



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

ROBERT J. BERNARDI
Athletics Director
Nicholls State University

CONTACT INFORMATION:

Home Address:

[REDACTED]

Cell:

[REDACTED]

Email:

[REDACTED]

EDUCATION:

Oregon State University, MS in Higher Education, 1986
California State University (Northridge), BS in Public Health, 1983

PROFESSIONAL BACKGROUND:

NICHOLLS STATE UNIVERSITY

2001 – Present

Athletics Director

- Served as Athletics Director for the past 10 years. Supervise a staff of 60 employees with an annual budget of nearly \$8 million.
- Ensure that the department is administered in accordance with both NCAA and Louisiana State policies and procedures.
- Since arrival at Nicholls State, increased corporate sponsorship revenue.
- Established a radio network, and helped improve the athletic and academic performance of student-athletes.
- Reorganized fundraising activities, established an Athletic Hall of Fame, and involved the campus community in helping promote university pride.
- Recently initiated the production of weekly television shows, which promote athletics programs and the university.
- Worked with the Manning family to bring the Manning Passing Academy to Nicholls State University, and signed a 10-year agreement to the camp in Thibodaux.
- Revitalized a struggling athletics program and turned it into a place where people want to be.

SUN BELT CONFERENCE

1991 – 2000

Associate Commissioner

1997 – 2000

- Responsible for the coordination and implementation of all marketing and promotional programs related to the Sun Belt Conference.
- Developed a comprehensive corporate sponsors solicitation program and raised revenue.
- Coordinated infra-conference marketing activities and developed corporate relationship programs.
- Formulated conference-voting position on proposed legislation and governance issues.
- Responsible for drafting all conference sponsored legislation.
- Supervised the daily operations of the conference office staff.
- Served as member of the former NCAA Strategic Planning Cabinet.

Assistant Commissioner

1991 – 1997

- Directed the Sun Belt Conference compliance program providing interpretations of NCAA and conference rules.
- Published a monthly compliance newsletter featuring news and information on rules-compliance issues.
- Formulated a marketing campaign to attract corporate sponsors at championship events.
- Supervised conference championships in baseball, women's basketball, tennis, and soccer.
- Initiated the substance abuse education program for all Sun Belt athletes, assisted member institutions in the NCAA certification process and NCAA compliance reviews.

PREVIOUS BACKGROUND:

UNIVERSITY OF ARIZONA

Assistant Director, Development

- Worked to secure corporate scholarship money for children from low-income families to attend summer sports camps.
- Organized fund-raising activities for Arizona athletics sports camps and clinics including publicity, staffing, and budget preparation for all summer camps and clinics.

LOS ANGELES COUNTY
Department of Health Services

Communicable Disease Coordinator

- Organized and supervised immunization and flu vaccine clinics for elementary school children in Los Angeles County public schools.
- Created awareness materials for parents and helped organize publicity and advertising campaigns aimed at educating families regarding the importance of immunizations and other communicable diseases.



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CHARLENE A. BRAUD
Director of Recreation
City of Atlanta
Atlanta, Georgia

CONTACT INFORMATION:

Home Address:

[REDACTED]

Home:

[REDACTED]

Cell:

[REDACTED]

Email:

[REDACTED]

[REDACTED]

EDUCATION:

Louisiana State University, Major in Communications, 1983-1984
University of New Orleans, Major in Communications, Minor in Physical Education, 1984-1988
YMCA Program School, Recreation Management, 1988-1994

PROFESSIONAL BACKGROUND:

CITY OF ATLANTA
Atlanta, Georgia

2005 - Present

Director of Recreation

- Oversight of operations, personnel, procurement and budgeting.
- Oversight of 158 year round, 500 seasonal and 1500 volunteer staff.
- Oversight of programming and maintenance of 58 facilities.
- Work in coordination with Parks, Park Design, and Cultural Affairs.
- Work with other city agencies and outside entities to deliver services.
- Work cooperatively with community leaders and council.
- Act as the local, regional, and national representative for the city.
- Serve as essential staff in emergencies.
- Instrumental in securing the NRPA 2011 National Congress in Atlanta.
- Instrumental in achieving CAPRA Certification for DPRCA.
- Reorganized for efficiencies.
- Developed new partnerships to offset budget downsizing.
- Implemented policies and standards for effective operations.
- Instrumental in design and oversight of facility renovations.
- Created strategies for community involvement.
- Increased participation in athletic and summer programming.
- Developed long term strategic plan.
- Increased staff training.
- Increased retention rates in summer programming.
- Implemented healthy snack policy for all recreation programs.
- Expanded Outdoor/Environmental Education programming.

- Expanded / updated fitness centers citywide.
- Expanded summer ArtsCool program.
- Secure sponsors and other outside funding.
- Secure and monitor grants.

CITY OF NEW ORLEANS
New Orleans, Louisiana

1999 – 2005

Director of Recreation

2001 – 2005

- Oversaw of all programming, maintenance, budget, and capital projects.
- Oversaw 300 permanent and 1000 seasonal staff.
- Oversaw of 179 facilities.
- Active member of AAHPERD, LAHPERD, NRPA and LRPA.
- Implemented reorganization of several divisions.
- Increased community outreach.
- Successfully integrated community centers with technology.
- Built numerous local and national partnerships.
- Developed and Implemented community Charettes.
- Revamped Booster Clubs.
- Instrumental in passing \$260 million bond.
- Instrumental in re-establishing a mission for The Friends of NORD.
- Secured Milne Property for the new NORD administrative site.
- Created design of several facilities including The Center For Dance.
- Created numerous fiscal efficiencies.
- Worked cooperatively with community leaders and council.
- Served as essential emergency staff.

Athletic Coordinator

1999 – 2001

- Coordinated Athletic Programs city-wide.
- Managed 145 permanent staff.
- Managed 85 supervised facilities.
- Developed and managed budget for division.
- Responsible for all Booster clubs and volunteers.

ST GEORGE'S EPISCOPAL SCHOOL
New Orleans, Louisiana

1995 – 2001

Physical Education Teacher

- Developed and implemented team teaching strategies.
- Developed and implemented Health and Physical Education.
- Developed and implemented "personal best" fitness program.
- Instrumental in implementing technology based teacher reports.
- Trained new teachers and interns in cross curricular techniques.

ZORBA'S FITNESS PALACE
New Orleans, Louisiana

1994 – 2001

Owner

- Developed guidelines and curriculum for quality youth programming.
- Developed and implemented Health and Physical Education programs.
- Developed and implemented coaches and players clinics and camps.
- Developed and implemented themed sports/recreation parties.
- Implemented training program for teens and young adults

METAIRIE YMCA
Metairie, Louisiana

1993 – 1994

Director of Youth and Family Programs

- Implemented and managed youth and family programs.
- Coordinated physical/athletic programming
- Implemented Home School Physical Education Program
- Developed and managed operating budget.
- Managed 45 permanent and 90 seasonal employees.

NYC METRO YMCA
New York, New York

1988 – 1993

Director of Programs

- Implemented and managed youth and family programs.
- Managed \$1.3 million operating budget.
- Managed 125 permanent and 400 seasonal employees.

CONFERENCES / WORKSHOPS / CERTIFICATIONS:

- NRPA Continuing Education Units
- Certified Youth Sports Administrator
- LSHAA Certified Coach
- Certified Step Up To Health Administrator
- Certified CAPRA Visitor
- Certified Sports Turf Maintenance Technician
- Certified Parks and Recreation Professional Candidate
- Certified in CPR and First Aid
- National and Regional, and State conference speaker
- FEMA Emergency Management
- Microsoft Office 2007 Suite
- Photoshop
- Oracle
- KRONOS
- COGNOS
- RECWARE

PROFESSIONAL / CIVIC AFFILIATIONS:

- NRPA, Committee Chair
- GRPA, Board Member, Committee Chair
- LRPA, Board Member
- First Tee New Orleans, Founding Board Member
- Operation Reach, Inc., National Board Member
- PAL Atlanta, Board Member
- NRPA Ethnic Minority Society, Board Member
- New Orleans Afterschool Alliance, Founding Member
- NRPA Urban Directors, Founding Member
- National League of Cities, Member
- AAHPERD, Member
- LAHPERD, Member
- NRPA National Program Committee
- NRPA 2011 Local Host Committee Chair



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JEFFREY S. CATON, CPRP
Former Executive Director
Spartanburg Parks Commission
Spartanburg, South Carolina

CONTACT INFORMATION:

Home Address:

[REDACTED]
[REDACTED]
[REDACTED]

Cell:

[REDACTED]

Email:

[REDACTED]

EDUCATION:

Clemson University (South Carolina), BS in Parks, Recreation, and Tourism Management, 1984

PROFESSIONAL BACKGROUND:

SPARTANBURG PARKS COMMISSION
Spartanburg, South Carolina

2006 – 2011

Executive Director

- Navigated the transition of a county parks and recreation department into a quasi-independent Parks and Recreation Commission with its own taxing district.
- Reorganized recreation division to provide more “outreach oriented programming” such as Outdoor Recreation (kayaking, mountain biking, camping, hiking clubs); Special Events (Great Easter Egg Scramble, Tame the Tyger, Spartanburg Tailgate); and 50+ Senior Programs (Silver Sneakers, Oral History Project, Senior Day Trips).
- Initiated marketing program with new agency brand and signage, websites, use of social media marketing, program e-blasts, quarterly brochures, and recurring columns in local newspaper.
- Oversaw multi-million dollar agency capital projects including the construction of a \$17 million regional athletic complex, Tyger River Park.
- Created a budget savings of over three and half million dollars over five years through identifying and implementing operational efficiencies.

