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SUMMARY

Nearly 35 years of experience in government operations with expertise in the following areas:

- municipal, state (FL, MA, TX) and federal law
- customer service and organizational improvement
- emergency preparedness and storm management
- land use and zoning
- private public partnerships
- smart growth and work force housing
- transportation and multi-modalism
- communication/community consensus building
- economic development and redevelopment
- fiscal and labor management
- local government, especially Florida
- project development and management
- strategic planning and implementation
- utilities development and operations

RELEVANT GOVERNMENT EXPERIENCE

City Manager, City of Deltona, Florida

June 2015-January 2020

Deltona, the largest City in Volusia County (approx. 100,000), is located between Orlando and Daytona Beach. Deltona was incorporated as a City on December 31, 1995 and began as a retirement community. Being equidistance from Orlando and Daytona Beach, Deltona is a bedroom community (85%). The current vision is to transition to a diversified tax base and recruit/target businesses, restaurants and employment to create a sustainable community.

Duties and Responsibilities as City Manager:

- Oversee day to day operations with approx. \$170M annual budget and approx. 400 employees, excluding 83 contracted personnel from Volusia County Sheriff's Office. Departments include City Manager's Office, City Clerk, Finance, Information Technology, Planning and Development (including CBDG and SHIP funds), Building and Enforcement Services, Human Resources, Law Enforcement, Fire/Rescue, Public Works/Deltona Water, Parks and Recreation, and The Center at Deltona (new \$8.9M events/venue facility for rent).
- Prepare and submit the annual all funds operating budget, capital improvement program, Community Redevelopment Area Plan and budget message to the City Commission.
- Coordinate/direct federal, state, county and municipal officials; City departments and the public to optimize service and sound fiscal delivery to improve the quality of life for Deltona residents.
- Coordinate with Volusia County Emergency Management staff during hurricane season (Matthew and Irma) and maintain healthy reserves (\$8.1M, increased annually for inflation) for natural disaster relief.

Achievements:

- Awards:
 - Jane Shang Community Service Award to Jane Shang (2023) and every year thereafter someone will receive this award: New Hope Services, major community service organization
 - Gus Dowels Humanitarian Award for Community Service (2022): NAACP, West Volusia Chapter/Deltona Dream Keepers.
 - Recognition by Boys and Girls Club for Humanitarian Contributions (2022): West Volusia.
 - Game Changer Award to City Manager (2020): Deltona Dream Keepers.
 - Deltona City Manager Recognition (2019): Guitars for Veterans, Deltona, Florida.
 - Deltona Citizen of the Year (2017): Deltona Dream Keepers.
 - City Manager of the Year (2016): Volusia League of Cities.

*11th City Manager in City's 24 year history (as of 2020). Served almost five years when average tenure was 1-1 ½ years. Since 2020-2022 three City Managers have been hired.

□ Economic Development:

- Amazon fulfillment center: 1.4M square foot/\$100M facility opened in September 2020. 500 new and high paying jobs anticipated.
- Halifax Hospital: \$160M state of the art facility and 20,000 square foot medical office building opened in spring 2020 to address Deltona's medical needs. Hundreds of new and high paying jobs created.
- Two new emergency care facilities (Halifax and Advent Health) constructed and valued at approximately \$25M.
- Several hundred millions of dollars of commercial development in the queue/completed, such as Wawa, RaceTrac, Hardee's, Burger King, Dunkin Donuts, McDonalds, Honest-1, and so on to create local employment and shopping opportunities.
- 1000 new homes in various stages of rezoning, design and construction to address local housing shortage, housing diversification needs and promote home occupancy ownership as opposed to rental properties with absentee owners. Accessory dwelling units were also encouraged through zoning.
- Manpower Group (Jan. 4, 2019) ranked Deltona as "#1 for net employment growth (37%)" compared to Tampa at 31% and Miami at 22%.
- Created Community Redevelopment Area and managed Community Redevelopment Plan.
- Built \$8.9M events facility to allow City to hold large entertaining and speaking events (ex. Ron DeSantis and Andrew Gillum, Governor's Election).
- Initiated on-line permitting and plans review for commercial and residential projects.
- Coined the phrase "Deltona...A City on the Move" for brand recognition and marketing.

