

THOMAS (Tom) C. MORTENSON
County Administrator

GOVERNMENT EXPERIENCE:

Senior Strategy and Policy Planner– USCENTCOM –CCJ5-Plans March/2012 – Present
Gemini Industries Special Applications Group (SAG) /Kforce Government Solutions, Inc.

Provide on-site, expert knowledge and writing, editing, and integrating operational and strategic campaign plans with emphasis on special plans as directed by the Commander dealing with countering terrorism in Iraq and Syria. Responsible for preparing recommendations to the Congressional Budget under the National Defense Appropriation Act (over \$9 Billion in Defeat- ISIS funding and authorities). Provide a combination of on-site and off-site subject matter expertise integrating, fusing, and synchronizing information from open source, national intelligence, interagency and multi-national systems in a collaborative environment. Provide subject matter expertise to author informed assessments, plans and policy, and writing and editing cutting edge, strategic level campaign doctrine to include plans, briefings, papers, correspondence, and public statements. Work with other strategic planners, campaign planners, technical writers, and other subject matter experts to synthesize complex information obtained through meetings, conferences, and other forums and produce clear and accurate policy, authorities, and plans for implementation of the USCENTCOM priorities. Create and/or coordinate strategic messaging and key leader engagement in support of plans to ensure that communications are in line with the Command's overall strategic communication themes and objectives. Author or update USCENTCOM policy, authorities, and plans for implementation in support of the Commander's planned campaigns as required. Responsible for developing and coordinating portions of USCENTCOM Operations Plans (OPLAN) s, orders and supporting annexes. Progressively responsible experience which included related research, analysis, collections and /or operations and application required for strategic planning.

Becker County, MN Administrator

February 2011-August 30, 2011

Duties and Responsibilities:

Chief Executive Officer of the County responsible for executive and operational components of the County's organization. Provided overall direction, coordination and evaluation of these units and overall administration coordination and management of County functions. Responsible for coordination of the drafting of the annual budget as well as continuous review of the expenditures during the year. Prepared information and recommendations to the County Board on policies and direction. Represented the County Board at meetings of local, state, and regional committees and organizations as directed. Coordinated input to state and federal legislation pertaining to County government. Oversaw and directed long-term planning and implemented County Board directed policies.

Achievements:

- Cut operating government costs while increasing service levels through establishment of sound business practices, including elimination of the County paying bills late incurring late charges, 100% review of all expenditures, elimination of duplication in purchasing, began consolidation of buying power to reduce operating costs – estimate savings of \$500,000 per year without sacrificing service

THOMAS C. MORTENSON

- Oversaw current expenses and capital estimates for the County's budget and preparation with the County Auditor-Treasurer for the annual County budget; responsible for administration of the County budget after adoption; Supervision of disbursement of all monies, including, but not limited to, purchase of all materials, supplies or equipment for which funds are provided in the County's budget. With proper oversight stopped county from paying late fees for late payments, unified purchasing to eliminate various departments paying higher fees for same items.
- Planned, organized, controlled, integrated, and evaluated the work of all County department heads to ensure that operations and services comply with the policies and direction set by the County Board and with all applicable laws and regulations
- Oversaw implementation of County's first Recycling Program, Recreational Plan, transfer of snowmobile maintenance to local clubs rather than County taxpayers saving thousands of dollars each year.
- Implemented business-like procedures established clear expectations about what we are going to do, who is going to do it, when it is going to get done – lead by example – listened to all employees not just Department Heads on ideas to improve services.
- Improved morale of workforce – independent approval rating highest in history
- Intuited efforts to bring County facilities into ADA compliance
- Initiated the Aquatic Species Intrusion efforts in the County with support of Lake Association and other community organizations.
- Jointly with County Board and key staff negotiated with labor units.
- Ensured preparations for and contributions to the collective bargaining process help achieve and sustain favorable contract settlements and effective contract administration
- Labor contracts were settled in a timely and minimally contentious manner that result in few grievances or disputes during the life of each contract.
- Conducted routine meetings with cities, towns, tribal council, and school board in the County. First Administrator in history of County to attend School Board and Tribal Council meeting. Establish clear lines of communication with other government units
- Dramatically improved relationship between County and Tribal Council
- Initiated outreach program by taking County government to the people – open door policy and increased communication with community, business, and organizations
- Revitalized the County's sustainability efforts and provided needed guidance to move environmental related issues to help maintain the County and its resources.
- Prepared budget recommendations with cost savings of over \$500,000 per year while increasing service capabilities
- Dramatically increased transparency with the media and residents in in county business and ensure residents are fully informed about what the county was doing
- Worked closely with the County Board, a variety of public, private and community organizations and citizens groups in developing and implementing programs to achieve County priorities and solve community problems.
- Directed and coordinated preparation of analyses and recommendations on public policy issues and on long-range plans for County services, including proposals for action on current and future County needs