SPARTANBURG COUNTY
Spartanburg, South Carolina

1996 – 2006

Director of Parks and Recreation

- Supervised nearly 200 full, part-time, and seasonal staff.

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- Established new agency standards for internal controls, customer service and facility readiness.
 - Acquired over 550 acres of new park land throughout Spartanburg County.
 - Generated nearly \$2 million in private funds toward a \$5.6 million dollar Cleveland Park restoration.
 - Developed a county-wide park master plan.
 - Oversaw the construction of a 17,000 square foot recreation center, 11 multi-purpose fields, 3 tennis courts, six mini-parks, and renovation of the community indoor Aquatic Center.
 - Developed partnerships with local hospitals, water systems, conservation organizations, school districts, Special Olympics, civic organizations, and numerous other community groups.
 - Bid and was awarded numerous local, state, regional, and national athletic events which averaged a direct economic impact of \$3.5 million annually to the community.

NAVAL WEAPONS STATION
Charleston, South Carolina

1989 – 1996

Deputy MWR Director

- Oversaw the general operations of the department and supervised over 200 Recreation Division staff representing facilities such as: an 18-hole golf course, bowling center, officer and enlisted clubs, youth center, athletic fields/courts, gymnasiums, library, child development centers, 1,000 acre outdoor recreation area, swimming pools, and theater, and automotive hobby shop.
- Oversaw numerous capital construction projects including a \$700,000 club renovation; golf course irrigation installation and fairway redesign; five court indoor racquetball complex; 6,000 square foot fitness center addition; children's addition to library; numerous miles of bike/ped paths; two pool renovations.
- Created several successful special events and concerts such as the Winter Holiday Festival, Fleet Feet Road Race, Marrington Plantation Haunted Trail, and a Lee Greenwood 4th of July concert.
- Initiated new services to base personnel and residents such as: Custom Framing and Hobby Shop, a pizza delivery service, a neighborhood ice cream truck, and a "Roach Coach" snack wagon for work sites.

NAVAL WEAPONS STATION
Charleston, South Carolina

1985 – 1989

Operations Officer

- Developed and implemented an information technology plan for the entire agency including writing individualized spreadsheet and data base programs for staff.
- Supervised numerous administrative functions including human resources, purchasing, accounts payable, accounts receivable, and cash management.
- Supervised the operation of the base library, two child development centers, movie theater, and travel and ticketing center.

- Responsible for all internal control functions, development of operating procedures, property inventories, budget preparation and tracking, and grant writing.

HONORS / AWARDS:

- South Carolina Parks and Recreation Association's "Professional of the Year", 2003
- National Recreation and Parks Association's "Dorothy Mullin Arts and Humanities" Award
- South Carolina Recreation and Parks Association's Agency of the Year (seven times)
- Numerous state programming awards
- Cleveland Park awarded one of "The Knot Magazine's" "top wedding venues in South Carolina"

PROFESSIONAL / CIVIC AFFILIATIONS:

- Served in numerous capacities within the South Carolina Recreation and Parks Association, including President in 2003 as well as the Association's current Southern Region Representative to the National Recreation and Parks Association
- Served as Chair of the Spartanburg Transportation Enhancement Committee, which administers federal "Transportation Enhancement Funds" for the County (1996-2011)
- Served on several executive boards (Convention and Visitor's Bureau, Childhood Obesity Task Force, Healthy Spartanburg, and Hollywild Animal Park)
- Member of Spartanburg Downtown Rotary (currently serve as Service Committee Chair)
- Active church member serving as Sunday School and Discipleship Teacher, Choir and Praise Team member, and Chairman of Deacons
- Coached numerous youth soccer, basketball, baseball, and football teams



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DALE DOC DOUGHERTY
Executive Director, Parks and Recreation
City of Macon – Bibb County
Macon, Georgia

CONTACT INFORMATION:

Home Address:

[Redacted Home Address]
Macon, Georgia

Home:

Email:

[Redacted Home Phone]
[Redacted Email]

EDUCATION:

University of Notre Dame (Indiana), MBA, Marketing/Management, 2008
United States Sports Academy (Daphne, Alabama), MSS, Sports Management, 1993
King's College, Wilkes-Barre, Pennsylvania, BS, Health Care Management, 1991

PROFESSIONAL BACKGROUND:

CITY OF MACON – BIBB COUNTY
(Population – 160,000)
Macon, Georgia

2010 – Present

Executive Director, Parks and Recreation

- Responsibilities include the overall management of a major parks & recreation department (\$5.5 million +), as well as over 140 full-time, part-time, seasonal, and contract employees.
- Accountable for four distinct divisions, which includes 8 recreation centers, a senior center, 6 swimming pools, a full-service golf course, 40+ tennis courts, 40+ ball fields, 4 cemeteries, 128 parks and open spaces, and a minor league baseball stadium.
- Restructured the Grounds Division into numerous smaller crews for greater efficiency in maintaining streets and properties, as well as reorganized the staffing structure in operations to be more resourceful in creating and delivering programs and activities.
- Evaluated current amenities and developed a multi-million dollar SPLOST redevelopment plan.
- Responsible for the future construction of nearly \$40 million worth of SPLOST development.
- Regularly made public presentations to 15 board members and committees of elected officials.
- Restructured the management of a municipal golf course, as well as remodeled the club house, redeveloped the course, and created a strategic plan.
- Constructed a new personnel evaluation system, focused on detailed expectations, to properly appraise each employee's contribution to the organization.

- Increased employee moral through leadership and staff interaction events, including visioning sessions, seasonal activities, personal meetings, and effective communication.

WALTERBORO-COLLETON COUNTY RECREATION COMMISSION
Walterboro, South Carolina

2009 – 2010

Executive Director

- Accountable to a Commission, for whom I formulated public policy alternatives and implemented adopted policies in an effort to continually strive to provide exceptional parks, programs, facilities and services for the residents.
- Responsible for the expansion of a county-wide program, through the reorganization of rules and regulations and positive park planning.
- Led a staff of administrative and maintenance personnel, to whom I encouraged a personal stake in the decision making process, as well as their first involvement in the preparation of the operating and capital improvement budgets.
- Promoted the multi-million dollar reconstruction of passive & active parks, & a recreation center.
- Enhanced activities through the acquisition of a large football stadium & surrounding grounds.
- Rebranded the organization by changing the corporate name, logo, & recognition to CoCoRec.
- Developed a positive image, produced special events, developed a gift certificate program, and gave a voice to the residents we served.
- Instituted a communication program, including the founding of the department's first web site, directed community meetings, developed press releases, flyers, newsletters, and advertisements.

UNIVERSITY OF NOTRE DAME
Notre Dame, Indiana

2008 – 2009

Consultant

- Composed deliverables for the University leadership in a wide array of diverse topics such as the development of land conservation financing, a coding procedure for ethical progress, and the implementation of the United Nation's Global Compact (UNGC) upon multinational corporations

TOWN OF LAKE PARK, FLORIDA
Lake Park, Florida

1995 – 2007

Director of Community Affairs

1999 – 2007

- Responsible for all public relations, marketing, and promotion to create a positive public image through media relations, community recreation programs, and events.
- Lead the campaign for the successful passage of a \$10 million dollar bond issue, while additionally procuring millions of dollars in grant money for development.

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- Assisted in the creation of a Community Redevelopment Agency (CRA), as well as the Tax Increment Financing (TIF) Plan.
 - Accountable toward an elected board of officials, and regularly made public presentations.
 - Produced RFPs, RFQs, reviewed & awarded product & service bids, & assisted in rewriting of the purchasing policy.
 - Member of a redevelopment team that produced over \$15 million in reconstruction, leading the project team for the reconstruction of a waterfront park and marina.
 - Developed, defended, and managed a departmental budget, including an enterprise fund.
 - Assisted with hurricane emergency preparation, and led a team for storm damage clean-up.
 - Directed a staff of full-time, part-time, contract, and seasonal employees.
 - As a promotional leader, developed an employee newsletter and presented internal events for staff interaction.

Director of Recreation

1995 – 1999

- Managed all community sports and activities for youth, adult, and senior residents and guests.
- Conceived and produced major regional events and festivals, created and edited a monthly newspaper, all media press releases, print advertisements, promotional brochures, & direct mailings.

