGary
Assistant Co Prosecutor
520 Justice Dr.
Lebanon, OH 45036
[REDACTED]

Application for Employment

It is the policy of the City of Madeira to provide equal opportunity with regard to all terms and conditions of employment. The city complies with state and federal laws prohibiting discrimination on the basis of race, color, religion, creed, national origin, disability, veteran status, age, sexual orientation, or any other protected characteristic.



Date of Application 5/24/2022

Name Chris Brausch

Home Phone (_____) _____

Cellular/Other Phone (_____) _____

E-mail _____

Address _____

City/State/Zip Code _____

Position applied for City Manager

Shift preferred: 1 2 3 Any Not Applicable

Expected salary range or hourly rate of pay: _____

Type of work desired: Full-time Part-time Seasonal Temporary

Date available for work: Four weeks after acceptance of employment offer

How were you referred to the City of Madeira? _____

Have you ever been employed here before? Yes No If yes, give dates _____

Is this application a request for reemployment following an extended military leave of absence from the City?
Yes No If yes, additional information may be requested.

If you are under 18 years old, can you provide a work permit if required? Yes No

Are you legally eligible for employment in the USA? Yes No If Yes, proof is required if hired.

Are you able to perform the "essential functions" of the job for which you are applying (with or without reasonable accommodation)? This question is not designed to elicit information about an applicant's disability. Please do not provide information about the existence of a disability, particular accommodation, or whether accommodation is necessary. These issues may be addressed at a later stage to the extent permitted by law.

Yes No Need more information about the job's "essential functions" to respond.

Will you relocate if required? Yes No

Will you travel if required? Yes No

Will you work overtime if required? Yes No

If driving may be required in the job for which you are applying, please provide your driver's license number.

DL# _____ State _____

Have you ever been bonded? Yes No

Employment Experience

Place an by the employer(s) you **do not** want us to contact. List your most recent employer first.

1. Employer Warren County Board of County Commissioners
 Address 406 Justice Drive, Lebanon, Ohio
Job Title Director of Water & Sewer Department Supervisor Warren County Commissioners
E-mail _____ Phone (_____) _____
Dates Employed: from (mm/yy) 06/2006 to (mm/yy) Present
Hourly rate/salary: starting \$75,000 / year final \$116,500 / year
Work Performed Manage & direct the largest department under the Warren County Commissioners.
Reason for Leaving n/a
2. Employer CDM Smith
 Address 8845 Governor's Hill Drive, Suite 430, Cincinnati, Ohio 45249
Job Title Principal Engineer & Office Manager Supervisor Chris Calpin
E-mail _____ Phone (513) 583-9800
Dates Employed: from (mm/yy) 10/1999 to (mm/yy) 6/2006
Hourly rate/salary: starting \$21.63/hour final \$40.38/hour
Work Performed Principal partner and Cincinnati office manager for national engineering firm.
Reason for Leaving Employment opportunity at Warren County
3. Employer Quest Engineers
 Address Louisville , Kentucky
Job Title Project Engineer Supervisor Charlie Scroggin
E-mail _____ Phone (_____) _____
Dates Employed: from (mm/yy) 01/1996 to (mm/yy) 10/1999
Hourly rate/salary: starting \$15.60/hour final \$18.75/hour
Work Performed Project engineer for regional civil/environmental engineering firm.
Reason for Leaving Relocate to Cincinnati area to be close to home & raise family.

Explain any gaps in employment, other than those due to personal illness, injury or disability.

N/A

Have you ever been fired or asked to resign from a job? Yes No If yes, please explain.

Educational Background

High School:

Name of school Clinton Massie Location Clarksville, Ohio
Course of study _____ Did you graduate? Yes No Degree or diploma _____ Years completed _____

College:

Name of school Purdue University Location West Lafayette, Indiana
Course of study Masters in Civil Engineering Did you graduate? Yes No Degree or diploma MS Years completed 2

Graduate School:

Name of school University of Louisville Location Louisville, Kentucky
Course of study Masters in Business Admin Did you graduate? Yes No Degree or diploma MBA Years completed 2

Vocational Training – Other:

Name of school University of Cincinnati Location Cincinnati, Ohio
Course of study Bachelors in Engineering Did you graduate? Yes No Degree or diploma BS Years completed 5

Continuing Education:

Skills and Qualifications

List any special training, skills, licenses and/or certificates that may assist you in performing the position for which you are applying:

Professional Engineer, State of Ohio
Master in Business Administration, Concentration in Finance

Computer Skills (Check appropriate boxes. Include software titles and years of experience.)

<input checked="" type="checkbox"/> Word Processing <u>Microsoft, Google</u> Years: <u>30</u>	<input checked="" type="checkbox"/> Internet _____ Years: _____
<input checked="" type="checkbox"/> Spreadsheet <u>Microsoft, Google</u> Years: <u>30</u>	<input checked="" type="checkbox"/> Other <u>ESRI ArcMap GIS</u> Years: <u>15</u>
<input checked="" type="checkbox"/> Presentation <u>Microsoft, Google</u> Years: <u>25</u>	<input checked="" type="checkbox"/> Other <u>Tyler Technologies - Munis</u> Years: <u>5</u>
<input checked="" type="checkbox"/> E-mail <u>Microsoft, Google</u> Years: <u>20</u>	<input checked="" type="checkbox"/> Other <u>Onbase - Hyland Software</u> Years: <u>15</u>

Is there any other job-related information you want us to know about you?

Please see resume for additional information.

Applicant Statement

I certify that all the information submitted by me on this application is true and complete, and I understand that if any false or misleading information, omissions, or misrepresentations are discovered, my application may be rejected, and if I am employed, my employment may be terminated at any time.

I expressly authorize, without reservation, the employer, its representatives, employees or agents to contact and obtain information from all references (personal and professional), employers, public agencies, licensing authorities and educational institutions and to otherwise verify the accuracy of all information provided by me in this application, resume or job interview. I hereby waive any and all rights and claims I may have regarding the employer, its agents, employees or representatives, for seeking, gathering and using truthful and non-defamatory information, in a lawful manner, in the employment process and all other persons, corporations or organizations for furnishing such information about me.

In consideration of my employment, I agree to conform to the company's rules and regulations, and I understand that these rules and/or the employee handbook do not form a contract of employment, either expressed or implied, and I agree that my employment and compensation can be terminated, with or without cause and with or without notice, at any time, at either my or the City's option. I also understand and agree that the terms and conditions of my employment may be changed, with or without cause and with or without notice, at any time by the City. I understand that no City representative, other than the applicable Appointing Authority, and then only when in writing and signed by said Appointing Authority, has any authority to enter into any agreement for employment for any specific period of time, or to make any agreement contrary to the foregoing.

Applicant's Signature _____



Date _____

5/24/2022



7141 Miami Avenue, Madeira, Ohio 45243

AUTHORITY TO RELEASE INFORMATION

I, Chris Brausch, hereby agree and permit the City of Madeira and/or Madeira Police Department to conduct an investigation into my background, including, but not limited to my criminal record and credit report, and agree to permit the Madeira Police Department to release any information learned about my background and criminal record, if any, to the City Manager and/or Human Resources Department.

I agree to save harmless from any and all claims, actions, causes of actions, costs, damages and obligations the City of Madeira, the Madeira Police Department, and all of its employees, members and agents arising from any and all acts resulting from this background and criminal history investigation or from the release of any information learned to the person listed above.

Date 5/24/2022 Signature *Chris Brausch*

Address [REDACTED]
[REDACTED]

Date of Birth [REDACTED] SS# [REDACTED]
(For identification purposes only)

Driver's License Number [REDACTED]

Branden Dross

June 2, 2022

Dear Mayor Hilberg and City Council,

I am seeking consideration for the City Manager with the City of Maderia, Ohio. While I have enjoyed my time in Kansas as a city manager, the adaptation to Kansas is not what my family and I had expected. We are looking to relocate back to a metropolitan area.

The leadership skills I have learned result in my ability to build solid teams and provide appropriate analytical reporting. I work well with strangers as well as the people I know. Working in both the private and public sectors I have been able to:

- Successfully communicate with senior leadership across all areas of the private and public sector.
- Implement and monitor a solar light pilot program from signup to procurement purchasing request.
- Create and facilitate a new manager-in-training program as a corporate area trainer.
- Facilitate focus groups made up of external and internal stakeholders, which concluded with sufficient data for qualitative analysis.
- Work with City and Planning Commission on first revisions to the zoning and subdivision regulations in twenty-five years.
- Obtain over \$400,000 in grants in my first year since appointment.
- Successfully negotiate a new electric distribution contract for the City of Herington, which included cost savings as well as additional generation.
- Manage an electric, water, and wastewater utility to maintain the highest quality and standards.
- Recruited several businesses that created new jobs during the global pandemic.
- Create business continuity plans for emergency preparedness with pandemic and public safety issues.
- Create a grant program for businesses to revitalize storefronts and/or expand capital infrastructure.
- Oversee a new water treatment facility and sludge screw press kit installation at our wastewater facility.
- Create equity in street projects across town by utilizing allocated funds to areas of town that were neglected.
- Turn negative public perception into a positive by being more transparent and holding monthly "...with the city manager" events.
- Create a newfound city beautification process that encompassed community education, listening, and holding stakeholders accountable.

Given my education and job experiences, I believe that I would be an asset to the organization. I can perform the basic functions of the job, as well as offer more in-depth insight and thought on the day-to-day operations of administration. I am excellent at anticipating operational challenges and needs while working together as a team to provide accurate reporting in a timely and relevant manner. Thank you in advance for taking the time to review my qualifications.