THOMAS C. MORTENSON

- Worked closely with appointed boards, committees, and public and private officials to achieve planned action and results.
- Evaluated management staff performance; establishes performance requirements and personal development targets; regularly monitors performance and provides coaching and performance feedback.
- Provided proactive leadership and worked with the management team to develop and retain highly competent, public-service oriented staff through selection, compensation, training, and day-to-day management practices that support the County's mission, operating plans, and objectives.
- Assessed community and citizen needs to ensure objectives and priorities are focused on meeting those needs proactively, effectively, efficiently, and with high-quality municipal services; directs development and implementation of initiatives for service quality improvement; provides day-to-day leadership and works with the County's management team to ensure a high-performance, service-oriented work environment consistent with sound management principles.
- Oversaw strategic and collaborative marketing communication initiatives for Becker County, to develop integrated marketing programs to leverage County's unique assets and quality of life advantages for residential growth and economic development.
- Developed Board meeting agenda with Department Directors; attends and participates in all County meetings, special meetings, and workshops.
- Represented County at public functions and community events.
- Defined complex public policy, management and operational issues and effectively present them to the County Board for discussion and recommended course of action
- Proactively performed complex analyses and research, evaluate alternatives, and develop sound conclusions and recommendations
 - Presented proposals and recommendations clearly and logically in public meetings
 - Understood, interpreted, explained, and applied city, state and federal laws and regulations governing the conduct of County operations
 - Evaluated, developed, and implemented management systems, policies, and controls
 - Prepared clear, concise, and comprehensive correspondence, reports, and other written materials
 - Established and maintained effective working relationships with the Cities and Town within County, including all levels of city management, other governmental officials, community and civic organizations, employee organizations, employees, the media, and the public
 - Exercised tact and diplomacy in dealing with highly sensitive political, public policy, community and employee issues and situations
 - Communicated effectively both in written and oral format – weekly radio program.
 - Manage multiple projects simultaneously

**City of Temple Terrace, FL Community Development Director -Dept Head – 14 + months
First in the History of the City – promoted from Building and Zoning Director**

Duties and Responsibilities:

Implemented community development goals, objectives, priorities, and programs; revised administrative and business operations resulting in increased service at no additional cost. Prepared and presented reports and recommendations to the City Council, Zoning, and Boards and Commissions. Coordinated community development activities with other City departments and outside agencies, County and State government. Monitored Federal and State legislation and regulations relating to economic and community development to determine impact on requirements for the City. Developed economic development resources; and improved working relationship with Federal, State, and other local agencies offering economic development and housing assistance programs. Developed and implemented marketing strategy for the city for the retention, and expansion of business. Devised the City's first code enforcement program to maintain existing standards with the city.

Achievements:

- Doubled size of City and tripled the tax base by annexation and economic development – revitalized existing shopping and business areas and attracted new technology business park
- Economic development program resulted attracting over 100 new businesses including high-tech, medical, industrial, and commercial business to the community
- Develop and provided recommendations regarding a wide variety of local and broader public policy issues of major importance and interest to the City Council.
- Worked with developers to attract two new shopping centers, seven apartment and condo complexes, three new subdivisions, as well as re-modeling of two existing shopping centers together while working with the Chamber and local businesses
- Coordinated with Public Works and City Engineer on all new and existing city water, sewer, road and infrastructure projects
- Created strategic development plan for City and evaluation program on City policies and programs.
- Conducted a variety of analyses designed to improve service capabilities and productivity that resulted in increased citizen service
- Completed revision of City Code of Ordinances in all areas dealing with development, i.e., zoning, subdivision, etc.
- Obtained new fire station for the City as part of negotiations with Telecom Park developer
- Prepared Department Budget and Staffing Request
- Presented public meeting presentations, responded to citizen requests
- Improved community outreach.
- Key local and legislative contact on development in Temple Terrace - sustained and nurtured inter-agency relationships in a manner that advanced sound public policy and help protect the City's interests.