□ Fiscal:

- Developed first five year Strategic Plan which provides clear direction on City priorities.
- Aa2 Moody's Bond rating.
- Provided resources to protect City IT system from being "hacked" by outsiders. No data breach and no payment to outsiders.
- Obtained approximately \$15M in new grant funding from state legislature, Transportation Planning Organization and Volusia County for transportation and ecological/parks projects.
- Lowered and maintained millage rate while providing new services, hiring additional staff, maintaining excellent employee health insurance, adding employee education benefits, providing employee raises and maintaining a balanced budget.
- Brought diversity into the hiring practices as the NAACP was on the verge of filing a lawsuit.
- Oversaw negotiations for a new solid waste contract with Waste Pro prior to expiration of contract term and initiated franchise fees for commercial hauling.

□ Public Safety:

- Worked closely with Sheriff's Office to improve use of technology (license plate readers) and data to target areas. Crime is down by double digits.
- Successfully negotiated two collective bargaining agreements with the Fire Department Union. Prior to my arrival distrust existed and negotiations were at an impasse requiring several hundred thousand dollars for labor attorney fees.
- Successfully negotiated medical transport agreement with Volusia County.
- Budgeted adequate reserves for hurricane disaster relief whereas some municipalities had to borrow funds for clean-up. Worked with FEMA on two hurricanes (Matthew and Irma) to address property damage and local flooding/drainage issues.
- Lowered City's ISO (Insurance Service Office) rating to bring insurance rates down.

Deputy City Manager, El Paso, Texas

2008-2015

El Paso is a border municipality located adjacent to Juarez, Mexico. El Paso's population is approximately 700,000 and the metropolitan area, including Juarez, Mexico, is approximately 2.2 million.

Duties and Responsibilities as Deputy City Manager:

- Oversight responsibility for the following functions: airport, building maintenance, bus operations, engineering and construction, international bridges and trade development, parks management, streets and roadways, traffic management, economic development, finance, project planning and implementation, and service delivery.
- Development and oversight of over \$160M operating budget and \$1B Capital Improvement Program ("CIP") to support economic development, street/transportation infrastructure and quality of life projects established by the public and the Mayor/City Council. Deliver projects on time and within budget to provide exceptional municipal services.

Achievements:

- Transformed the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Obtained federal funding for the City's \$145M Bus Rapid Transit ("BRT") program under the New Starts Program and for Transit Oriented Development supporting multi-modal transportation. Created Tax Increment Financing Zones to finance transportation corridors.
- Within the \$1B CIP, approximately \$500M was devoted to Quality of Life projects related to libraries, museum and cultural affairs, parks and zoo improvements. Projects include the siting, design and construction of a children's museum, cultural center, downtown revitalization, library facilities, multi-purpose area, regional parks, Olympic size and competition swimming pool and zoo facilities. Initiated first three years of Quality of Life program.
- Initiated smart growth zoning and development at El Paso Airport, which has approximately 5000 acres available for development. Oversight of Tom Fazio designed municipal golf course.
- Negotiated and implemented the P3/560 Program to reduce border wait times at the City owned ports of entry. This program was one of five programs approved nationwide by the Department of Homeland Security. Worked with Economic Development to look at the City's international bridges as an economic asset for the City rather than for only transportation purposes.
- Secured funding at the Metropolitan Planning Organization to develop a CIP for International Bridges and the City's bus system.
- Oversaw redevelopment of City Hall site to construct a baseball stadium for Triple A baseball games. Thoughtful redevelopment supports commitment to promote quality of life initiatives.
- Gained the respect of the ADA community by championing accessibility issues. I chaired the Accessibility and Transition Committee previously chaired by the Mayor.

Director, Engineering and Development. Hillsborough Area Regional Transit (HART), Tampa, FL **2004-2008**

Duties and Responsibilities as Director:

- Directed the overall development and construction functions of the authority including New Starts projects, development of regional impact projects, transit centers, roadway improvements, land use reviews, and facility planning and development related to a bus and streetcar system.
- Developed and oversaw budget planning, federal and state grant applications/reporting, environmental site assessment and NEPA compliance, site review, community outreach, alternatives analysis, travel forecasting/modeling, preliminary engineering and design, ADA compliance, cost forecasting and reporting, procurement through Requests for Proposals, value

engineering studies, design and construction award, and budget/contract administration in accordance with generally accepted accounting principles.

Achievements:

- Planned, funded and implemented the Capital Improvement Program within budget and on time, including facilities to support the organization's growth.
- Worked with marketing to promote the preservation/revitalization of historic Ybor City.
- Saved the organization several millions of dollars by negotiating an agreement with FTA to grandfather work completed according to the New Starts program.