Cordially,



Branden Dross, MPA

WORK EXPERIENCE

City of Herington Herington, KS

City Manager (September 2020- Present)

- Oversees a budget of ~ \$10 million in a full-service municipality
 - General Fund and five enterprise accounts
- Oversaw construction of a new water treatment plant (\$5 mil)
 - Funded with state loans, a USDA RD grant, and a water rate increase
- Oversaw improvements to the wastewater treatment plan
 - Funded with state loans and a sewer rate increase
- Facilitated Lake and Reservoir master plan and community engagement strategies
 - This included the drafting of an RFQ and engineer selection and the creation of a steering committee
- Created a three-year initiative by creating an internal utility franchise fee model
 - Charged out electrical utility the maximum five percent allowed used for governing body special projects
- Created a commercial cultivation grant to assist new and existing businesses called UPTICC
 - Gave a maximum of \$5000 to any new or existing business to be used for capital projects.
- Created a new Neighborhood Revitalization Plan to increase tax abatement benefits by 100% to commercial/industrial partners for five years
- Oversee the development of a new, low-cost comprehensive plan
 - Utilized a graduating MURP class for technical work; an intern was used for community engagement
- Meets with business owners on a bi-monthly basis to discuss issues in the City

CPS Energy San Antonio, TX

Community Relations Advocate- Community Program Development (September 2017- September 2020)

- Worked as a liaison between assigned elected officials' districts and CPS Energy to address issues such as infrastructure, utility assistance, and community outreach
 - Each council district had ~150k residents. 200 plus cases a year. Proactive and reactive outreach
- Managed emergency response issues on gas and electric outages to include customer lodging, emergency crew coordination, and communication with senior leadership
 - Created numerous SOPs to be used throughout the organization
- Created protocol for the Community Programs area that would be used in local/state/federal level emergencies
- Managed aspects of employee development such as SWOT and Change Management functions of my department
 - Led monthly webinars over the Prosci Change Management model
 - Led resume and personal growth training to help development co-workers

City of Terrell Hills San Antonio, TX Metro

Assistant to the Director- Administrative Services (August 2016-January 2017)

- Drafted meeting minutes and agendas for City Council, Board of Adjustment, and Planning and Zoning
- A/P & A/R and payroll management for city employees
- Created a new permitting and inspection web-based solution for use by the department. This reduced plan review time from five business days down to two

City of San Antonio San Antonio, TX

Historical Building Enforcement Officer (April 2016-July 2016)

- Surveyed and inspected the City's historic districts, landmarks, and conservation districts
- Coordinated meetings with city departments and external agencies to assist customers to achieve compliance
- Made public education and neighborhood association presentations that emphasized education

Code Compliance Investigator (May 2015- April 2016)

- Achieved a ninety-three percent compliance rate within seven business days
- Submitted proper documentation for contractors to bid and abate violations as specified
- Case management of property related to code enforcement and zoning

EDUCATION

The University of Texas at San Antonio (December 2018)

- Master of Public Administration
- Graduate Certificate in Non-Profit Leadership and Management

The University of Texas at San Antonio (May 2016)

- Bachelor of Arts in Public Administration with a minor in Political Science

BOARDS & COMMITTEES

- Dickinson County Economic Development Corporation (DKEDC)
 - Board of Directors (March 2022- Present)
- Herington Hospital, Inc. Foundation Board
 - Board of Directors (February 2022- Present)
- Kansas Association of City/County Managers (KACM)
 - Planning Committee (December 2020-Present)
 - Awards Committee (November 2020-Present)
- Kansas Municipal Energy Agency (KMEA)
 - Board of Directors (October 2020-Current)
- Kansas Municipal Energy Agency (KMEA)-EMP3
 - Vice-Chair (May 2021-Current)
- International City/County Management Association (ICMA)
 - 2021 Annual Conference Evaluation Committee Member (July 2021-Current)
- San Antonio Independent School District 2016 Bond Citizen Advisory Committee (June 2017- September 2020)
- San Antonio Independent School District 2020 Blue Ribbon Task Force (April 2020- August 2020)
- VIA Transit Community Council (March 2020-September 2020)

CERTIFICATIONS

- Lean Six Sigma Yellow Belt (December 2018)
- Prosci Change Management Practitioner (November 2019)

Amy Buckert- Current Director of Finance, City of Pearland, TX, Mentor, former boss with Balcones Heights and Terrell Hills- [REDACTED]; 8 years

Ronnie Guest- Current City Manager of Choctaw, OK; former peer at CPS Energy- [REDACTED]
[REDACTED] 5 years

Laura Jacobs- former boss Sr. Manager, Customer Advocacy, CPS Energy- [REDACTED]
[REDACTED]; 5 years

David Harris- Current City Manager of Balcones Heights- peer, mentor, former boss [REDACTED]
[REDACTED]; 6 years

Brad Jantz- City Attorney, subordinate, City of Herington, [REDACTED]
[REDACTED] ~2 years

Loti Dornbush- Hilltop Director, subordinate, City of Herington,
[REDACTED] ~2 years

Crystal Parris, Neighborhood Enforcement Officer, Subordinate, City of Herington, [REDACTED]
[REDACTED] 1 year

Curtis Hartman- Former City Commissioner, member of my governing body, [REDACTED]
[REDACTED] ~2 years

Ben Castleberry-Current City Commissioner, member of my governing body,
[REDACTED] ~2years

Michael McNamara

Master of Public Administration



May 21, 2022

Dear Mayor Hilberg and Members of Council:

CITY OF MADEIRA

7141 Miami Ave.
Madeira, OH 45243

Thank you for the opportunity to apply for the position of City Manager for the City of Madeira, Ohio.

Attached you will find two versions of my resume:

- A one-page "Executive Overview" with many career highlights, and
- A more in-depth three-page resume that details my work experience and more of my achievements

If you were to ask my parents where my passion was from a young age, they would tell you that I would be in government administration. I enjoyed building cities out of Lego bricks, Lincoln Logs, Erector sets and whatever I could find. And I was glued to the evening news from a young age when my older siblings wanted to watch MTV videos (when MTV still showed music videos).

My resume will demonstrate a career of increasing responsibility. And it will also demonstrate a career of increasing wins, good planning, and a knack for wealth development as well as community redevelopment.

A hallmark of nearly every position I have held is collaboration and community engagement. Projects that bring people in the community together and engage influencers from residents to businesses are more satisfying for everyone, and they enjoy the best media coverage.

My preferred budgeting style is performance-based and conservative. I am conservative in estimating realistic revenues and provide sensible estimated expenditures while allowing for contingencies. This approach helps to optimize flexibility and has built-in adaptability for unforeseen circumstances.

My resume will demonstrate an experienced, motivated professional. As you get to know me, you will find that I am a forward-thinking, strategic leader that seeks to elevate every community where I work.

Thank you again for considering me as your next City Manager. Madeira is one of the premier communities in Greater Cincinnati with a great reputation. This success does not happen by accident, and I would be honored to continue that legacy of excellence. I am dedicated to benevolent public administration as well as continuous improvement.

Sincerely,

Michael McNamara



Michael McNamara

Master of Public Administration



2

LOCATIONS

4

AGENCIES

5

DIVISIONS

24

EMPLOYEES



LEADERSHIP

- Director** - Clermont County Department of Community + Economic Development
- Executive Director** – Port Authority
- Executive Director** – Community Improvement Corporation
- Board Member** – Workforce Investment Board
- Board Member** – Ohio Economic Dev. Assoc.
- Chair and Member** – Mother Teresa School



CURRENT POSITION

As Director of Community + Economic Development, I oversee our Planning, Economic Development, Community Development, GIS and Building Divisions. I am also responsible for the Port Authority, Community Improvement Corporation and Land Bank.



EDUCATION

Ohio University – Master of Public Administration
Voinovich School of Leadership
4.0 GPA – Outstanding Student Award

LEAN Ohio Boot Camp

Miami University – Political Science
MIS Minor
Transatlantic Seminar - Luxembourg



CAREER TIMELINE



NOTABLE PROJECTS

- Nestlé Purina**
\$550 million capital investment
1.5 million square foot facility
300 new jobs
- Hamilton Security**
\$14 million capital investment
180,000 square foot facility
210 retained and new jobs
- Butler County Land Bank**
Demolished over 600 structures
Increased property values
Reduced foreclosures
- Spooky Nook – Hamilton**
\$140 million capital investment
Historic redevelopment
Legacy downtown revitalization
- West Chester Trade Center**
\$100 million capital investment
Campus of 7 spec buildings
1,000+ new jobs
- Project Spark**
Butler County rebranding
12,000+ citizens engaged
Countywide buy-in and results
- The Union – Union Twp.**
\$36 million capital investment
190 units market rate housing
Supports workforce & business
- Clermont Capital Bill**
Bi-Annual process
Total community engagement
\$2 million+ in last cycle



SKILLS

- Mentoring
- Process Improvement
- Regional Collaboration
- Government Budgeting

- Business Retention and Expansion
- Continuous Improvement and Education
- Team Building
- Economic and Community Development

Michael McNamara

Master of Public Administration



OBJECTIVE

To utilize my education, experience and record of accomplishment in public administration to carry on a commitment to continuous improvement for the City of Madeira, Ohio and to improve its economic position while focusing on future opportunities and challenges.