City of Temple Terrace

Two + Years

Building and Zoning Director – Department Head

Duties and Responsibilities:

Responsible for the administration and supervision of all programs and activities of the Building and Zoning Department. Duties included evaluation of community needs related to

THOMAS C. MORTENSON

building inspection and code enforcement and formulated short and long-range plans to address them. Developed cost-effective, innovative department programs, policies and procedures that increase the enforcement of building, electrical, mechanical, and plumbing codes. Responsible for interpretation of codes and local ordinances to staff, architects, developers, contractors, and property owners. Oversaw building code investigations and resolves complaints or disputes regarding code interpretation and enforcement standards. Responsible for preparing Department budget request

As the City's Building Official was responsible for the development, administration, interpretation, application, and enforcement of the codes adopted by the city. Able to manage the department's budget and the certification and training of inspection staff. Supervised improving customer service, developed, and maintained effective relationships with all client groups, by effectively communication with contractors, homeowners, subordinates, superiors, news media, elected officials, and civic organizations.

Achievements:

- **Southern Building Congress Building Official**
- Developed state-of-the art, customer information, billing, and permit procedures.
 - Instituted a quality customer service orientation program with staff and reduced taxpayer complaints by over 85%
- Prepared code enforcement policies and procedures that are considered models for other communities
- Initiated innovative staffing that permitted a 35% increase in customer service hours, Saturday building inspections, and increased code enforcement with no additional labor costs.
- Complete revision of City Code of Ordinances concerning, building codes, zoning, and permit procedures.
- Increased number of permits processed by over 310%.
- Recovered over \$120,000 from the TECO (utility) owed to the city for streetlights.

Racine City Council President and City Alderman

Three years

Achievements:

- Preparation of operating and capital budgets.
- Created strategic plan for City and evaluation program on policies and programs.
- Developed and enacted first ethics code for City government in the State
- Re-organization of the Police Department,
- Lead for space-management study resulting in lowering operational costs for the city
- Complete revision of City Code of Ordinances.
- Modernized city street lighting system, fire rescue capabilities.
- Increased accessibility for disabled
- Increased transparency in government operations and outreach to community
- Participated in and improved working relationships with other governmental units
- Directed and oversaw the preparation of a wide variety of reports and presentations for the City Council, citizen committees and outside agencies; oversees the preparation of press releases and materials for dissemination to the media and the public; maintains effective relationships with the media.
- Full page editorial in support of accomplishments upon leaving position

CITIZEN GOVERNMENT POSITIONS:

- President Youth Advisor
- Appointed Member of Wisconsin State Statutory Committee
- Member of City of Racine Human Rights Commission
- Member of City of Racine Public Works Committee
- Vice-Chairman City of Racine Public Safety and Building Committee
- Member City of Racine Plan Commission
- Chairman of City of Racine Police Management Committee
- Member of the Racine Environmental Committee (designed to encourage economic growth of the community made up of leading industrial, business, labor, and government leaders)
- Member of the Advisory Committee on Technical Education – Unified School District
- Member of City of Temple Terrace Annexation Commission
- Member of Board of Adjustment and Appeals – City of Temple Terrace 2 terms
- Member Citizens Advisory Board to the City of Temple Terrace City Council – 2 different committees
- Appointed Member of the Hillsborough County Governance Committee
- Appointed to Advisory Board II to the City Council – City of Temple Terrace, FL
- Member Hillsborough County Community Action Board – Present

RELEVANT BUSINESS MANAGEMENT:

- Territory Manager -- One of top twenty sale representatives world-wide for Johnson Wax – accounts included Disney World, Sea World, Universal Studios, MacDill and Patrick AFBs, Kennedy Space Center, Publix – 5years.
- Chemical Manager for UNIJAX Corporation – responsible for sales staff and over \$5 million in annual sales -3 years.
- General Manager and Sales Manager for UNISOURCE Corporation for West Coast of Florida, supervised sales, and customer service staff of over 75 personnel and warehouse, credit, and delivery personnel of over 150, oversaw buying and inventory. Responsible for over \$40 million in sales.
- Bestway Supply, Inc. Board of Directors and Business Development Manager.(family business)
- IbaseT Corporation -Program Manager – supervisor and advisor on matters pertaining to day-to-day operations or management of contractor staff of 50 employees.
- President Scandinavian Trade Association and 1st Vice President Tampa International Business Council
- Noted National Public Speaker and Writer

THOMAS C. MORTENSON

EDUCATION:

- BA / Political Science and History / Carthage College
- MPA / Public Administration, Organizational Effectiveness / Golden Gate University /
- MA / Political Science, International Affairs / University of South Florida
- Graduate Government Strategic Leader Program – National Defense University
- PhD /Business / North Central University (All but dissertation)

ADDITIONAL TRAINING/CERTIFICATION:

- Graduate of Air War College, Navy War College, National Defense University, Joint Forces Staff College, with additional education completed at Army War College.
- Graduate of Defense Nuclear Weapons School Joint Planner Course (JPC) for Combating WMD
- Graduate National Defense University Information Operations Orientation Course
- Graduate Joint Force Intelligence School Joint Intelligence Preparation of the Operational Environment Course
- Graduate of USAID Joint Humanitarian Operations Course
- Enrolled in Government Strategic Leader Certificate Program at Information Resource College/D.C. for senior level government officials.
- Extensive course work at National Defense University, Joint Special Operations University, FEMA, and Joint Intelligence University

MILITARY SERVICE: Enlisted as private – Colonel 39 years – National Guard, Army Reserve, Active Duty, Retired Recall **Security Clearance:** Top Secret/SCI

PERSONAL:

Married – 1969 Three children and five grandchildren, Member of DL Rotary, Sons of Norway, Red River Danes, Odd Fellows, member Minnesota City/County Management Association, Arbor Foundation, and other conservation organizations. President Tampa Bay International Business Council, former President of Scandinavian Trade Association, National Board Member Turing Point National Suffrage Memorial, National Women’s Vote Trail, 2nd generation Eagle Scout – son is third.

ADDITIONAL PROFESSIONAL EXPERIENCE SUMMARY

Bestway Supply Inc. September/2011- March/2012
Board of Directors - Business Development Manager/ Family-owned firm

Responsible for managing building market position by locating, developing, defining, negotiating, and closing business relationships. Screens potential business deals by analyzing market strategies, deal requirements, potential, and financials; evaluating options; resolving internal priorities; recommending equity investments. Enhances organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

SRA International October/2010-March/2011
Senior Intelligence and Strategic Planner/Analyst and Subject Matter Expert

Senior Intelligence and Strategic Plans Officer responsible for developing and coordinating intelligence portions of USCENTCOM Operations Plans (OPLAN)s, orders and supporting annexes. Progressively responsible experience which included intelligence related research, analysis, collections and /or operations and application to intelligence and strategic planning requirements. Professional experience

THOMAS C. MORTENSON

and expertise in Adaptive Planning, Joint Operation Planning Process (JOPP), Joint Operation and Planning Execution system (JOPES), and Joint Intelligence Preparation of the Operational Environment (JIPOE). Delivered senior level information and briefings involving sensitive, highly technical problems or issues of considerable importance and consequence to influential internal and external stakeholders, Fostered a broad network of diverse stakeholders, experts and decision makers to share ideas/resources, rally support and create synergies. Identified significant trends within assigned subject-matter areas and proposes new planning efforts and papers to alert decision-makers to new developments. In consultation with senior analysts and planners served as a team member in AOR wide, multi-disciplinary efforts that involve critical planning issues. Collaborated in developing and strengthening substantive ties with other government organizations and international partners in planning efforts.

IbaseT August/2007 – October/2008 – March 2009-September 2010 see military service below
Program Manager

As Program Manager serves as supervisor and advisor on matters pertaining to day-to-day operations or management of contractor staff including budget. As such, exercises technical and administrative supervision over a team of intelligence contract personnel and ensures intelligence programs meet requirements based on a comprehensive knowledge of the full scope of intelligence laws, regulations, and policies. Comprehends corporate strategic vision and institutes effective programs that lead to efficient organizational operations. Identifies and obtains resources (i. e., staff, funds, space, and equipment) to accomplish program goals. And customer intelligence staffing requirements. Utilizes basic contracting knowledge to review and monitor contracts to ensure requirements are being met in a timely manner. Reports to Intelligence (CCJ2-P) Chief of Plans and IbaseT management.

US Army (Active Duty/Retired Recall)
March/2009

Oct/2008 –

Senior US Military Officer – Transition of USCENTCOM Intelligence responsibilities for the Horn of Africa to USAFRICOM

Broad responsibility for planning and organizing the transition of the intelligence production mission and related activities of USCENTCOM J2 Directorate to the USAFRICOM. Serves as Senior Advisor for the planning, preparation, coordination, and review of transfer of intelligence products characterized by very broad or technically complex subject-matter areas, and present concepts to high-level audiences. Supervised the research and review, interpret, evaluate, the integration of a variety of data to produce articles, papers, and studies for the President, Secretary of Defense, DoD, national and intelligence organizations.