PALACE GARDENS RESTAURANT
Whitehall, Pennsylvania

1993 – 1995

General Manager

- Managed a multi-million dollar fine dining/banquet facility, including two adjoining lounges. Responsible for all financial matters, including instituting a purchasing policy, administering a large weekly payroll, auditing escrow accounts, and all daily accounting. Responsible for all advertising of the facility, in addition to producing a new menu, coordinating several simultaneous banquets on a daily basis, and the scheduling of personnel.

DOUGHERTY'S PHARMACY
Egypt, Pennsylvania

1984 – 1993

Store Manager

- Responsible for daily operations and promotion of a family owned pharmacy, where I later negotiated between two national pharmacy franchises for the eventual sale of the business.

TEACHING BACKGROUND:

MACON STATE COLLEGE
Macon, Georgia

2010 – Present

Adjunct College Professor

- Presently teaching the required course Business & Society, with a focus on business ethics, as well as the junior classes Principles of Management and Entrepreneurship & Small Business Management. With 45+ students per class, I have received an average 4.82 on a 5.0 scale in student evaluations with outstanding comments.

ADDITIONAL BACKGROUND:

THE COREWELLNESS GROUP, LLC
South Bend, Indiana

2008

Advisor

- Produced the business plan and advised the founder on strategically utilizing her skills and contacts to create a niche consulting firm focused on the issue of obesity.

THE BOEING COMPANY
South Bend, Indiana

2008

Consultant

- Through the use of value chain mapping, market participation strategies, and an analysis of needs and capabilities, I led a team that developed a program whereby Boeing would employ the logistical expertise for FEMA's Pre-Disaster Preparation.

RUDY BEVERAGE
South Bend, Indiana

2007 – 2008

Consultant

- Produced the business plan for the sports beverage division of the Rudy Nutrition Company, and assisted the organization in developing a promotional strategy.

PGA NATIONAL
Palm Beach Gardens, Florida

1998 – 2003

HOA President

- Board member and President of my home owners association, where through a redevelopment plan, we increased property values by 80%.

HIGH SCHOOL FOOTBALL ALL-AMERICAN BOWL
Allentown, Pennsylvania / Palm Beach Gardens, Florida

1994 & 1998

Executive Director

- Founded the first ever national high school football all-star game, developed through a business plan.
- Chose the top rated football players in the country, and coordinated all event activities.
- Developed and sold corporate sponsorship packages to regional and national companies, negotiated several major contracts, including the national television broadcast of the game on ESPN2 and FOX Sports, and promoted events via all major marketing channels. Negotiated the sale of the business to a publicly traded NASDAQ company.

CERTIFICATIONS:

- International City / County Management Association, Certified Parks & Recreation Professional (CPRP), FEMA Emergency Management Institute: Incident Command System (ICS), National Incident Management System (NIMS), Emergency Support Function (ESF#11)

HONORS / AWARDS:

- Recipient of a Savvy Award by the national City-County Communications and Marketing Association through regular presentations to community groups and elected boards
- Notre Dame MBA Program Fellowship Recipient, Notre Dame - The Marketing Club, Entrepreneur Club, Irish Leaders, Sports Business Club, and Notre Dame Ambassadors
- International City/County Management Association (ICMA), Nat. Parks & Rec. Assoc. (NRPA), Georgia Rec. & Parks. (GRPA)



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WANDA S. DURDEN
Senior Program Manager – Department of State
Gray Matters Technology Services

CONTACT INFORMATION:

Home Address:

[REDACTED]
[REDACTED]
[REDACTED]

Home: [REDACTED]

Email: [REDACTED]

EDUCATION:

University of Phoenix (Washington, DC), MBA in Global Management, 2002
Georgia Institute of Technology (Atlanta), BS in Management, 1990

CERTIFICATIONS:

Program Management Institute, Project Management Professional, 2010
Defense Information School (Fort Benjamin Harrison, Indiana), Journalism Certification, 1986

PROFESSIONAL BACKGROUND:

GRAY MATTERS TECHNOLOGY SERVICES

11/09 – Present

Senior Program Manager – Department of State

- Manage software products through the software development lifecycle.
- Assist government technical monitors in maintaining, updating standards to meet federal compliance.
- Develop and maintain business requirements for software analysis, design and development.
- Develop and maintain Microsoft Project Schedule to track critical tasks and milestones.
- Maintain contract performance metrics for staff and budget resources.
- Implement policy and procedure for continuous process improvements.
- Provide daily staff supervision to a team of five FTEs supporting program budget and statement of work activities.

CITY OF BALTIMORE

6/08 – 11/09

Director – Department of Recreation and Parks

- Appointed by Mayor. Effectively planned and managed a \$31.1M local operating budget, 360+ FTEs, 56 recreation centers, 5,900+ acres of park land, and capital improvements budget of more than \$20M.
- Developed an organization design and staff utilization strategy to appropriately allocate resources to define and integrate human capital, functional strategies, long term financial and performance goals.
- Developed and implemented business process re-engineering, eliminating budget over spending, aligning mission and business functions, creating operational, and performance improvements.
- Implemented repeating business industry process and procedures practices throughout the agency.
- Developed a strategic plan of which assist my team to identify strengths and weaknesses internal to the organization.
- Optimized management capabilities, providing for repeatable levels of management controls, quality assurance, and improvements to program development, integration, reporting, and performance.
- Negotiated policy matters involving multi organizational functional and operational areas.
- Provided oversight to agency wide management and productivity improvements initiatives.
- Re-designed the Bureau of Recreation creating greater efficiency, increasing target programming.
- Worked daily with City Council members, state and federal representatives in the development and implementation of agency programs, and resolution of community issues.
- Wrote official agency responses to City Council Bills and resolutions, and media inquiries.
- Instituted completion of first ever agency wide performance work plans, providing employee mid-cycle and final performance evaluations.
- Instituted development, communications, and partnerships office resulting in \$1M valued services in public/private partnerships.
- Developed staff through team building and training program implementation and coordination.
- Developed and gave numerous public speaking engagements to high profile public events for the agency and on behalf of the Mayor.

MOTIR SERVICES, INC.

10/07 – 5/08

Senior Director, Operations

- Developed new business opportunities and proposal process, securing more than \$12M in new business sales and increased corporate backlog.
- Assisted with the continuous growth and profitability of Motir's \$20M consumer portfolio.
- Developed IT and Health Services proposals, securing more than \$12M of new business.
- Developed and implemented organizational structure and assessment strategy.
- Developed operational policies and performance metrics for all facets of the firm.
- Developed and implemented communication systems and human resource procedures and policies to promote the organization, its services and performance improvement.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

7/06 – 9/07

Interim Director – Department of Parks and Recreation

1/07 – 9/07

- Appointed by Mayor. Effectively planned and managed a \$59M local operating budget, 620+ FTEs, 73 recreation centers, 1,000+ acres of park land, and a capital improvements budget of more than \$100M.
- Allocated appropriate resources to meet financial and performance goals, analyzing cash flow, cost controls, and human capital.
- Performed business process re-engineering to better facilitate internal and external communications strategy to capitalize on the development of public-private partnerships.
- Re-designed the Maintenance and Facility Management Organization Division, reducing backlog requests by 25% in six months, steadily increasing performance improvement.
- Testified before City Council on budget and performance management.
- Presented at various and numerous public events on behalf of the agency and Mayor.

Chief, Staff – Office of the Chief Technology Officer

7/06 – 1/07

- Independently planned, developed, and managed projects and provided day to day supervision to a team of entry and mid level professionals.
- Designed and incorporated the appropriate organizational decision-making protocols.
- Prepared policies and procedures in accordance with agency mission, aligning Chief Technical Officer goals.
- Provided oversight of the communications functions following the progress and development of governmental policies, and information technology trends.
- Developed staffing matrix to appropriately track and monitor project success.

MOTIR SERVICES, INC.

9/05 – 7/06

Senior Program Manager, Business Development

- Developed new business opportunities and proposal process, securing more than \$12M in revenue. Responsible for growth and profitability of Motir's \$15M consumer portfolio.
- Developed organizational structure and assessment strategy for performance improvements.
- Planned and directed all aspects of operational policies, objectives, initiatives.
- Developed and implemented communication systems to promote the organization and its services.
- Developed and implemented structured human resources procedures and policies.