RELEVANT BACKGROUND

- Strong Economic Development and Community Development and Redevelopment professional
- Graduated LEAN-Ohio Boot Camp for government process improvement
- Passionate about assisting in historic preservation and redevelopment
- Over 12 years in government budgeting
- Dynamic and confident local government management professional with 24 years experience in local and state government
- Forward-thinking, strategic leader committed to building and enhancing regional relationships

RELATED EXPERIENCE

Clermont County Department of Community + Economic Development *Director, 08/2020 – Present*

- Forged relationship with Clermont Chamber of Commerce and Convention and Visitors Bureau to conduct feasibility study for new State Park lodge
- Worked with Building Division to update fee schedule, begin electronic plans examination, and modernize division table of organization
- Brought staff together to develop new department Strategic Plan
- Redeveloped Community Development Division for CDBG, grants, and created new county land bank
- Reimagined business retention and expansion efforts to reach more businesses
- Developed budgets for Community + Economic Development, Building Division, Port Authority and Community Improvement Corporation

Butler County Department of Community + Economic Development *Administrator, 03/2015 – 08/2020*

- Innovative Executive Director (CAO) of the Butler County Port Authority
- President (CAO) of the Butler County Land Bank focusing on land reutilization and historic preservation and redevelopment
- Developed budgets for Port Authority and Land Bank and received Auditor of State award for financial reporting every year
- Awarded a competitive LGIF grant to "rebrand" Butler County through regional collaboration in partnership with the county visitor's bureau
- Teamed with Miami University to publish study on effects of Land Bank
- Executed a long-term strategy to make Port Authority solvent

**RELATED
EXPERIENCE
CONTINUED**

Butler County Treasurer

Chief Deputy 11/2010- 03/2015

- Managed human resources and business administration of Treasurer's Office
- Developed annual budget for Treasurer's office including special use fund
- Created and coordinated communications of Treasurer's office
- Oversaw high performing customer service operations and responsiveness
- Represented Treasurer at Board of Revision, Investment Advisory Council, Health Insurance Advisory Committee and other positions
- With Treasurer, formed the forward thinking Butler County Land Bank in collaboration with cities of Middletown and Hamilton

Butler County Board of Elections

Location Supervisor Various elections 11/2010 - present

- Supervisor in charge of all elections operations at assigned polling location
- Motivated poll workers to effectively deliver fair, honest, and open elections
- Led teams of 16-20 individuals, unfamiliar with each other, to achieve successful results in 24 hours
- Troubleshoot administrative and technical issues to provide a professional election experience for voters as well as poll workers
- Requires knowledge of regulation environment overseeing elections

Hamilton County Prosecuting Attorney

Public Information Officer 10/2005- 11/2010

- Executed effective and professional public relations projects
- Conducted research on matters relating to criminal justice and the office
- Ensured transparency and responsiveness of office
- Effectively promoted and communicated performance of Prosecutor's office
- Self-motivated in suggesting long term strategies for Prosecutor's office

Ohio Treasurer of State

Regional Representative 08/2001- 02/2005

- Managed Treasurer office for region covering counties in Southwest Ohio
- Approachable liaison between local officeholders and State Treasurer
- Monitored participants in the Treasurer's Linked Deposit Program
- Assisted in community education activities (*Women & Money, CPIM*)
- Built relationships with local Chambers of Commerce and business leaders
- Self-motivated to enhance partnerships and relations of Treasurer's office

Butler County Clerk of Courts

Information Systems Manager 05/1998 – 08/2001

- Administered migration to new legal computer system
- Coordinated update and overhaul of state title system to NT system
- Clerk's liaison to Butler County government and attorneys
- Developed and deployed public service announcements
- Drafted and issued media releases on behalf of Clerk
- Led the design and development team for new web presence at www.ButlerCountyClerk.org

CAREER ACHIEVEMENTS

- Negotiated \$550 million Nestlé Purina facility in Clermont County
- Received Ohio Auditor of State Award for Financial Reporting
- Closed \$44 million bond agreement for the construction of StoryPoint
- Closed \$15 million structured lease contract for construction of mixed-use Marcum development in downtown Hamilton
- Closed multiple bond agreements for construction of new \$100 million industrial/logistics campus - West Chester Trade Center
- \$40 million Port Authority project with Kroger for first-of-its kind automated distribution center
- \$140 million sports facility and event center in Hamilton, Ohio – Spooky Nook
- Published report by Miami University demonstrating increase in property values and reduction in foreclosures in areas where Land Bank is active
- Partnered with Ohio University on Clermont County assessment projects
- Mentored students during winter and summer terms through Miami University Ohio Public Leaders Fellowship program
- Engaged Clermont Chamber and Convention & Visitors Bureau to work together on a feasibility study for new State Park lodge facility
- Led the strategic planning initiative for the Clermont County Department of Community + Economic Development

CONTINUOUS IMPROVEMENT

- LEAN-Ohio Boot Camp
- Ohio Economic Development Assoc. – Basic Course on Economic Development
- Leadership Middletown – Class of 2016
- Leadership 21 (West Chester/Liberty) – Class of 2017
- Ohio Economic Development Institute – Finance and Incentives
- Ohio Economic Development Institute – Real Estate
- Ohio University Master of Public Administration program – 4.0 GPA
- Multiple continuing education courses through OEDI

COMMUNITY SERVICE (past and present)

- Secretary – American Red Cross, Butler County Area Chapter
- Member – American Red Cross Cincinnati Chapter, Board of Directors
- Warren County, Ohio Junior Fair Board Judge
- Clinton County, Ohio Junior Fair Board Judge
- Catechism Instructor – St. Mary's Catholic Church Oxford, OH
- St. Maximilian Kolbe Church Outreach Commission – Vice Chair and Chairman
- Mother Teresa Catholic Elementary School – Board Member, Vice Chair and Chair

ORGANIZATIONAL INVOLVEMENT

- National Public Employer Labor Relations Association
- Ohio Public Employer Labor Relations Association
- International City/County Management Association
- Workforce Investment Board – Butler, Warren and Clermont Counties
- Licensed Amateur Radio Operator – KB8ELI
- Ohio Economic Development Association – Board Member
- West Chester 2050 Visioning Committee
- Certified FAA Drone Pilot

Lori Thompson

From: Tiffany Fell [REDACTED]
Sent: Thursday, May 12, 2022 9:50 PM
To: Lori Thompson
Subject: City of Madeira application
Attachments: Tiffany Fell -- Resume.doc; Tiffany Fell -- Resume.doc

Good Afternoon,

Thank you for the opportunity to send my resume through for the City Manager position with the City of Madeira. My experience as both an Administrative Executive and Elected Official have provided me with a unique perspective when working with local governments, the constituency, and the challenges that those in government are often faced with.

I have an extensive background in government administration and management and the role would be a great fit with my background, education, and experience. I have listed a number of relevant points below, that align with the competencies and experiences required for the position.

- Building and implementing a strategic vision and goals that align with organizational leadership. Lead and coordinate advocacy efforts, outreach programs, partnerships, and key initiatives that align with established business objectives.
- Dedication to building and fostering a diverse, inclusive, cohesive and vibrant team culture,
- Proven experience as a manager of teams that can attract and retain top talent
- Create and maintain highly productive relationships with key stakeholders, media, influencers and organizations
- Demonstrated success securing high-level cross-functional collaboration /participation
- Creating economic strategies for growth, development and sustainability for the community
- Draft and execute crisis communications strategies, when required
- Proven track record of building a highly motivated and successful leadership team
- Strong commitment to high ethical and professional standards
- Transparent and empowering leadership style
- Ability to develop a strong team able to problem solve and build consensus
- Passion for serving the community and providing exceptional customer service
- Demonstrated experience and leadership in managing comprehensive strategic communications and public relations programs to align with the organization's values and advance the mission and established goals

In closing, I believe the professional competencies that I have developed will be an asset to the City of Madeira. You will see details on the resume, as well as at [REDACTED]. I am confident that my diverse experience in government administration, long-term financial planning, robust emphasis on economic development, policy and legislative background, and strong communication skills combined with my education will enable me to fulfill and exceed your established short-term and long-term vision. I believe that I can positively impact your organization's mission and goals and would be a great fit for the role. I would welcome the opportunity to meet and have further in-depth conversations about how I could contribute to your exceptional team and execute the duties and responsibilities of the City Manager position.

Thanks again for your time and consideration of my application and I look forward to communicating with you in the near future.

***please note - confidentiality is requested ***

Thank you for your time and consideration,

Tiffany Fell, MBA
[REDACTED]

Results-driven government executive who conceives, builds, executes, and manages innovative solutions to municipal organizational challenges. A dynamic change agent, inspirational team leader, and natural collaborator having transformed a stagnant \$84M municipality into a thriving, economically vibrant entity and elevated operational performance to new levels. Skilled in coalescing diverse stakeholders around mission-critical initiatives that create value. An engaging communicator with expertise in organization planning, team development, envisioning and executing new program concepts, risk management, budget optimization, manage multi-million dollar capital projects. Blends strategic thinking, communication proficiency, and creative solutions with infectious enthusiasm and energy, unwavering integrity, and a bias for action to deliver results in key performance areas. Dedicated to maintaining an impeccable reputation built on serving the community, providing excellent customer service, executing the will of the Council, and maintaining uncompromising ethics,

- **Transformational Influence** – Elevated performance expectations, quality of service, and level of responsiveness of 160+ person department. Built not-for-profit facility to address unmet needs of multiple underserved market segments, creating transportation hub with direct connection to the United States.
- **Strategic Planning** – Created first-ever long-term strategy, including department-specific initiatives aligned with goals around sustainability, organizational resilience, collaboration, and value. Prioritized capital projects over 10-year period with decision framework to evaluate emerging opportunities and roadmap.
- **Stakeholder Engagement** – Coalesced colleagues around plan to increase revenue and provide new services. Issued completed municipal development plan, spurring involvement by residents despite 19 years of previous attempts, hosting 15 open houses, and achieving complete support.
- **Team Leadership** – Improved communication and collaboration among departments, bringing ideas and providing an open, transparent forum. Initiated and co-led annual offsite for senior management to review state of the organization, including team building, and transformed leadership culture.
- **Operational Excellence** – Expanded and improved equipment with latest GPS and software enabling real-time updates, and reprioritized policy around service levels. Outsourced engineering services, eliminating wasted resources and generating hundreds of thousands of dollars in savings.