Manager. Logan Airport, Boston, MA.

1996-2004

Duties and Responsibilities as Manager:

- Responsible for legal, property and fiscal management of approximately 40 airline accounts at Logan International Airport consisting of approximately 700,000 rentable square feet of space and generating approximately \$110M-\$120M in annual revenues. Also responsible for the portfolio management of non-tenant air carriers and airline related entities such as Federal Aviation Administration/Transportation Security Administration (35+ leases), flight kitchens (2), aviation service operators (6) and commercial service operators (35) which generate approximately \$11M in annual revenues. Essential tasks include:
 - (a) Economic oversight of Massport's commercial real estate development function;
 - (b) Participation in processes to bring new air carrier tenants and businesses to Logan Airport; and
 - (c) Participation in the development of capital improvement and rehabilitation budgets for airport facilities and long term economic development.

Achievements:

- Kept Logan Airport in the black fiscally during a period when most airlines were not paying tenant fees due to the down turn in the aviation industry as a result of 9/11. Maintained a revenue stream of approximately \$130M.
- Dramatically improved airline relationships between large and small carriers operating at Logan Airport. Airlines worked as a team during difficult financial times.
- Successfully negotiated concession agreements to improve customer satisfaction and to improve airport revenues.
- Earned the respect of the airline community.

Assistant Director. MBTA, Boston, MA

1990-1996

Duties and Responsibilities as Assistant Director:

- The MBTA operates a multi-modal transit system, including bus, BRT, commuter boat, commuter rail, light rail and subway. I was responsible for negotiating financial agreements and obtaining all necessary property rights for transportation. Types of acquisitions include easements, partial takings within downtown Boston buildings, a sand and gravel operation, commercial/industrial land with ongoing businesses---various types of acquisitions necessary to create a new railroad right of way corridor, to build or expand station sites/layover facilities, to provide handicap accessibility, to build bridges, etc. Preserving the environment and historic character of the Boston community were priorities, as well as addressing climate change.

Achievements:

- Negotiated and acquired property rights vital to construction projects ranging from \$0.5M to \$600M, including the Central Artery Interfacing – “Big Dig” (the largest environmental project in the 90s). Projects also focused on multi-modalism to address traffic/parking problems.
- Developed excellent relationships with the public and public officials during all negotiations.
- Possess extensive business, construction, real estate and transportation experience as well as knowledge of public sector, administrative, contract, environmental and eminent domain law.

Senior Real Estate and Contracts Attorney.

1987-1990

Massachusetts Water Resources Authority, Charlestown Navy Yard, MA

Duties and Responsibilities as Senior Attorney:

- Chief legal counsel/coordinator for eminent domain and relocation projects for the MWRA. Responsible for negotiating/resolving property acquisitions (water/sewer projects, office space, landfill location) with private and public (federal, state and municipal) entities and compliance with federal and state regulations for the clean-up of the Boston Harbor to promote eco-tourism.

Achievements:

- Achieved over a 75% negotiation rate earning me a reputation for being fair and understanding. This was very difficult because very expensive homes (Boston suburbs) and pristine backyards were impacted. Saved the organization several hundreds of thousands of dollars in litigation costs.
- Participated in siting the location to build a facility to turn sludge into dry fertilization pellets.
- Addressed numerous environmental issues to provide infrastructure improvements while preserving the environment and Boston’s majestic waterfront.
- Successfully defended the organization against lawsuits aimed to stop construction of necessary infrastructure to clean-up the Boston Harbor.
- Earned high respects for my work despite the organization being the subject of numerous lawsuits and disliked for rising sewer and water rates.

Assistant Corporation Counsel. City of Boston, MA

1986-1987

Duties and Responsibilities as Assistant Corporation Counsel:

- Responsible for defending the City of Boston in court and before administrative bodies; researching and advising the Mayor and City Council as to policy making objectives; drafting legislation for passage; and acting as in-house counsel to City departments. Knowledge of federal and state procurement laws.

Achievements:

- Provided sound legal advice to the City of Boston.

EDUCATION/MEMBERSHIPS:

Brown University, A.B. 1980. Organizational Behavior/Business.

Suffolk Law School, J.D. 1985.

Admitted to Massachusetts Bar in December 1985.

CNU-A (Congress for New Urbanism) certified, 2011-2015

ICMA member and previously on Awards Committee

REFERENCES: furnished upon request