SPECIAL OLYMPICS INTERNATIONAL

11/97 – 4/04

Director, Sports Development

Manager, Sports Programs

- Trained international program administrators, provided mentorship on program and event management while successfully increasing athlete growth by 75% for the program. Responsible for analyses, planning, design, implementation of program activities for 200 nations.
- Led project teams for program development and event evaluation, assessing abundant qualitative data to develop processes to align mission, managing operational/logistical plan implementation.
- Led international expansion project teams for 25,000 and 50,000 athletes incorporating resource development, policy, procedures, and budgetary guidelines.
- Worked with National Sport Federations, Olympic Committees and various government ministries on organizational development, establishing local and national level programs.
- Directed evaluation process, developed procedures and tools for international multi-sport event of 7,000 athletes, 40,000 volunteers representing 150+ nations.
- Designed strategic management planning tool for 200+ programs with SOI-Booz Allen & Hamilton consulting team to provide programmatic performance improvement and efficiencies.
- Conducted numerous television and radio interviews for both domestic and international media.
- Conducted numerous program assessments in six continental regions, delivered thorough and extensive reports and recommendations for development, and performance improvements.
- Managed annual departmental \$1M budget preparation and tracking system, ensuring departmental goals met organizational goals.

ATLANTA COMMITTEE FOR THE OLYMPIC GAMES

1/94 – 10/96

Assistant Manager, Operations and Logistics

- Managed \$3.5M 1996 Olympic Games Training Site plan facility lease agreement, reducing facility rental costs by 70%. Responsible for development, management of planning, and implementation of 13 departments, 36 venues, 21 sports, 7K athletes, 6,400 volunteers.
- Developed and implemented operating processes and procedures that included venue selection criteria based on International Olympic Committee and Sport Federation requirements.
- Managed cost controls, prepared and presented cost analyses for executive management.
- Instituted first ever legacy 1996 Olympic Training Site Program to the largest school districts, universities and convention facilities for the 1996 Olympic Games.
- Instituted multimillion dollar equipment legacy program for local school systems.
- Worked with international sport and technical delegates on the development and implementation of the 1996 Olympic Training Site Program as stipulated by international sport rules.
- Worked extensively with school board leaders and athletic directors in establishing the 1996 Olympic Training Site Program in the three largest school districts in the Atlanta metropolitan area.

DELTA AIR LINES, INC.

5/91 – 12/93

Analyst, Flight Operations

- Developed administrative policy, procedures, articles for 9,400 pilots' publications for Delta Air Lines.
- Developed administrative policy, procedures and articles for 9,400 pilots' publications.
- Analyzed qualitative and quantitative data to conduct performance and efficiency tests and analysis for flight procedures.
- Served as Team Coordinator on the Departmental Pilot Audit Team.
- Created first ever guide for Chief Pilot's, a handbook for new pilot hub leaders.

MILITARY BACKGROUND:

UNITED STATES ARMY RESERVES

5/85 – 1993

Military Journalist

ADDITIONAL BACKGROUND (1/06-9/06):

INTERNATIONAL CABLE CORPORATION

Consultant to the President

- Evaluated abundant qualitative and quantitative data to align mission, human resources, and financial planning for a \$10M budget.
- Managed the development/implementation of the business, communications and financial systems.
- Developed and implemented organizational structure, assessment strategy and performance improvement.

GEORGE S. MAY INTERNATIONAL COMPANY

Management Consultant

- Assessed, qualitative and quantitative data to develop and implement client organizational design, change management strategies, performance management tools and performance measures.
- Developed and implemented policy, procedures, process controls and performance improvement.
- Conducted management training programs to ensure cross functional effectiveness.
- Assessed client financials; developed budgets, work cost estimates and variance analyses for performance improvement.

COMPUTER SKILLS:

- MS Project Schedule, MS Visio, Microsoft Word, PowerPoint, Excel, and Access

ACADEMIC HONOR / ACTIVITY:

Georgia Institute of Technology

- Heptathlete

CLEARANCE:

- Secret Clearance, 2010



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

FLOYD KERR
Director, Athletics
Morgan State University
Baltimore, Maryland

CONTACT INFORMATION:

Home Address:

[REDACTED]
Baltimore, Maryland 21201

Home:

[REDACTED]

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EDUCATION:

- Colorado State University (Fort Collins)
- Masters in Educational Administration
 - BS in Health and Physical Education

CERTIFICATIONS:

University of Kentucky, Sports Marketing Academy (Lexington), Professional Certification
Ohio, Teacher Certification, Special Education, 1993
New Jersey, Teacher Certification, 1992

PROFESSIONAL BACKGROUND:

MORGAN STATE UNIVERSITY
Baltimore, Maryland

2005 – Present

Morgan State University is designated as Maryland's Public Urban University. Its mission is to serve a multiethnic, multi-racial student body and to help ensure that the benefits of higher education are enjoyed by a broad segment of the population. Morgan State University has a growing population of over 8,200 students. Morgan State University is a member of the Mid-Eastern Athletic Conference (MEAC).

Director, Athletics

- Responsibilities include oversight responsibility of the Department of Athletics.
- Duties also include assisting the university in developing a better understanding of the role of intercollegiate athletics on campus, remain compliant, operate with fiscal integrity, supervise a staff of 53, negotiate guaranteed game contracts, review all compliance procedures and processes, prepare annual budget, approve expenses reports and schedules, provide signature authority for all purchases, recommend all hires and terminations, and ensure that employees and student-athletes have "due" process in decision-making.

-
- Other duties include ensuring that NCAA regulations and bylaws are applied to all departments and units outside of athletics that have responsibilities in athletics such as the registrar, financial aid, admissions, academic services, retention, and business services departments.
 - Oversee a \$9.2 million budget, 15 varsity sports, over 250 student-athletes, and several committees.

SOUTHERN UNIVERSITY AND A&M COLLEGE

2000 – 2005

Baton Rouge, Louisiana

Southern University is a comprehensive institution offering four-year, graduate, professional, and doctoral degree programs, and is fully accredited by the Southern Association of Colleges and Schools. The University today is part of the only historically black Land Grant University system in the United States. It offers bachelor's degrees in 40 areas, 19 master's, 9 doctoral, and three associate degrees. An average of 9,000 students is enrolled each year at the Baton Rouge campus. Southern University is a member of the Southeastern Athletic Conference (SWAC).

Director, Athletics

- Responsibilities included oversight of the intercollegiate athletics program with 56 employees, 18 varsity sports, 5 sports facilities, and over 350 student-athletes.
- Had signature authority for all hires, game contracts, multimedia licensing travel and expense reports, coordination of planning, negotiations and contracting of corporate partners.
- Served on the NCAA Division I Men's Basketball Committee while at Southern, earned Sports Marketing Certification as a professional at the University of Kentucky.

Accomplishments:

- Increased budget from \$5.4 to \$6.2 million annually.
- Facilitated \$12.45 million in capital improvements to stadium, arena, and new baseball stadium.
- Managed planning, negotiations, contracting and installation of new \$2.4 million video spectator scoreboard systems for football, baseball, basketball, and marquee with Daktronics Corporation.
- Coordinated tri-partnership with manufacturer, foundation, corporate sponsors such as Coca-Cola, Cingular Wireless, McDonald's, ING, Louisiana Lottery, Our Lady of the Lake Regional Medical Center, Bank ONE, and Dodge USA and the University to fund projects.
- Increased corporate revenues from \$120,000 to over \$500,000 annually.
- Increased athletic fundraising from \$50,000 to over \$250,000 annually.
- Started Annual television three-hour live broadcast called the SU Jag A Thon.
- Managed planning, negotiations, contracting and consummation of three-year Cox Sports Television (regional), seven-year College Sports Television (national) and six-year television rights and comprehensive marketing agreements.

- Designed and implemented new athletic logos.
- Increased graduation rate among student-athletes from 27% to over 65%.
- Coordinated and chaired 22-member Athletic Business Advisory Council.

YOUNGSTOWN STATE UNIVERSITY

Youngstown, Ohio

Assistant Basketball Coach / Assistant Athletic Director

- Developed a national recruiting network and communications database, supervised 15 Olympic Sports and staff of 29, additionally, increased fundraising for Olympic Sports from 75,000 to over 150,000 annually, served as advisor to Student-Athlete Advisory Committee, managed corporate sponsorship agreements and community relations.

GIRIARD HIGH SCHOOL

Girard, Ohio

Assistant Basketball Coach

- Assisted the Head Coach with player skill expansion, game strategy development, efficiency ratings and winning the Ohio State High School Division II State Championship.

ADDITIONAL BACKGROUND:

- Other positions were held at Youngstown Pride Professional Basketball Team, Inc., University of Akron, Western Michigan University, Chicago State University, Appalachian State University, University of Colorado, Weequahic High School and the National PRO-AM City Leagues, Inc.