Competencies that Advance Organizational and Legislative Priorities

- | | |
|---|-------------------------------|
| ▪ Policy and Bylaw Formulation | ▪ Regulatory Compliance |
| ▪ Government Relations | ▪ Budget Optimization |
| ▪ Operations Management | ▪ Customer Focussed |
| ▪ Risk Management | ▪ Capital Projects |
| ▪ Organizational Planning and Development | ▪ Contract Negotiation |
| ▪ Communications Strategy | ▪ Leadership & Team Building |
| ▪ Human Resource management | ▪ Stakeholder Engagement |
| ▪ Political Acumen | ▪ Strategic Business Planning |

Transformational Influence and Creative Solutions for Delivering on Mission Critical Initiatives

Rural Municipality of Springfield, MB

2014 – Present

CHIEF ADMINISTRATIVE OFFICER (INTERIM), 2018 – 2020 | **MAYOR**, 2018 - present

DIRECTOR OF COMMUNICATIONS AND LEGISLATIVE FUNCTIONS, 2020 - present

Elected to transform this stagnant municipality into forward-oriented dynamic entity. With accountability for \$84M evaluation of public service operations. Lead nine departments, twelve direct reports serving community of 16,000. Inject transparent and open communication internally and externally. Create and implement economic and community growth initiatives. Provide strategic planning and vision. Establish aggressive short- and long-term goals around cost control, economic development, infrastructure, and community growth. Secure financing from public and private sources. Review and approve annual budgets and capital expenditures. Build motivated leadership team, fostering positive and inclusive working environment. Promote transparent and accountable culture.

- Created organization's first-ever succession and business continuity plan.
- Built strategic five- and 20-year vision and plan.
- Secured \$4.7M for water treatment facility, and \$54M for building senior wellness center.
- Attracted dozens of businesses, generating millions of dollars for infrastructure and 170 new jobs.
- Standardized best practices and project governance oversight.
- Reversed negative perceptions, elevated employee satisfaction and community sentiment.

DIRECTOR OF COMMUNICATIONS AND LEGISLATIVE FUNCTIONS 2014 – 2018 | **DEPUTY MAYOR** 2017 – 2018
CHIEF ADMINISTRATIVE OFFICER (INTERIM), 2015 – 2016 | **COUNCILOR** 2014 – 2016

Appointed to strengthen community and legislative initiatives and outcomes. Led team of eight. Built collaborative relationships with officials at all levels of government. Monitored and responded to critical legislative issues. Facilitated meetings with stakeholders to promote and advance organization's public policy priorities. Led and coordinated advocacy efforts, outreach programs, partnerships, and other initiatives. Project managed new sustainable green initiatives. Reviewed and drafted policy, bylaws and legislation. Crafted press releases, conducted interviews with press and organized media events. Created high-value relationships with tv, radio and print outlets. Drove internal and external communication cadence around policy amendments and changes to legislation. Designed and implemented strategic vision and goals that aligned with community feedback.

- Revised procurement policies, and created dedicated reserves for projects, increasing cost efficiency and accountability.
- Lowered tax burden on residents.
- Partnered with government leadership to create a sustainable managed wetland, eliminating the use of harsh chemicals and saving \$2.4M
- Developed completely green LEED platinum-certified assisted living facility and wellness center, including partnering with private donor and federal government.
- Spearheaded innovative growth and revenue strategies in line with council objectives, exceeding goals through grants and revenue-producing initiatives.
- Streamlined the budgeting process, increasing transparency and input from the public. Adjusted timelines to create cost savings for the Municipality, including updating procurement policy documents and creating dedicated reserves for municipal projects

Steinbach Credit Union (SCU), Steinbach, MB

2009 – 2014

EXECUTIVE ASSISTANT TO VICE PRESIDENT OF CORPORATE LENDING AND PROJECTS

Hired based on cultural fit and interpersonal style to serve in ambassador-like role as first point of contact for stakeholders internally and externally, while providing operational support for corporate lending team. Organized and prioritized department goals for team of 17 account managers and the VP. Overseeing administrative staff of five managed schedules and deadlines for timely reporting of financial information. Created and delivered client and partner presentations. Maintained corporate calendars. Produced correspondence, meeting agendas, emails, and business communications. Maintained confidentiality of highly sensitive information.

- Project-directed 18-month software conversion for department including training staff; led soft launch of new program.
- Created presentations for current and potential new members to identify new business opportunities and to present proposals for projects with existing members.
- Maintain and strengthen relationships with high-wealth clients through the delivery of great customer service ensuring objectives and timelines were met.

Custom House Global Foreign Exchange, Winnipeg, MB

2006 – 2009

CORPORATE SALES EXECUTIVE | PROJECT MANAGER

Recruited to this financial services company based on prior success in designing and managing marketing programs, along with financial knowledge. Tasked to develop marketing initiatives to protect and grow customer accounts in increasingly competitive environment. Partnered with Director in setting project goals and objectives. Identified, qualified, and presented to clients, merchants, OTC firms, institutions, and distribution partners. Built and maintained client relationships. Networked with high-net-worth individuals, educated clients on trading platforms, and ensured high levels of client service. Provided administrative and operational support to Managing Director. Researched competitors.

- Regularly exceeded sales targets by 12% – 15%.

Tiger Courier

SALES AND MARKETING EXECUTIVE

Recruited to this transportation company out of university to accelerate marketplace awareness, client engagement, and revenue. Designed promotional programs. Managed trade shows. Generated leads.

- Exceeded revenue target increasing sales by double digits.

Education

MBA, Global Leadership – University of Fredericton, Fredericton, NB

BBA – University of Winnipeg, Winnipeg, MB

Licenses and Certifications

PMI-ACP (PMI-Agile Certified Practitioner) – Project Management Institute, In Progress

Certified Municipal Official – Association of Manitoba Municipalities, 2018

Professional Development and Board Experience

Negotiation Theory and Practice Workshop – University of Winnipeg

Meditation Workshop – University of Winnipeg

Winnipeg Metropolitan Region – Member Board of Directors

JohnQ Corporation - Member, Board of Directors

Kin Place Health Complex – Board Member

Interlake-Eastern Regional Health Association – Committee Member

International City/County Manager Association – Member

Springfield Public Library – Board Member

Interlake-Eastern Regional Health Authority – Committee member

Association of Manitoba Municipalities – Member

Federation of Canadian Municipalities - Member

Red River Basin Commission (North Chapter) – Committee Member

Springfield Agricultural Committee – Member

Oakbank Christian Church - Volunteer and Event Coordinator

Springfield Spartans – Board Member

Springfield Share-a-ton - Creator

Carlo M. Pilgrim

July 15, 2022

Dear Mayor Chris Hilberg and Members of the Madeira City Council,

In search of new challenges, I found the City of Madeira an excellent opportunity to enrich my career and enhance my life. You will find my resume and other documents attached to entice your interest if you genuinely want to learn more about me—I am a professional manager leader with over twenty years of municipal experience and expertise. A professional with the knowledge, wisdom, and understanding of your Council and City's needs. There is nothing I can't do or handle, regardless of your population, location, government, background, ethnicity, or budget. I am ready to make an immediate, long-term commitment and share my experiences with you so we can perform the duties required by your council and community.

For example, I will manage and coordinate all projects and programs to accomplish your goals and objectives, meeting regularly with department heads and others to resolve issues and problems quickly and efficiently.

As City Manager for Holbrook, AZ, it suited my skills well, knowing what it takes to balance competing tasks, adapt to shifting priorities, and address emerging needs. My abilities and experience allow me to take full responsibility for any matter or situation we confront, giving you all you expect and deserve. But, unlike some, I care about the people I work with and serve, especially those who work hard to do their best and want to make a difference. Their needs and performance are essential to me. You will always have my best interest at heart, meeting whatever challenges we face, including your town's vision.

My approach, communication, relationship-building talents, fiscal planning skills, leadership abilities, and teamwork skills are exceptional. And if you include my military experience and tenacity, you will quickly understand all I can do and what we can achieve. I will integrate your teams, deliver what's needed, and guide you by example while standing firm in the face of disruption, diversity, and challenges. I will help you iron out complex issues and show you how we can avoid them.

Before managing towns and cities, I worked for two years as the lead budget technician for a \$25 M company. I expanded my working knowledge and understanding of accounting principles while attending the University of Dallas. After that, I served 2-years as a Food and Beverage Director for a first-class hotel in Iowa, handling contracts, customer service, events, and entertainment in a hospitality environment. Then I returned to the Navy, picking up where I liftoff—They wanted my services again. I remained in the Navy until released from active duty. It was then, in 1987, that I started my municipal management career.

The following are a few excerpts from my resume:

- saved \$50 K in legal fees by structuring, negotiating, and closing a deal between a local ski resort and the town;
- attracted/ promoted a \$100 M bottling company, wanting to shift business to the City and grow it to \$300 M;
- secured a \$600 K grant for airport improvements which required additional security, improved runways, and a restaurant lounge;
- acquired a \$50 K grant to improve a port to determine if cruise ships and ferries could service the town.

You will gain a diligent, aggressive, motivated, goal-achievement-oriented professional with the ability, focus, and unmistakable character to fill your desires. Together, we will achieve even greater success and a robust future.