USCENTCOM J2 August/2005 – August/2007

Senior Intelligence and Strategic Planner/Analyst, Branch Chief

Lead efforts to produce intelligence portion of all USCENTCOM functional and war plans, related terrorist and /or efforts to exert influence both regionally and globally. Supervised personnel to produce reports related to military and security matters, and regime dynamics in support of Department of Defense policymakers, planners, and warfighters. Exercises technical and administrative supervision over a team of intelligence personnel (military and contractor) and oversee work. Responsible for the operation and management of Branch intelligence personnel. Established goals, objectives, and priorities and developed plans and programs to accomplish these efforts through effective and efficient business practices. Determined and allocated the level and mixture of resources needed for the programs. Personally participated or oversaw staff preparation and participation in briefings and meetings to provide military capabilities advice and assistance.

USCENTCOM J5 Directorate August/2000–August/2005
Strategy, Plans, and Policy Planner

THOMAS C. MORTENSON

Responsible for supporting the integration and synchronization of DoD military activities with USCENTCOM and other government agencies, counterparts in USCENTCOM Component Commands, other key Combatant Commands, the Joint Staff, the Office of Secretary of Defense, as well as counterparts in other Federal Departments and Agencies. Responsible for developing Theater level strategies, campaigns, and operational plans of a timely and sensitive nature as directed by the Commander and Deputy Commander. Responsible for assisting in developing Strategic Guidance Statements (SGS) for the Secretary of Defense and providing input into other National level strategic guidance documents including the National Security Strategy (NSS), National Defense Strategy (NDS), Guidance for Employment of the Force (GEF), and Joint Strategic Capabilities Plan (JSCP). Assist in developing specified Department of Defense level Campaign Plans and Contingency Planning.

USSOUTHCOM J3 Directorate August/1997– August/2000 Deputy National Guard Advisor/Operations and Plans Officer

Deputy Advisor to the Commander on utilization of National Guard personnel to perform intelligence, engagement, disaster assistance and other operations. Identifies and obtains resources to accomplish Commander's strategic vision and institutes effective programs including intelligence programs that lead to efficient organizational operations. Exercised technical and administrative supervision over staff personnel. Planning efforts included defense of Panama Canal, post U.S. presence in Panama, counter-drug operations, High-Value Transits of the Panama Canal, activities in various Latin and Central American countries.

USSOUTHCOM J5 Directorate August/1995 –August/1997 Plans and Operations Officer and SME on State Partnership Program

Lead planning efforts to expand the State Partnership Program and related activities in the USSOUTHCOM AOR. Exercise technical and administrative supervision over staff personnel. Responsible for the operation and oversight of various State Partnership Programs, and relations with senior governmental leaders throughout Latin America, US Embassy staffs, as well as with the National Guard Bureau, State Adjutant General and Governor(s) of numerous states. Determine and allocate the level and mixture of resources needed to support the programs. Conducted senior level briefings and participate in senior level meetings, conferences and forums representing USSOUTHCOM. Extensive travel and developed liaison with counterparts within other USG agencies, components of the Command. Mentor and guide/train less experienced personnel in planning and the performance of their duties.

Additional Skills:

Public Affairs Officer for two Secretaries of Defense. Responsible for content and format of public communications, including press releases. Drafted major public outreach documents to ensure readability, understandability, and quality of presentation. Trained in integration of IO, PA, PD into planning efforts. Able to present oral and written communication, prepare briefs and public presentations.

Served as Emergency Preparedness Officer for the Department of Defense (Army) for State of Florida (FEMA Region IV) for all natural disasters from 2005-2010, including Hurricane Katrina, flooding, wildfires, etc. Lead planner in dealing with possible mass migration from Haiti or Cuba and impact on Florida. Collaborated with numerous relief organizations as well as tribal and local governments, state, and federal agencies.

Commander – various military units as part of the Florida National Guard, including C-Med company, Headquarters Company - 53rd INF BDE

THOMAS C. MORTENSON

Staff Officer – including personnel director (S-1) for 5000-member Infantry Brigade, S-3 Operations Officer,

Aide De Camp – three Florida National Guard General Officers

OCS – Florida National Guard – Academic Honor Graduate