TRAINING:

- United States Army Cadet Command, Commander Leader's Training Course, 2006
- Youngstown State University, completed 56 hours of Doctoral Level Course Work in Educational Leadership

ACADEMIC HONORS / ACTIVITIES:

Colorado State University

- Honored Alumnus, All-American Collegiate, 1978
- Basketball Player, 1969

HONORS / AWARDS:

- Washington High School Sports Hall of Fame
 - Inducted, 2001
 - Inducted, 1999
- Colorado State University Sports Hall of Fame
 - Inducted, 2006
 - Inducted, 2002
- National Association of Basketball Coaches, Merit Award, 1993
- Drafted by ABA, NBA, and NFL Professional Sports Teams, 1969
- Youngstown/Warren Regional Chamber of Commerce, Outstanding Mentor of the Year
- Youngstown State University, Dean's List, 1995-1996
- Recognized as one of the 101 Most Important Minorities in Sports Illustrated, May 2004
- Bavi, Inc., Principle

PROFESSIONAL / CIVIC AFFILIATIONS:

- USA Track and Field Certified Member for Administration
- National Collegiate Athletic Association
 - HBCU APR Academic Advisory Committee, Present
 - Division I Men's Basketball Issues Committee, 2010-Present
 - Division I Football Championship Committee, 2006-2010
 - Division I Men's Basketball Committee, 2000-2005
 - Men and Women's Basketball Issues Committees, 2000-2003
 - Fellows Leadership Program Cohort Member, 1998-2000

PUBLICATIONS:

- Expressions of a Reflective Soul, Author House 2006, Artwork by Floyd Kerr
- BYJO greeting cards copyright, 1994
- Benin Prints copyright, 1994
- Player Personnel Guide for World Basketball League, 1992
- The Perfect Shot Program, BAVI, Inc., 1990
- A Training Manual for Foreign Basketball Coaches, 1988
- Defensive Players Handbook, NABC Bulletin, Sept. 1987
- Nita Zariff Sings, Floyd Kerr Video Productions, BAVI, Inc., 1985
- One on One, Warner Bros., Inc., 1997: Motion Picture
- A Drill Program for Teaching Defense, the Basketball Clinic, 1972, Parker Publishing Company, Inc.



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

STANLEY G. MOTLEY
Former Director, Parks and Recreation
Fulton County
Atlanta, Georgia

CONTACT INFORMATION:

Home Address:

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[REDACTED]

Email:

[REDACTED]

EDUCATION:

Webster University (St. Louis, Missouri), MA in Public Administration, 1981
Western Illinois University (Macomb, Illinois), BS in Physical Education, Parks and Recreation, 1968

CERTIFICATION:

Certified Park and Recreation Professional

PROFESSIONAL BACKGROUND:

FULTON COUNTY
Atlanta, Georgia

2009 – 2010

The largest county park system in the state with an annual budget of \$4.2 million; serving a population of 800,000; 23 parks totaling 2,080 acres; and a staff of 77.

Director, Parks and Recreation

- Served as Department Head. Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; evaluate program objectives; formulate policies and procedures; enhance customer services and community relations.
- Facilities included a 1996 Olympic Venue, 7 community centers, 42 tennis courts, 3 gymnasiums, trap and skeet range, golf course and teaching center; nature center, softball complex, natatorium, and 35 athletic fields.
- Fulton County received the 1996 NACPRO Department Award, a 1998 NACO Achievement Award, the 1998 NRPA "KUDO" Award for the best film promoting recreation and the 2000 Georgia Recreation and Park Association Volunteer of the Year Award.

OAK BROOK PARK DISTRICT
Oak Brook, Illinois

2006 – 2009

A suburban Chicago community serving a night population of 8,700 and a day population of 100,000, an annual budget of \$8.1 million (40% from taxes and 60% user fees) and a staff of 200.

Executive Director

- Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; evaluate program objectives; formulate policies and procedures; expand conservation practices; enhance customer services and community / corporate relations.
- Facilities included circa 1921 Old School House Museum; Recreation Center (123,000 sq. ft) with two indoor pools, splash pad; fitness center, running track, three gymnasiums, four studios, meeting rooms, child care and offices; Racquet Club with eight indoor tennis courts, fitness center, racquet ball courts, pro shop, lounge, child care and offices; corporate shelter; hiking trails; baseball / softball fields; soccer fields; disc golf; eight outdoor tennis courts; picnic area; sand volleyball courts; outdoor basketball courts; playgrounds; and 40 acre Nature Sanctuary.
- Oak Brook Park District received the 2006 “Gold International Aquatics Safety Award” from Ellis and Associates, the second place awards in both the 2006 “Best Cover Design” and “Best Cover Series” program brochures from the Illinois Park District Association, the 2006, 2007 and 2008 Certificate of Achievement Award from the Government Finance Officers Association and the 2007 first place award for “Best Catalog”, second place award for “Best Series of Catalogs” and the second place award for “Best e-newsletter” from the Illinois Park District Association.

HILLSBOROUGH COUNTY
Tampa, Florida

2002 – 2005

The largest county park system in the state with annual budget of \$46 million and a capital budget of \$163 million (2006 – 11); serving one million population; 210 parks totaling over 73,000 acres; 9.2 million visitors annually; a staff of 1,086 and 7,500 volunteers with 2.1 million annual hours.

Director, Parks, Recreation and Conservation

- Served as Department Head. Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; evaluate program objectives; formulate policies and procedures; expand conservation practices; enhance customer services and community relations; develop new recreation programs, greenways and special events; and enhance the volunteer service through new support.
- Facilities included Historic Landmark – Eureka Springs Arboretum (1938); 46 recreation centers; national chapter of Blaze Sports Club of America; Bakas therapeutic equestrian center; BMX track; dog parks; greenway and blue way network; 21 youth baseball, 5 softball, 33 football and 7 soccer facilities; a 140 acre sports complex; 3 beaches; cricket fields; campgrounds; 10 canoe and boat ramps; coastal salt and fresh water marshlands; 3 nature centers; equestrian arena and trails; 120 playgrounds; shelters; gymnasiums; 86 tennis courts; skate park; rowing facility; and a remote control plane, boat and car facility.
- Served as a member of County Strategic Planning Committee, Ethics Committee and Emergency Operations Team.

- Awarded the 2004 NACPRO Fellow Life Achievement Award.
- Hillsborough County received the 2005 Blaze Sport Club of the Year Award; the NACPRO Lifetime Achievement, Park and Recreation Facility, and the Environmental Awards in 2005; the NACPRO Environmental Award in 2004; two NACPRO Area and Facilities Awards in 2003; and A National Park Service National Recreation Trail Award in 2002.

WESTCHESTER COUNTY

2001 – 2002

Mount Kisco, New York

The largest county park system in the state with annual budget of \$40 million and a capital budget of \$20 million; revenue of \$26 million; serving 923,000 population; 42 parks totaling 16,000 acres; and a staff of 1,400.

Commissioner, Parks, Recreation and Conservation

- Served as the Department Head. Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; evaluate program objectives; formulate policies and procedures; expand conservation practices; enhance customer services and community relations; and develop a volunteer program.
- Facilities included numerous National Register of Historic Places – Washington's Headquarters Museum (1763), Tarrytown Lighthouse (1882), Bronx River Parkway Reservation (1906); Playland Amusement Park and Ice Casino; Muscoot Farm, circa 1880-1950 interpretive farm; Westchester County Center; five swimming pools; four beaches; six golf courses; eight boat launching, fishing and boat rental operations; five camping operations; 50 mile trail way system and mountain bike trails; five nature centers; preserves; islands; marshland conservancy and sanctuary on Long Island Sound; arboretum and Chinese Culture Garden; trap and skeet range; shelters, playgrounds and athletic fields.
- Served as a member of the County Capital Projects Committee and Planning Board.
- Westchester County received the 2001 Mathew M. Dolan Innovative Program and Grant Award, the 2001 NRPA "KUDO" Awards for both the best recreation catalogue and the best website/homepage and the 2002 Clarion Award for best advertising.

FULTON COUNTY

1995 – 2000

Atlanta, Georgia

The largest county park system in the state with annual budget of \$11.3 million and a capital budget of \$10.4 million; serving 800,000 population; 46 parks totaling 3,574 acres; and a staff of 625.

Director, Parks and Recreation

- Served as a Department Head. Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; evaluate program objectives; formulate policies and procedures; enhance customer services and community relations.
- Facilities included 1996 Olympic Venue, 18 community centers, 96 tennis courts, 5 gymnasiums, trap and skeet range, historic sites, nature centers, softball complexes, natatoriums, and 84 athletic fields.

- Served on the Georgia State University Parks and Recreation Advisory Council.
- Fulton County received the 1996 NACPRO Departmental Award, the 1998 NRPA "KUDO" Award for the best film promoting recreation, a 1998 NACO Achievement Award and the 2000 Georgia Recreation and Park Association Volunteer of the Year Award.

CITY OF ST. LOUIS
St. Louis, Missouri

1994 – 1995

**Program Manager, Department of Parks
Recreation and Forestry**

- Served as Program Manager for Division of Forestry. Responsible for annual departmental budget of \$10 million; serving 360,000 population; 30 parks totaling 8,100 acres; and a staff of 610.
- Duties were to plan, organize and direct program the operations at three sites for composting, recycling and snow removal; select and train staff; evaluate program objectives; enhance and expand operations.