Thank you, Carlo



City Manager | Town Manager | Administrator

RESUME

An innovated leader with twenty years of proven organizational, communication, analytical, and leadership skills. A visionary who is keen and firm in the face of disruption and challenges. A person who shows foresight, talent, abilities, and guts to do what's proper and necessary? A dedicated team leader and player that gives direction while leading towns, cities, and villages through planning, coordinating, and evaluating departmental programs and service results. And displays exceptional budget skills with a strong business orientation and financial background, outstanding interpersonal skills, and a proven ability to control external-internal parties, including governments, and cut communication barriers. Below are areas I professionally handled in the past 20 years:

Areas of Expertise

- Operational Planning & Execution
- Resource Allocation & Use
- Cost Reduction & Containment
- Project & Utility Management
- Economic Development
- Budgeting & Forecasting
- Team Leadership & Development
- Union Contracts Negotiations
- Asset/Fiscal management
- Organizational Leadership
- Stakeholder & Public Media Engagement
- Infrastructure & Development

Career Experience

Sabbatical

6/2016 – Present

I took an extended career break, gaining extensive experience traveling the countryside until Covid -19 intervened.

Town of Dover, Vermont

2/2014 – 6/2015

Town Administrator

A four-season destination point with a Select Board-Administrator form of government, with a population of 1600 to 400,000 seasonal, and a budget of \$4 M. Duties included researching, assessing, advising, and coordinating but no personnel authority (State Statute). I had a 16-month work agreement with the Board.

- Reached targeted savings and increased team members' benefits, proposing a medical package to the Board that reduced cost and produced high-performance levels;
- Saved \$50,000 in legal fees, structuring, negotiating, and closing a deal between a local ski resort and the town;
- Improved accountability, boosted employees' morale, expanded training, and introduced a performance management approach to annual evaluations that caught the eye of surrounding towns;
- Served on a Bi-Town Economic Development Board that planned, designed, and developed a six-mile walking trail between two towns.

AWP, Inc, Hermosa, California

6/2012 – 7/2013

Finance Officer

We delivered expert-level guidance to clients on financial matters: budgeting, advertising, and taxes for start-ups and expansion. Improved cash flow positions and working capital, managed accounts payable and receivables, converted check payments to ACH service, increased accurate costs, and reduced penalties and service fees.

Optimized the auditing process, helping staff understand the process and its implication, and introduced deep-dive analysis software, allowing the firm to study data and its effect on performance. We exceeded management's expectations for leading and handling issues while maintaining composure and quality.

Senior Care, Boothbay Harbor, Maine

12/2009 – 5/2012

Caregiver

I provided intensive care and support for a family member who was seriously ill and unable to take care of herself, my mother. Besides long-term home care and scheduling numerous medical appointments, I also minimized the risk of misuse and loss through financial custodianship. She passed in 2012.

City of Holbrook, Arizona

7/2008 – 11/2009

City Manager

As chief executive officer, I reported to the Mayor and six council members. Holbrook had a population of 6,000 to 7,000 and a budget of \$15 M, with 80 FT and 30 PT employees. Twelve department heads reported to me. I left in 2009 after serving 16 months—both the Mayor and Council understood and supported my decision.

- Delivered directional goals and targets to departments while maximizing efficiency, coordinating functions, and setting clear expectations. Showed how thriving towns and cities can set themselves apart;
- Carried out Council's policies, resolutions, and directives, and oversaw the City's economic development;
- Ironed out complex issues and carried out strategies showing how to avoid them;
- Used quick, engaging, meaningful communications and leadership in managing internal-external challenges and environmental issues;
- Provided bus service for Northland Pioneer College students, resolving long-overdue transportation issues;
- Saved \$50 K addressing water flow issues in a six-mile levee system, collaborating with FEMA and Army Corp of Engineers;
- Obtained a \$600 K federal grant to upgrade security, resurface runways, and build a restaurant with a lounge;
- Reduced urban blight, working with a state college and state housing authority, using social media and public relations to promote an apartment motel project;
- Attracted a \$100 M bottling operation to the City with a potential of \$300 M;
- Executed downtown redevelopment projects: repairing, removing, and replacing abandoned property.

Additional Experience

Town Manager | Tax Collector | Road commissioner | Police commissioner | Welfare Director

Education

Master of Business Administration (MBA)

Chaminade University, Honolulu, Hawaii

Bachelor of Science Degree

East Tennessee State University, Johnson City, Tennessee

Course Work in Business Management, Accounting, Advertising

The University of Dallas, Irving, Texas

Technical Proficiencies

Windows • Word • Outlook • Excel

PROFILE

Carlo M. Pilgrim

After graduating from college, I taught 8th and 9th-grade general science before attending Florida's Naval Aviation Officer Candidate School. I got my commission as an ensign and was later promoted to Lieutenant. Four years was how long I first served.

After four years of active duty, I opened two businesses in Florida. Later, I sold the businesses and moved to Dallas, Texas, where I worked for two years as the lead budget technician for a \$25 million company, reporting to its president. That taught me to be tight, trim, and accountable.

I joined the Navy Reserves in Dallas and returned to active duty as a reservist. They sent me to Guantanamo Bay, Cuba, for a year's tour. While there, I supervised over one hundred civilian and naval personnel. Then, they promoted me to Lieutenant Commander and sent me to Montana, where I served as the Commanding Officer of a Military Entrance Processing Command—the only naval command in Montana. After a two-year tour, they selected me to attend the Navy Postgraduate School in California. Instead, I found myself in Pearl Harbor, where I served as an Assistant Human Resource Officer for a significant command, handling research, policy, and analytical work. While at Pearl Harbor, I met my future wife, attended three years of night classes at Chaminade University, and received my MBA degree. After my tour in Hawaii, we moved to Naval Station Great Lakes, Illinois, where I served as Area Manager for the Navy's Junior ROTC Program. It covered 8-states. As a result of my service there, they gave me the Navy Commendation Medal for meritorious service.

When released from active duty, we moved to Maine, where I spent eight years in the Navy Reserves, drilling once a weekend per month and two weeks per year for active duty training. Then they assigned me to a Seabee Construction Battalion with 260 personnel as an Administrative Officer for my last three years of service. The Navy gave me the Navy Achievement Medal for sustained performance, and then I retired.

My career as a municipal manager started in 1987 when the Town of Newport, ME, hired me as Town Manager. My focus was clear and motivated—I inspired and encouraged improvements and progress. I also restored morale, built a high-performance management team, and restructured the existing staff and departments making them more responsive to residents' needs. I've always wanted people to do their best because I give my best, showing respect, pride, dignity, consistency, and firmness.

Please note that I have served the following towns as town manager, except for Dover and Holbrook, which were under work agreements for sixteen months—all were critical to my professional development: Boothbay Harbor, ME, five years and six months; Boothbay, a sister community, six and four months; and Newport, ME, five years, 11months.

CARLO M. PILGRIM

PROFESSIONAL REFERENCES

REFERENCE CONTACT:

Stanley (Swing) Lewis, Retired
Town of Boothbay

RELATIONSHIP:

Personally & Professionally
I have known Swing for more than 21 years. He served as the Boothbay Fire Chief.

HOME PHONE:

[REDACTED]

REFERENCE CONTACT:

Richard Hodgdon, Retired
Former Board of Selectmen
Town of Boothbay

RELATIONSHIP:

Board Member & Friend
I have known Dick for more than 21 years. He served as Chairman of the Board.

HOME PHONE:

[REDACTED]

REFERENCE CONTACT:

Mark Keegan, Retired
Superintendent of Schools (Retired)
Boothbay Region Schools

RELATIONSHIP:

Personally & Professionally
I have known Mark for 25- years. We served together on Community LINK, a nonprofit organization that met regularly to share information and ideas. Mark has since moved from the region.

MOBILE PHONE:

[REDACTED]

REFERENCE CONTACT:

Scott Adams, Esq., CPA, Retired
Port Committee and Zoning Board
Town of Boothbay

RELATIONSHIP:

Personally & Professionally
I have known Scott for 19 years

BUSINESS PHONE:

[REDACTED]

REFERENCE CONTACT:

Julia Latter
Town of Boothbay Harbor Manager

RELATIONSHIP:

Personally & Professionally
I have known Julia for over 17 years as a town's finance officer. Today, however, she serves as their Town Manager.

BUSINESS PHONE:

[REDACTED]

Email:

[REDACTED]

REFERENCE CONTACT:

Andrew McLean: Elected Town Clerk or Jeannette Eckert, who was appointed Office Manager for the Town of Dover

RELATIONSHIP:

Personally & Professionally
I have known both Andrew and Jeannette for 16 months. They are good people who professionally helped and supported me.

BUSINESS PHONE:

[REDACTED]

Email:

[REDACTED]

Note that I have supplied more references than expected. Some may have moved or changed addresses. Also, I've excluded some email addresses at their request.

MILITARY SERVICE

Carlo M. Pilgrim

Lieutenant Commander, USNR, Retired

I served 12 years on active duty service until honorably discharged to inactive duty. Then I did eight as a reservist until my retirement in 1994. However, I also started my municipal career in 1987 as a town manager for Newport, Maine.

The following applies:

- Director of one of the Navy's first Drug counseling Centers in Florida;
- Officer Club Manager for Naval Air Station, Florida;
- Bachelor Officer Quarter and Officer Club Manager /Enlisted Quarter Manager for Guantanamo Bay, Cuba;
- Commanding Officer of a Military Entrance Processing Center for Butte, MT;
- Created the first Joint Military Exchange Center for a Military Entrance Processing Command;
- Assistant Human Resource Officer for a significant fleet command;
- Area Manager for the Navy Junior ROTC Program in eight states;
- Administration Officer for a Navy Reserve Seabee Construction Battalion with 260 reservists;
- Awarded the Navy Commendation Medal for meritorious service and the Navy Achievement Medal for sustained performance.

ACCOMPLISHMENTS

Carlo M Pilgrim

Municipal and Military Highlights

- Served on an Economic Development Board as a Bi-Town member, Dover, VT;
- Organized, supported, and coordinated the first Medical Emergency Clinic in Holbrook, AZ;
- Coordinated and worked with a state institution and housing authority to eradicate blight in Holbrook;
- Received a state planning grant to update a commercial, public fishing dock, exploring future usage as a terminal for cruise ships and ferryboats, Boothbay Harbor, ME;
- Partnered with a nonprofit company to create the first limited needs living and communal center in the state, Boothbay Harbor;
- Promoted and coordinated a progressive economic development program and corporation involving four towns, Boothbay, ME;
- Created and administrated the first Tax Increment Financing District (TIF) to help local shipbuilders improve their shipyards, Boothbay;
- Planned and managed the first gasoline diesel refueling depot for two towns and a school district. Saved better than 30% each year, Boothbay;
- Helped support and modernize the first water supply system for two cities and a school district, Boothbay;
- We worked with Department for Environmental Protection to clean up and improve one of the most polluted lakes in the country, Newport, ME;
- Served as Commissioner of the Little League Baseball Program, Guantanamo Bay, Cuba;
- Done one year as the Montana District Chairperson for the Boy Scouts of America, Butte, MT;
- Created the first Joint Military Exchange Center for a Military Entrance Processing Command, Butte;
- Selected to attend Navy Postgraduate School, Monterey, CA;
- Served a central naval command as Assistant Human Resource Officer, Pearl Harbor, Hawaii;
- Awarded the Navy Commendation Medal for meritorious service as Area Manager for a Junior ROTC Program in eight states, Great Lakes Naval Base, IL;
- Awarded the Navy Achievement Award for sustained performance as the Administration Officer for a Reserve Seabee Construction Battalion with 260 reservists, Brunswick, ME;
- Directed one of the Navy's first Drug Counseling and Assistance Centers, Pensacola, Fl.

Re: City Manager – Madeira, Ohio

Please consider this letter as part of my official application for the position of City Manager in Madeira. The opportunities and challenges that were identified in the advertisement make Madeira a persuasive and attractive professional opportunity and would be very excited to join a community with the unique assets and challenges such as are present in Madeira. I would be very excited to join an organization with such a noted reputation. My candidacy for the position of City Manager is supported in my experience and traits as described below.

Organizational Management. I currently serve as the Village Administrator for the Village of Burr Ridge, Illinois, a community of over 11,000 residents known as one of the best places to live in Illinois. I am responsible for the management and development of all Village operations, which includes 60 FTE, \$32,000,000 in revenue across twelve individual funds and four operating departments (Administration, Finance, Police, and Public Works). I employ a very proactive approach to relationships with my elected officials, scheduling regular meetings or calls with elected officials to receive feedback, ask questions, and ensure overall consensus between the elected body and myself, understanding that when I have a clear understanding of the elected body's perspective, I can better communicate these positions to staff, who can in turn more quickly or effectively respond to the will of the elected body.

I am the chief human resource officer for the Village, including managing three unions (Police Sergeants, Police Patrol, and Public Works Laborers), and I enjoy friendly relationships with each bargaining unit, primarily due to a focus on clear lines of communication and trust building, leading to a desire to work together and instill a solution-oriented working relationship between parties.

I have created several new workplace initiatives to allow for better staff input; one such example is the establishment of a staff Innovation Committee, a group of employees from every department who meet monthly to discuss business process improvements which allow for better internal handling of business-related issues. This Committee has helped me in creating a new Village website, implementing the first municipal Work from Home policy and paid childbirth/adoption leave in the area, as well as creating a professional development curriculum for all staff to access management and leadership training regardless of their rank, stature, or tenure. Additionally, Burr Ridge is the first municipality in the Chicagoland area to recognize gender expression as a protected class. Employees are always considered when making decisions due to my empathetic approach to management, which results in very low employee turnover and positive morale in all departments. Of all of my successes, I consider the Village's present achievement of having happy, motivated, and cheerful employees to be one of my most cherished, as it is a critical ingredient as to why our residents have such high confidence and faith in our Village government.

Planning and Collaboration. Cities do not operate in a vacuum; both internal goal setting and external partnerships are critical to their advancement. I am proud to be the Village's representative on numerous local executive boards such as the DuPage County Mayor's and Managers Conference (DMMC), DuPage Convention and Visitor's Bureau (DCVB), Burr Ridge/Willowbrook Chamber of Commerce, Intergovernmental Risk Management Agency (IRMA), and DuPage Public Safety Communications 911 Board (DuComm). Through these organizations, I am able to advance the interests of Burr Ridge but also ensure that I remain in close contact with neighboring communities as they work through their own issues.

Additionally, I maintain close relationships with the school and park districts which are present in Burr Ridge through regular meetings. Burr Ridge is home to four schools in two school districts as well as served by two park districts, so ensuring open lines of communication and trust building is critical to my and Burr Ridge's success as an overall representative of the community's interests.

Lastly, to ensure that the Village is on track to hit new benchmarks and continue its own progress, I have, with the support of my elected officials, implemented goal setting sessions for my elected officials to provide tangible expectations to staff and the community. Utilizing SMART goals, we are better able to collaborate with our elected officials, resulting in greater budget and organizational effectiveness.

Financial Management. In my role as Village Administrator in Burr Ridge, I act as the chief budget officer, ultimately responsible for the management of the Village's financial assets. To this end, I have created considerable focus on the budget in terms of opportunity for improvement of transparency and results in Village finances. I have shifted Burr Ridge from an incremental budgeting approach to a zero-based budgeting approach, which has improved internal benchmarking and driven expenditure reductions while creating focus on targets set by appointed and elected officials. All Village spending boils down to two basic principles: priority and value, in that everything that staff proposes to spend money on must be demanded, expected, or prioritized by the community, while any priority must be delivered through financial value, whether through joint purchasing, incentives, or other such approach which ensures that the priority is provided in a considered manner which respects the taxpayer and constituent.

I have executed a staff reorganization which has resulted in significant financial savings while creating more staff resources for the community to access; for example, I recently converted two vacant Finance positions from full-time to consultant-based, saving the Village over \$160,000 annually with no loss of service. I am also leading a comprehensive facilities analysis, which has currently identified several major shortfalls in our existing public building portfolio but has led to several creative opportunities to upgrade said facilities, including space sharing with our local park district. I also paid off the Village's remaining debts (about \$6 million originating from past facility improvements), which makes Burr Ridge the only debt-free municipality in DuPage County.

Finally, I am a skilled manager of grant application and funds, having obtained over \$1,500,000 in grants from regional, state, and federal sources in the past 24 months for projects such as sidewalk construction and local stormwater improvements.

Economic Development and Planning. Without reliable and sufficient revenue streams, a community cannot provide necessary services for its residents. I pride myself on being a professional that is able to attract economic investment and redevelopment while maintaining a community's character, including that readily present in Madeira. In Burr Ridge, I serve as chief economic developer, successfully attracting many established companies to invest in the community, such as McDonald's, PermaSeal, Arthrex, Centene, IlliniCare, Sephora, and numerous new restaurants.

I also served as the Village Planner in Burr Ridge for over four years. I am responsible for leading the revitalization of key corridors of the community, such as our primary downtown district, including a \$10 million outdoor renovation of the largest shopping mall in Burr Ridge. Under my direction, Burr Ridge established a Business Improvement District, which will generate approximately \$40 million in redevelopment revenue and \$500 million in overall community

investment-all without touching property taxes. Additionally, I assisted in converting a naval airbase to a mixed-use community in Glenview, Illinois, one of the largest of its kind in the United States. I look forward to using my significant economic and community development experience in combination with my general management experience to sustain a positive economic climate in a community with such unique character and history as Madeira.

Community Engagement and Communication. Working in a smaller community such as Burr Ridge has provided me with many opportunities to create dynamic mechanisms that allow for better constituent service. When residents and businesses feel as though the community prioritizes communication with the public, trust in government grows, thus leading to better outcomes within the community. At the outset of the COVID-19 pandemic in March 2020, I assisted the Mayor in creating and authoring a daily (eventually weekly) community message regarding the Village's ongoing COVID-19 response. I was responsible for the creation of the first-ever communications plan in the Village of Burr Ridge, creating branding guidelines while setting goals for development of the Village's community engagement platforms, such as establishing a new Village website and digital monthly newsletter. Each of these changes has led to a significant increase in open-rates, impressions, and consumption of Village messaging, which is all distributed in an integrated fashion, wherein all residents can easily recognize the Village's branding, thus creating additional trust in our communication. I am proud to support my staff and elected officials become more connected with our Burr Ridge residents.

In closing, this position represents a highly attractive professional opportunity for myself and my family. It is my belief that my experience, skills, demeanor, and vision make me a highly competitive and qualified candidate for this position who can be a natural "fit" in the organization. If selected, I look forward to building a strong, durable, and long-lasting relationship between myself, staff, the elected officials, and the community of Madeira at large. Your consideration of my application for the position of City Manager is thoroughly appreciated.

Sincerely,

A handwritten signature in black ink that reads "EVAN WALTER". The signature is written in a cursive, slightly slanted style with a horizontal line at the end.