CUMMINS EMPLOYEES' RECREATION ASSOCIATION, INC.
Columbus, Indiana

1992 – 1993

A trend setting corporate recreation system of a fortune 500 company serving 8,000 families in a multifaceted 350 acre complex.

General Manager

- Served as Chief Executive Officer. Duties were to plan, organize and direct the overall operations; develop and execute the budgets; enhance and evaluate programs; develop long range financing; and implement special events.
- Facilities included a recreation complex (gymnasium, running track, meeting rooms), miniature golf, driving range, boat docks, lake, tennis courts, softball complex, trap and rifle ranges, campgrounds, shelters and swimming pool.
- Served on the 1992 Indiana Parks and Recreation Association Conference Committee.

JACKSON COUNTY
Kansas City, Missouri

1989 – 1992

The largest county park system in the state with annual budget of \$10.3 million and a capital budget of \$9.4 million; enterprise revenue of \$4.3 million; serving 700,000 population; 44 parks totaling 22,000 acres; and a staff of 575.

Director, Parks and Recreation

- Served as Department Head. Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; research and direct grant operations; evaluate program objectives; formulate policies and procedures; enhance customer services and community relations.

- Facilities included a 27 hole golf course, recreation complex (indoor pool, gymnasium, wellness center, running track), 4 lakes, marinas, campgrounds, museums (Fort Osage, Truman Farm Home, Truman Courtroom, Missouri Town 1855), public beaches, shelters, softball complexes and an equestrian park.
- Served on the University of Missouri Parks and Recreation Advisory Council and Missouri Parks and Recreation Association Board of Directors.
- Awarded the 1992 Missouri Parks and Recreation Association Distinguished Service Award. Jackson County received the 1992 National Recreation and Parks Association Excellence in Aquatics Award.

ST. LOUIS COUNTY
Clayton, Missouri

1978 – 1989

Administrative Officer, Parks and Recreation Department

1980 – 1989

- Served as Division Head. Duties were to plan, organize and direct administrative operations; develop and execute the budgets; establish revenue procedures and audit; select and train staff; formulate and interpret policies and procedures; evaluate program objectives; provide public information; establish quality control methods; develop and audit an inventory; provide purchasing and concessions services.
- Awarded supervisory certificates from the American Management Association and International City Managers Association. Served on the Board of Directors of the County Credit Union.

Park Supervisor Principal, Parks and Recreation Department

1978 – 1980

- Served as a Supervisor of a 1,754 acre regional park.
- Duties were to plan, organize and direct the overall operations; select and train staff; develop and supervise grants; develop and implement special events; evaluate program objectives; and enhance visitor services. Facilities included a visitor's center, caves, shelters, campgrounds, private and public stables, adventure education course, trails and arena.
- Awarded the "Director's Award" for outstanding achievement and professional excellence in park management.

CHAMPAIGN PARK DISTRICT
Champaign, Illinois

1975 – 1978

A community of 100,000 population with 410 acres of parks.

Director, Operations

- Served as a Division Head. Duties were to plan, organize and direct parks and construction services; develop the budgets and grants; select and train staff; design and construct facilities; and evaluate program objectives. Facilities included an animal farm, 4 recreation centers, athletic fields and courts, nursery, trails and swimming pools.
- Served as a guest speaker at the University of Illinois and other universities.
- Champaign was a Gold Medal Finalist in 1976 and awarded the Gold Medal Award in 1978.

STREAMWOOD PARK DISTRICT
Streamwood, Illinois

1972 – 1975

A suburban Chicago community of 30,000 population.

Director, Parks and Recreation

- Duties were to plan, organize and direct the overall operations; develop and execute the budgets; appoint and train staff; design and construct facilities; enhance programs and evaluate services.
- Facilities included 165 acres of parks, community centers, athletic fields and swimming pools. Awarded the Streamwood “Man of the Year” distinguished service award.

KARLSRUHE SUPPORT ACTIVITY
Germany

1970 – 1972

An overseas community center and facilities with a community of 1,200 American families and 100,000 German residents.

Director, American Youth Activities

Apo, New York

- Duties were to plan, organize and direct the overall operations; develop and execute the budget; enhance programs and community services.
- Facilities included a youth center, roller rink, athletic fields and a gymnasium.
- Awarded the Army Commendation Medal for meritorious service.

U.S. ARMY

1969 – 1970

Platoon Leader / Battalion Adjutant - Corps of Engineers

Virginia / Germany

- Served as Officer in Engineer Battalion with over 300 troops and 100 pieces of tactical equipment.
- Duties were to plan, organize, and direct troop maneuvers, equipment maintenance and battalion administrative services.
- Served as Designated Allied Field Representative. Received “secret” clearance and 48 weeks of military training.

WESTERN ILLINOIS UNIVERSITY
Macomb, Illinois

1968 – 1969

Graduate Assistant

ACCOMPLISHMENTS / PROJECTS:

Fulton County Parks and Recreation, 2009 – 2010

- Design and construct Canine Crossing – 5 acre Dog Park
- Apply and received two CDBG grants - \$ 200,000
- Evaluate annexation effects and downsize staff accordingly
- Design and implementation of new website
- Apply and receive Stimulus Grant for Summer Camps
- Implement revenue collection through credit card systems
- Received NFL Youth Programs Grant
- Implement Inter-municipal Agreement with School District
- Implement “Policy and Procedures” for all Youth Athletic Associations

Oak Brook Park District, 2006 - 2009

- Design and construction of 40 acre Nature Sanctuary with Grant
- Increase programs and revenue through corporate sponsorships
- Team Awards received included: 2006 Park District Risk Management Association “Accredited” standing; 2006 “Gold International Aquatics Safety Award” from Ellis and Associates; 2nd place awards in both the 2006 “Best Cover Design” and “Best Cover Series” program brochures from the Illinois Association of Park Districts; the 2006, 2007 and 2008 Certificate of Achievement Award from the Government Finance Officers Association; the 2007 1st place award for “Best Brochure”, 2nd place award for “Best Series of Brochures”, 2nd place award for “Best e-newsletter” and in 2008 3rd place award for the “Best e-newsletter” from the Illinois Association of Park Districts.

Hillsborough County Parks, Recreation and Conservation, 2002 - 2005

- Changed name of department to add “Conservation”
- Acquisition of an additional 3,000 acres to bring our total acreage to 73,000
- Upper Tampa Bay Trail - 4 miles of new trails, visitors center, maintenance facility, outdoor amphitheater, and a restoration demonstration project (pictures on 2005 NACPRO awards website)
- Preserve Habit Restoration Project of 120 acres of a complex costal mosaic and freshwater wetland (pictures on 2005 NACPRO awards website)
- Renovation of two boat ramps
- Addition of another Dog Park
- Increased volunteer participation to 7,500 with over 2.1 million annual hours of service - valued at 30 million dollars
- Completion of five new playgrounds and a gazebo
- 5 million dollars of renovation to athletic complexes
- Initiated Blue Way Committee and development plan for a network
- Initiated Tree Trust Program and Forestry Section
- Designed and Constructed 6 new community centers
- Developed new special events through community and private partnerships
- Acquired and developed a Cultural Arts Center
- Designed and implemented automated reservations system
- Designed and begin construction of 43,000 sq. ft. therapeutic center
- Developed competitive rowing facility through new partnership
- Developed Leadership Training Institute for the department
- Developed and implemented new policies and procedures
- Through a school partnership, host Florida High School State Girls Softball and State Cross County Meet (first night meet in state high school history)

- Developed plan and funding for family campground to begin development in 2006
- Revised and implement emergency hurricane plan used in summer of 2004
- Team Awards received included: 2005 Blaze Sports Club of the Year Award; 2005 NACPRO Lifetime Achievement Award; 2005 NACPRO Park and Facility Award; 2005 NACPRO Environmental Award; 2004 NACPRO Environmental Award; (two) 2003 NACPRO Area and Facilities Awards; and in 2002 a National Park Service National Trail Award.
- Personal Award: 2004 NACPRO Fellow Life Achievement Award

Westchester County Parks, Recreation and Conservation, 2001 - 2002

- Renovation of the Bronx River Parkway trail system
- Implemented bio-diversity management plans for all conservation areas
- Completed marshland study on the Long Island Sound
- Improved trails in partnership with Westchester County Horse Association
- Designed and constructed Hudson Hills Golf Course
- Designed and implemented automated reservations system for all six golf courses
- Designed and constructed through a public / private partnership the Irish Hunger Memorial
- Designed and constructed through a public / private partnership Lasdon Memorial Gardens within the Arboretum and establish a life endowment for staff
- Renovations at Muscote Farm, circa 1880-1950 interpretive farm
- Developed bid documents and work with the EPA to establish a lead removal procedure for the trap and skeet range
- Team Awards received included: the 2002 Clarion Award for best advertising; the 2001 Mathew M. Dolan Innovative Program and Grant Award; the 2001 NRPA "KUDO" Award for best recreation catalogue; and the 2001 NRPA "KUDO" Award for the best website/homepage.