Evan Walter

REFERENCES

| Trustee Joseph Snyder (elected Trustee)
Village of Burr Ridge

[REDACTED]

Dave Preissig (staff subordinate)
Director of Public Works
Village of Burr Ridge

[REDACTED]

Mike Stratis (appointed Village official)
Village of Burr Ridge – Plan Commissioner

[REDACTED]

Scott Niehaus (professional colleague)
Village Manager
Village of Lombard

[REDACTED]

Ramzi Hassan (community reference)
Owner – Burr Ridge Village Center
Edwards Realty Corporation

[REDACTED]

EVAN WALTER

EXPERIENCE

VILLAGE ADMINISTRATOR – VILLAGE OF BURR RIDGE, IL (POP. 11,500) NOVEMBER 2020-PRESENT

Chief administrative officer appointed by a seven-member part-time Mayor and Board in a council-manager form of government. Responsible for management and development of all Village operations and services encompassing 60 FTE, \$32,000,000 in annual revenue and a \$47,000,000 Capital Improvement Plan. Highly experienced in collaborative partnerships, including representing the Village on executive boards through the DuPage County Mayor's and Managers Conference (DMMC), DuPage Convention and Visitor's Bureau (DCVB), Burr Ridge/Willowbrook Chamber of Commerce, Intergovernmental Risk Management Agency (IRMA), and DuPage Public Safety Communications 911 Board (DuComm). Recognized leader in both hard (budgeting, communication, planning and development) and soft (decision-making, culture creation, professional development) skills necessary for executive leadership of modern municipal organizations.

- Redesigned Village budget process under a zero-sum approach, resulting in over \$500,000 in operational savings and \$250,000 in personnel savings through an organizational restructuring in the first budget year. The new budget won both a GFOA award for excellence along with Special Recognition for Capital Budgeting, one of only two communities in Illinois to receive both distinctions.
- Established a Business Development District in downtown Burr Ridge, which is scheduled to generate approximately \$40 million in available redevelopment revenue over its lifespan and \$500 million of private investment in the next five years.
- Led five-year water and sewer rate model study, which identified \$10 million in additional improvements without need for debt issuance.
- Overhauled Village's purchasing policy, resulting in an 80% reduction in staff processes while increasing transparency and creating \$50,000 in new credit card rebate revenue.
- Re-designed Village's communications and community engagement, including the creation of a new Village website, monthly email and annual mail newsletter, new social media presence, new community events, as well as a community survey.
- Established new employee programs, including work from home, in-service days, bonus programs, and a professional development curriculum designed to expose staff at all organizational levels to core management and leadership concepts in public service.

ASSISTANT VILLAGE ADMINISTRATOR – VILLAGE OF BURR RIDGE, IL MAY 2017-NOVEMBER 2020

Served as the Administration Department head while reporting directly to the Village Administrator. Responsible for all inbound constituent service inquiries, economic development, community engagement, and human resources and risk management services and strategies.

- Managed the Village's COVID-19 response, including designing employee policies, communications strategies, as well as economic recovery initiatives related to the ongoing pandemic which included the loss of zero of the Village's 22 total restaurants through innovative grant and zoning support programs.
- Led Village response to Sterigenics crisis, which resulted in the closure of a major toxic chemical emitter in the community. This endeavor involved communication and collaboration

with over 15,000 local residents (both in and outside Burr Ridge), seven school districts, DuPage County, and the State of Illinois to create legislation which protected the health of those who live and work near Burr Ridge.

- Responsible for the development and approval of a \$12 million outdoor renovation of the Village's downtown retail district, resulting in 16 new businesses opened and \$250,000 in additional sales tax revenue.
- Implemented the Village's first integrated administrative adjudication and code enforcement program, resulting in quicker complaint resolutions and higher retainage of enforcement revenue.
- Created the Village's first-ever Communications Plan, which streamlined Village communications processes, established branding and form guidelines, and set goals to advance Village community engagement.
- Created the Village's first-ever business license program, which generated new revenue and significantly increased communication between Village and business community through contact lists and visit programs.
- Recruited several major businesses to the Village, including PermaSeal (the largest industrial development in Village history), as well as McDonald's, the first-ever stand-alone fast casual restaurant in the Village.

MANAGEMENT ANALYST – CITY OF ELGIN, IL (POP. 110,000)

MARCH 2016-MAY 2017

Served in a key management role under the joint direction of the City Manager and Public Works Director, responsible for the day-to-day management of Public Works maintenance services while managing special projects on behalf of the City Manager.

- Created a comparative financial analysis of 25 cities, resulting in revisions to the City's cost driver assumptions, benchmarking processes, and revenue sourcing models
- Managed the Public Works' \$22 million operations and \$40 million fleet budgets; produced flat budgets
- Managed the City's fall brush pickup services, which involved over 80 employees; modernized routing and scheduling procedures, which resulted in a 20% reduction in overtime costs and improved fleet asset reliability
- Created a forecasting tool to project Fire Department geographic presence needs based upon emergency response, traffic, and building permit data.

ADMINISTRATIVE INTERN – VILLAGE OF GLENVIEW, IL (POP. 47,000)

DECEMBER 2014-MARCH 2016

Served in an administrative support role in most Village departments, including the Village Manager's Office, Public Works, and the Fire Department during graduate school.

- Restructured the Village's fleet replacement schedule through an objective scoring assessment, resulting in \$100,000 annual savings in a \$22 million fleet.
- Led an inter-departmental analysis of Village's ERP software, which resulted in a \$75,000 reduction of annual technology costs.
- Co-managed the IT Division's strategic planning process, which resulted in a 5-year strategic plan which set goals and established performance measures in a multi-agency shared services model.

POLICY ASSOCIATE – HERITAGE FOUNDATION (WASHINGTON, DC)

JANUARY 2012 – SEPTEMBER 2012

Worked to support the policy goals of the Foundation, including authoring primary legislation, working with legislators in both chambers of Congress to create legislative awareness, as well as establishing advocacy forums in partnership with fellow think tanks.

- Researched education and healthcare policy, with a specific focus on higher education, school choice, as well as risk management in both settings.
- Served as a liaison to the United States Senate Committee on Health, Education, Labor, and Pensions (HELP) Committee, including hosting monthly policy luncheons for Committee and representative member staff.

LEGISLATIVE ASSISTANT – OFFICE OF SEN. SHERROD BROWN (WASH., DC)

JANUARY 2010 – SEPTEMBER 2010

Worked with other Senators and their offices to manage legislative issues important to the Senator and the State of Ohio. Primarily served in a support capacity to author, respond, and score legislation.

- Served as part of a larger policy team regarding education, labor, and healthcare while performing various constituent service for the State of Ohio's residents under the direction of the Legislative Director.
- Served as an assistant research associate on the Health Care and Education Reconciliation Act of 2010, which ultimately increased tax credits for insurance, instituted Medicare and drug pricing reform, as well as low-income subsidies to pay for healthcare premiums.

EDUCATION

NORTHERN ILLINOIS UNIVERSITY - DEKALB, IL

MASTER OF PUBLIC ADMINISTRATION (2016)

NORTHERN ILLINOIS UNIVERSITY - DEKALB, IL

MASTER OF ARTS – POLITICAL SCIENCE (2014)

THIEL COLLEGE - GREENVILLE, PA

BACHELOR OF ARTS – POLITICAL SCIENCE (2011)

SERVICE

Current Member – ICMA and ILCMA (Illinois State Chapter - ICMA)

Committee Chairperson – Legislative and Government Affairs (2021-present)

DuPage Convention and Visitors Bureau (DCVB)

Committee Vice Chairperson – Human Resources Officers (2020-present)

DuPage Mayors and Managers Conference (DMMC)

Committee Chair – Programming/Next Generation

Illinois Association of Municipal Management Assistants (IAMMA) (2016-2018)

Committee Member – Professional Development

Illinois City/County Management Association (ILCMA) (2018-2021)

Board of Elders

Immanuel Lutheran Church - Downers Grove, Illinois (2016-2021)

President

Villas of Deer Creek Homeowners Association – Westmont, Illinois (2017-2019)

HONORS

| Intern Supervisor of the Year

Northern Illinois University MPA Program – 2017 (City of Elgin) and 2022 (Village of Burr Ridge)

National Winner for Outstanding Graduate Scholarship

“City Managers and Risk Assessment”

Network of Schools of Public Policy, Affairs, and Administration (NASPAA) – 2016

Distinguished Graduate Manuscript Award

“City Managers and Risk Assessment”

Northern Illinois University – 2016

Daniel Wit Award – Outstanding Public Servant

Northern Illinois University – 2016

Dean F. Eitel Award – Top Graduate Student in Public Administration in Illinois

American Society for Public Administration – 2016

Pi Alpha Alpha Honor Society (Public Administration)

Northern Illinois University – 2016

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JERRY GABRIELATOS



Experience

City Manager – West Linn, OR

Directing and managing a staff of 145 and a \$137M biennial budget in a town of 27,000, implementing policy decisions of Council, aligning staff with Council priorities and coordinating response to emergencies.

Assistant City Manager - Albert Lea, MN

Interim City Manager - June to September 2019 and May to September 2020

Managing and directing a staff of 135 and a \$17M budget in a town of 18,000, leading on items of city-wide significance, overseeing policy development, communications strategy, citizen engagement, records management, grant administration and completing projects as requested by the Council and City Manager.

Roles in the Chicago City Council

Senior Advisor (1st Ward)

Researched, evaluated and advised on policy matters and government operations, tracked legislation, handled community engagement, and communications, and trained staff how to manage the day-to-day operations of the office.

Chief of Staff (45th Ward)

Established and trained an accessible and competent ward office for a freshman member of the Council, oversaw legislative affairs for the Alderman, provided recommendations and analysis on citywide issues and those unique to the ward.

Director of Constituent Services (1st Ward)

Served as the primary contact for residents, neighborhood groups and the business community – solving problems and drafting strategies on issues requiring the attention of the Alderman, counseled on expenditures of the \$1.3M infrastructure budget.

Education

NORTHWESTERN UNIVERSITY

Master's in Public Policy and Administration, 2015

TULANE UNIVERSITY

Bachelor's in Political Science and History
Cum laude with Honors in History, 2004

Accomplishments

In West Linn. . . .

+ Reformed the Police with a citizen-led Task Force, changed personnel and hiring practices, and held open public bargaining sessions.

+ Created four teams to develop plans for the budget, DEI, capital needs and homelessness – issues that will take a sustained engagement to bring resolution.

In Albert Lea. . . .

+ Revitalized downtown by winning grants that improved building stock, brought resources to host a conference and led on the City's admission into the Main Street program.

+ Built innovative tools for workforce development and retention by forming partnerships between the local colleges and employers.

+ Created and implemented a community engagement plan recognized by the Alliance for Innovation and League of Minnesota Cities.

+ Championed sustainability by winning grants for climate adaptation and mitigation and use of e-bikes for commuting.

In Chicago. . . .

+ Played critical roles in passing environmental protection and animal welfare legislation that was the first-of-its kind in the Midwest.

+ Led a six-month initiative to organize over 170 households in a neighborhood watch, which led to a reduction in crime and increased awareness of police protocol.

+ Devised and executed a strategy, recognized by the American Public Works Association, that reduced costs and time to remove graffiti.

9/20 - Present

8/15 – 9/20

8/12 – 12/13

5/11 – 1/12

10/07 - 5/11

1. Robert Lentz

Butler County Storm Water District - District Coordinator

[REDACTED]
[REDACTED]

2. John McManus

Clermont Soil & Water Conservation District - Administrator

[REDACTED]

3. Jeff Weckbach

Colerain Township, Ohio – Assistant Administrator

[REDACTED]
[REDACTED]

4. Jeff Aluotto

Hamilton County – County Administrator

[REDACTED]

References:

Jules Walters
Mayor
City of West Linn

[REDACTED]

Bill Monahan
City Attorney
City of West Linn

[REDACTED]

Chad Adams
Executive Director
Southwest Minnesota Housing Partnership

[REDACTED]

Chad was the City Manager during most of the time I worked in Albert Lea, MN

JOHN NELSON, MPA, LEED AP ND

To:

City of Madeira
7141 Miami Ave.
Madeira, OH 45243

Dear Ms. Thompson:

Subject: City Manager opening.

I write this letter to you expressing my interest in the City Manager position at The City of Madeira. Having reviewed the requirements for the position, it is clear that you are looking for a public sector management professional with a generalist approach, and a passion for leadership and project management. As the Executive Director at the Hamilton County Soil and Water Conservation District (District), I have been at the forefront of making the Greater Cincinnati Area a better place for people to call home. My organization oversees the area of environmental education, public involvement and manages permitting on active construction sites in the county. We work daily with developers, community leaders, and residents to keep our community compliant and protect our natural resources, while still empowering economic development in the county.

I report directly to a specially elected board of supervisors made up of 5 supervisors. The board delegates authority to me to conduct everyday operations per Chapter 940 of the Ohio Revised Code. I work very closely with the Board Chairperson to set monthly agendas for the Board Meetings to enable smooth operations at the District. My job descriptions also include managing the fiscal operations of the District that is regularly audited by the Auditor of State. I pride myself in running an efficient, open, and accountable operation. Accountability is just not an afterthought in my operations, it is a top priority. Accountability coupled with great customer service amounts to happy residents.

I have also been instrumental in bringing in grant funds to Hamilton County. I have acquired and managed multiple federal, state, and local grants. I have also secured grants from foundations and managed projects underwritten by non-profit and for-profit organizations. Having reviewed some of the upcoming projects in the job description, my experience with grant management, project management, public works and stormwater management will be an asset to the City. I am also well connected with local and state administrators and regulators which is key when it comes to implementing projects.

I continue to improve my public administration skills by being a part of multiple professional groups of the likes of the International City/County Management Association (ICMA) and the Cincinnati Area Managers Association (CAMA). I have been inducted into the Pi Alpha Alpha – The Global Honor Society for Public Affairs & Administration. I have earned my LEED AP ND credentials from the US Green Building Council. I am also being currently mentored by a credentialed public administrator, County Administrator, Jeff Aluotto. I believe in the philosophy of constantly learning and improving myself, so I can provide quality public service. I look forward to an opportunity to interview with the team at the City of Madeira.

Yours Sincerely,

John Nelson

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JOHN NELSON, MPA, LEED AP ND

SUMMARY

An accomplished public administrator and public sector leader, with Graduate level education in Public Administration; combining innovation, technology, and communication to provide leadership to an efficient and effective operation.

EXPERIENCE

Hamilton County Soil and Water Conservation District

Executive Director | Since 2019

Program Director | 2018 – 2019

Public Relations Specialist | 2012 - 2018

- **Management:** Manages a separate political subdivision in The State of Ohio as the Executive Director (Chief Executive Officer). The position reports directly to a publicly elected Board of Supervisors. The organization consists of 10 Full Time and Two Seasonal Employees. The Executive Director coordinates everyday operations to fulfill the obligations of the Soil and Water Conservation District as required by the Ohio Revised Code - Section 940. Coordinates the operations of the Hamilton County Storm Water District functions as a partner agency in collaboration with the Hamilton County Engineer's Office. Serves as the District's representative on multiple boards and commissions.
- **Leadership:** Leads the organization in gathering public input to develop the Long-Range Strategic Plan. Works with the employees and board to interpret and implement the Long-Range Strategic Plan in the form of an Annual Plan of Work.
- **Budget & Finance:** Manages district-wide budgetary functions and financial strategy. Oversees the everyday financial operations of the District. Preparing and coordinating the District through AUP (Agreed Upon Procedures) and GAGAS (Generally Accepted Government Auditing Standards) State Audits. Overseeing Federal, State, and Foundation Grants. Coordination of funding mechanisms with Federal, State, and Local agencies.
- **Policy and Procedure:** Development of new policies and the updating of existing policies in consultation with the Hamilton County Prosecutor's Office to aid continued operations.
- **Human Resources:** Actively involved in the hiring, training, and management of full-time employees, seasonal employees, and volunteers. Conducts annual performance reviews of staff on behalf of the Board of Supervisors. Provides recommendation to the Board of Supervisors to hire and terminate employees. Operates as the custodian of employee records, and coordinates payroll and benefits with Hamilton County Department of Human Resources.
- **Planning, Zoning, and GIS:** In-depth understanding of planning codes, zoning codes, and the Cincinnati Area Geographic Information System (CAGIS).
- **Permit Enforcement and Legal Operations:** Acts as the enforcing officer of the Hamilton County Earthwork Permit. Coordinates enforcement of the permit regulation with the Hamilton County Office of the Prosecutors. Works with the Ohio Department of Agriculture to operate and enforce the Agriculture Pollution Abatement Program.
- **Communication and Public Relations:** Managed and created content for 6 district-operated websites and social media sites. Embarked the District on a rediscovery and rebranding process. Redefined the external representation of the organization and re-engineered the internal workflow within the district. Incorporated the principles of e-commerce, e-government, and new media, to reinvent program delivery to residents.
- **Public Involvement and Community Engagement:** Organized the District's participation in over 40 events annually, including the Nationally Acclaimed Rain Barrel Art Project in association with the Cincinnati Zoo and Botanical Garden.

Answers in Genesis

Event Coordinator | 2012

- **Event Coordination:** Organized multiple national and international events for celebrity speakers. Organized both large events with over 5000 attendees, and special donor-style events in smaller, intimate settings.
- **Advertising and Marketing:** Coordinated the advertising and promotion for the events and funneled all appropriate media inquiries to the respective staff and the celebrity speakers.
- **Logistics:** Handled logistics and inventory for AV/Stage Equipment, and other products that would be sold at the event venue. Materials were shipped from a warehouse in Kentucky to events all around the world.
- **Inventory Management:** Kept track of sales and other revenue during the event and transferred the revenue and inventory details to the accounting department.

Temple Baptist College

Computer Systems Manager | 2008 – 2011

- **Infrastructure Management:** Managed the IT infrastructure and staff for a higher education organization.
- **Personnel Management:** Managed student workers' schedules and assigned tasks.
- **Information Management:** Responsible for creating and maintaining the website for the organization and managing the Student Management Systems integration with the website.

Magna Multimedia Pvt. Ltd.

Technology Marketing Executive | 2007 – 2008

- **Marketing:** Created a market niche for Apple, Adobe, and Avid studio products in the South Indian film industry.
- **Business Development:** Successfully converted media studios from outdated techniques to newer technology.

MEMBERSHIPS & CREDENTIALS

- Cincinnati Area Manager's Association (CAMA) & International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- City of Springboro – Tree Authority (TA) and Bicycle & Pedestrian Advisory Committee (BPAC)
- Cincinnati Area GIS Policy Board
- LEED Accredited Professional in Neighborhood Development – LEED AP ND (U.S. Green Building Council)

EDUCATION

Arkansas State University, Jonesboro, AR | 2015 to 2017

Master of Public Administration (3.9 GPA)

Inducted into Pi Alpha Alpha – The Global Honor Society for Public Affairs & Administration

Temple Baptist College, Cincinnati, Ohio | 2008 to 2012

Bachelor of Arts in Ministry (Graduated in 2012)

Bangalore University, Bangalore, India | 2005 to 2007

Bachelor of Arts in Communication, English, and Psychology (Transferred in 2008)

SKILLS AND SOFTWARE

Skills: Leadership | Motivation | Public Speaking | IT Infrastructure | Community Outreach | Fundraising and Grant Writing | Marketing | Social Media | SEO and Web Analytics | Video Production

Software: QuickBooks | Microsoft Office Suite | HTML | Adobe Creative Cloud