Fulton County Parks and Recreation, 1995 - 2000

- Initiated partnership with Atlanta Inner City Games
- Served on the Trust for Public Land Steering Committee for development of the Chattahoochee River Corridor
- Developed public / private partnership - to develop Blue Herron Golf Course.
- Designed and constructed Welcome All Community Center - gymnasium, fitness center and natatorium
- Served on the Georgia State University Parks and Recreation Advisory Council
- Developed and took ownership of the 1996 Olympic Wolf Creek Venue
- Designed and constructed the Ocee and Sandtown athletic complexes
- Designed and constructed Newtown Park and developed long range private / public funding for program support
- Expanded volunteer program within the community
- Developed special events through public / private partnerships
- Developed and facilitated private funding of a facilities and programs
- Implemented quarterly community information meetings
- Team Awards received included: the 2000 Georgia Recreation and Park Association Volunteer of the Year Award; the 1998 NRPA "KUDO" Award for the best film promoting recreation; a NACO Achievement Award; and the 1996 NACPRO Departmental Award.

City of St. Louis Parks, Recreation and Forestry, 1994 - 1995

- Expansion of the composting operation

Cummins Employees' Recreation Association, Inc., 1992 - 1993

- Established long range financing of capital debt
- Developed and instituted special 4th of July event

Jackson County Parks and Recreation , 1989 - 1992

- Designed and constructed with the Corps of Engineers Blue Springs Park - 2,000 acres to include 600 acre lake, marina, public beach, trails, picnic shelters, restrooms and concessions.
- Designed and constructed Longview Community Center in partnership with Longview Community College. The facility included a gymnasium, natatorium, fitness center, preschool and meeting rooms.
- Designed and constructed Frank White Softball Complex
- Restorations at historic "Missouri Town 1855"
- Developed partnership with agencies to establish and ensure the success of the Kansas City Corporate Challenge.
- Established special events in partnership with the community – Unlimited Hydroplane Races, Winter Wonderland and Balloon Magic
- Developed and constructed "Balloon Ports"
- Developed partnership agreement with the National Park Service for management of Truman Farm Home
- Expanded participation at historic sites through increased volunteers and outreach
- Served on the University of Missouri Parks and Recreation Advisory Council
- Served on the Missouri Park and Recreation Association Board of Directors
- Team Award received included: the NRPA Excellence in Aquatics Award
- Personal Award: the 1992 Missouri Park and Recreation Association Distinguished Service Award

St. Louis County Parks and Recreation, 1978 - 1989

- Expanded Adventure Education program through schools and community
- Expanded nature programs and visitors center usage
- Developed new local and national equestrian programs
- Expanded special events - National Charity Horse Show, Haunted Forest, Christmas in the Park, St. Louis Symphony, Fall Tree Sale
- Developed National Dog Museum and National Transportation Museum
- Designed and constructed "1904 Worlds Fair Carousel House"
- Designed and established historic village site at Faust Park
- Developed and implemented Youth Conservation Corps grant
- Designed and Constructed two golf courses through private / public partnerships
- Developed concession operations procedures and agreements
- Team Award received included: the "Director's Award" for outstanding achievement and professional excellence in park management
- Personal Awards: Supervisory certificates from both the American Management Association and the International City Managers Association

Champaign Park District, 1975 - 1978

- Designed and constructed Fredrick Douglas Recreation Center
- Designed and constructed Bicentennial Recreation Center
- Designed and established nursery operation
- Designed and implemented natural prairie grassland
- Certificate - NRPA Park Maintenance School
- Designed and constructed a "Prairie Farm House"
- Guest speaker at several state universities
- Developed and implemented Youth Conservation Corps grant
- Team Awards received included: the 1978 Gold Medal Award and the 1976 Gold Medal Finalist Award.

Streamwood Park District, 1972 - 1975

- Designed and constructed Streamwood Community Center
- Purchased and renovated Parkside Recreation Center
- Acquired additional land
- Designed and constructed four playgrounds
- Designed and constructed athletic fields and courts
- Applied and received a Metropolitan Sanitary District Grant for flood detention within the parks to include trails, tennis courts, athletic courts and park development
- Expanded programs and community involvement
- Developed partnership agreement with U-46 School District
- Established policies and procedures
- Personal Award included: Streamwood Man of the Year

U.S. Army, Virginia and Germany, 1969 - 1972

- Commission - U.S. Army Corps of Engineers
- Certificate - Engineer Officer Equipment School, U.S. Army Material Readiness School and Adjutant School
- Renovated Youth Center Karlsruhe, Germany
- Implemented new programs
- Converted gymnasium into a roller rink
- Developed community involvement
- Allied Field Representative 565th Engineer Battalion
- Received extensive military training
- Received "secret" military clearance
- Personal Award included: the Army Commendation Medal

PROFESSIONAL / CIVIC AFFILIATIONS:

- Missouri Park and Recreation Association, Member
- National Recreation and Park Association, Member



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

JOHN R. POPE, JR.
Former Director of Parks, Recreation & Community Facilities
City of Richmond, Virginia
Richmond, Virginia

CONTACT INFORMATION:

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EDUCATION:

University of Missouri (Columbia), Masters in Parks and Recreation Administration, 1980
Bethany College (West Virginia), BA, 1974

PROFESSIONAL BACKGROUND:

CITY OF RICHMOND, VIRGINIA
Richmond, Virginia

1/06 – 1/11

Director of Parks, Recreation and Community Facilities

- Direct the daily operations of the City of Richmond's Department of Parks, Recreation & Community Facilities consisting of 55 parks and additional recreation facilities comprising 2800 acres.
- Facilities within the system included but not limited to: First Tee Golf Complex, 48 ball diamonds, 6 soccer fields, 32 shared use athletic fields, amphitheater, one 3500 seat indoor theater, one 12,000 seat coliseum, 9 gymnasiums, 60 playgrounds, 47 picnic sites, 32 horseshoe pits, 6 exercise/fitness trails, 28 miles of walking/hiking/biking trails, 8 ornamental fountains, 9 swimming pools, 7 cemeteries, 30+ statues/monuments, 6 lakes and the James River Park System (rated the Best Urban Park in the U.S.).
- Responsible for 200 FTEs and approximately 12 OPTEs, including administrative, park maintenance, public relations/advertising, recreation programming, naturalists, athletics and infrastructure
- Responsible for annual operating budget of \$15M as well as a capital improvement budget of \$8M.
- Worked with Richmond's Park Foundation (Enrichmond) to develop fundraising potential and grow the capacity of the various volunteer groups, known as "Friends Groups".

DIVISION OF NATURAL RESOURCES
Charleston, West Virginia

2001 – 2006

Chief, West Virginia State Parks and Forests

- Directed the operations of West Virginia's State Parks & Forests consisting of 34 state parks (73,771 acres), nine state forests (79,081 acres), four wildlife management areas (52,533 acres) and two rail trails of 72 and 76 miles respectively.
- Facilities within the park system included: 10 lodges (804 rooms), 333 cabins, 1762 campsites, seven golf courses, swimming pools, lakes, historic sites, museums, biking/hiking/equestrian trails, restaurants, gift shops, conference centers, nature centers and scenic overlooks.
- Responsible for 450 FTEs and approximately 1000 PTEs.
- Annual operating budget of \$31M of which \$19.5M was generated in-house (63% self-sufficiency which was 7th in the nation for a state park operation).
- Worked with State Park Foundation and Friend's Groups.

MOUNTAINEER GAS COMPANY
Charleston, West Virginia

1991 – 2001

Director of Marketing, Sales and Corporate Communications

- Managed statewide marketing and sales team for the largest natural gas company in WV serving over 200,000 residential, commercial and industrial customers with annual sales in excess of \$172M.
- Analyzed market research and developed marketing strategies, directed marketing activities, promotions and advertising campaigns.
- Developed and managed \$550,000 O&M budget and a \$1M capital/new business budget.
- Directed internal and external corporate communications.
- Served as liaison between the company and its corporate lobbyist to the state legislature.

KANAWHA COUNTY PARKS AND RECREATION COMMISSION
Charleston, West Virginia

1989 – 1991

Director of Parks and Recreation

- Directed the operation of Kanawha County's (population 203,000+) park facilities and recreation programs including five parks, four golf courses, three swimming pools, two full-service restaurants, numerous nature and biking trails, picnic/open areas and athletic facilities.
- Managed annual \$3M O&M budget of which \$2M was generated in-house.
- Directly supervised 50 FTEs and oversaw 250 PTEs.
- Directed planning and growth for the park system including developing facility master plans and fundraising campaigns for new facilities.

CITY OF JEFFERSON CITY, MISSOURI
Jefferson City, Missouri

1984 – 1989

Superintendent of Parks, Maintenance and Operations

- Managed O&M for city's 2,500 acre park system comprising three swimming pools, one golf course, indoor ice arena and numerous athletic fields, picnic areas/facilities, trails, open areas and lakes.
- Developed and administered \$800,000 O&M annual budget.
- Directly supervised grounds/facility/construction staff of 25.

CITY OF COLUMBIA, MISSOURI
Columbia, Missouri

1979 – 1984

Supervisor of Parks, Maintenance and Operations

- Supervised O&M for city's 3,000 acre park system.
- Supervised 25 member staff.
- Assisted in development of \$1M operating budget.
- Participated in the planning, design and construction of SIM softball complex and was responsible for maintenance of same.
- Developed and maintained city's first XC ski trail system.

PROFESSIONAL / CIVIC AFFILIATIONS:

- Association of Southeastern State Park Directors, Past President
- NASPD, Legislative Committee, Past Co-Chair
- National Recreation and Park Association, Member
- Virginia Recreation and Park Society, Member



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

HOMER VINCENT POST

Former Director, Parks, Recreation and Special Services
City of Compton
Compton, California

CONTACT INFORMATION:

Home Address:

[REDACTED]
[REDACTED]

Cell:

Email:

[REDACTED]
[REDACTED]

EDUCATION:

California State University (Long Beach), Bachelor of Vocational Education
Los Angeles City College (California), AA in Liberal Arts

LICENSE:

California, Department of Real Estate, Licensed Salesperson

PROFESSIONAL BACKGROUND:

CITY OF COMPTON, CALIFORNIA
Compton, California

12/09 – 5/11

Director, Parks, Recreation and Special Services

- Manager of the Department of Parks, Recreation and Special Services, (DPRSS), inclusive of a Board of Parks and Recreation Commission and Board on the Aging, serving 100,000 residents, comprised of 60 acres of parkland, Compton 3 Par Golf Course, 12.7 miles of multi-purpose walking / bicycle paths / equestrian trails, (Compton Creek and Greenleaf Parkway), 5 Community Recreation Centers, one Multi-Purpose Senior Citizen Center, 2 Aquatic Facilities, (Love Pool and Gonzales Pool), 4 tennis courts, 14 Pocket Parks and maintenance the exterior of several City of Compton Office Building.
- Managed an annual budget of \$6.7 million, directed 86 full-time employees and 28 seasonal part-time employees.
- Managed the department's Lease Revenue Bond Capital Improvement Projects Budgeted at \$1,275,000 and secured a State of California Department of Parks and Recreation, Prop 84, Phase I Grant Funds of \$2.7 million for the Greenleaf Parkway Project Fiscal Year 2010-2011.
- Managed the County of Los Angeles Prop A, Youth Employment Program (YEP) and Park Maintenance/Services Grant of \$1,275,000.00.

-
- Responsible the City of Compton's compliance of the Section 5.2.9 of the Conservation, Open Space, and Recreation Element of the City of Compton's General Plan Update.
 - Duties included plans, organizes, directs, and promotes a program of recreation for City.
 - Researched the need of additional recreational facilities and made recommendations to the City Manager, supervised a professional recreation and parks maintenance staff and directed the supervision of leadership and volunteer personnel.
 - Researched the success of current programs and the use of current facilities to determine the need for new recreation programs.
 - Scheduled the routine and emergency maintenance of street trees, playgrounds, athletic fields, and park areas.
 - Scheduled the maintenance and repair of park and grounds keeping equipment, the laying out and installation of park and playground facilities, the planting and maintenance of plants and shrubs, and the planting and trimming of trees.
 - Prepared specifications for new equipment.
 - Interviewed and recommended to the City Manager on the hiring of prospective employees.
 - Supervised the training of supervisory personnel in the department; prepares budget requests and controls expenditures.
 - Requisitioned supplies and materials.
 - Reviewed the work of employees in the department, and took or recommended appropriate corrective action as necessary.
 - Received and resolved complaints from the general public.
 - Spoke before civic, school, and other interested groups.
 - Attended professional meetings and conferences.

CITY OF LOS ANGELES, CALIFORNIA
Department of Recreation and Parks
Los Angeles, California

9/96 – 12/09

Recreation Facility Director

- Duties included but are limited to planning, organizing, and directing a board program of recreation activities at a major or specialized recreational facility, or group of facilities.
- Planned and organized specialized regional recreation; senior citizen nutrition; senior citizen volunteer work programs; prepared budget requests, wrote reports, applied sound supervision principals and techniques in building and maintained an effective workforce and fulfilled equal employment opportunity responsibilities.
- Intergenerational Summer Day Camp, designed to address the overwhelming lack of connection between the grandparents who raise kin.

-
- Received two Department of Recreation and Parks' Notice of Commendation for innovative programming created and developed.
 - Senior Citizen "Monte Carol New Years Eve Day Celebration", designed to response to the seniors sense of loneliness during the holiday season.
 - CLASS Teen Programming, collaboration with the City of Los Angeles Housing Authority, California Wellness Foundation, Jordan Downs Resident Management Corporation, Los Angeles Unified School District Area 2 and Department of Recreation and Parks' developed and conducted a "Health and Resource Fair" over 750 community members attended.
 - Chaired and or provided leadership for new initiatives of Department.
 - Pacific Region's Co-Chairman of "Raise the Bar" a Federal Court, Consent Decree Ordered Affirmative Action to accomplish Gender Equity enforcement of "Title IX" throughout City of Los Angeles Department of Recreation and Parks, i.e. to transfer the department's male dominated recreation program to be equally inclusive of female.
 - Developed comprehensive recreation programs, special events, and activities.
 - Co-Chaired the City-Wide "Positive Coaches Alliance Program" developed to identify, recruit and train recreation facility/community coaches, who have pledged to implement the department's "Code of Ethics of Good Sportsmanship and Victory with Honor Principles" among the department's program delivery system of 305 recreation facilities.

**GREATER LOS ANGELES URBAN LEAGUE
SOUTH LOS ANGELES BUSINESS DEVELOPMENT CENTER**
Los Angeles, California

1997 – 1998

Program Manager

- Duties included but not limited to under the direction of the Director of the L.A.
- Urban League's Ron Brown Technology Business Development Center, planned, designed, developed, directed and promoted business and industry participation in the South Los Angeles Business Development Center.
- Developed, staffed and executed project plans in accordance with priorities established by the United States Department of Commerce-Minority Business Development Agency.
- The program stakeholders were emerging Disadvantaged Small Businesses, Women-Owned, and Veterans-Owned.

H.V. POST & COMPANY INCORPORATED
Los Angeles, California

1985 – 1993

Chief Executive Officer

- Created and developed a professional business management-consulting firm.
- Duties included but limited to provided business management services and technical assistance consulting to emerging small business, i.e. small disadvantage, women owned and veteran owned businesses.

PREVIOUS BACKGROUND:

UNITED STATES FEDERAL GOVERNMENT **1973 -1985**

Commercial Loan Officer / Equal Employment Opportunity Officer 1980 – 1985
U.S. Small Business Administration, Los Angeles District Office
Portfolio Management Division
Office of Financial and Minority Business Enterprise and
Capital Development Division

Commercial Loan Officer 1978 – 1985
Equal Employment Opportunity Officer
Minority Business Development Specialist

Appointed by the SBA District Director, Los Angeles District Office Minority Business Development Specialist under the direction of the Deputy District Director Minority Business Enterprise – Capital Ownership Development 1979 – 1981.

Program Manager, Minority Business Development Agency 1973 – 1979
Los Angeles Field Office
Los Angeles, California

ADDITIONAL BACKGROUND:

AMERICAN FEDERATION OF STATE, COUNTY AND **2003 – Present**
MUNICIPAL EMPLOYEE, AFL-CIO

Vice President, District Council 36 Area II and
President, Local Union 901 - Recreation Unit

TRAINING / CERTIFICATIONS:

- California Poly-Technical University at Pomona, Public Administration Studies
- National Labor College
- Life-Time California Community College Credential, Hourly Instruction, Business and Industrial Management
- Greater Los Angeles Area Urban League - Ron Brown Technology Business Center - South Los Angeles Area Business Development Center, Certificate of Completion of Personal Computer Training
- AFSCME District Council 36/ Los Angeles Trade Tech Community College, Labor Contract Negotiation
- U.S. Government Office of Personnel Management, Contracts and Grants Administration
- American Federation of State, County and Municipal Employees, AFL-CIO, Contract Negotiation, Elected Leadership and Stewarts Training

-
- City of Los Angeles Department of Recreation and Parks Academy, Certified Recreation Professional
 - Southern California Official Association, Los Angeles Unit(s), Certified Baseball and Football Official
 - "Victory with Honor - Character Counts", Southern California, Certified Sportsmanship Professional

PROFESSIONAL / CIVIC AFFILIATIONS:

- Los Angeles Area Public Fund Trustees Roundtable, Member
- Competent International Toastmaster, Saturday Morning Club 1301
- Los Angeles Federal Executive Board, Federal Executive Board Associate
- American Youth Soccer Organization, Area Regional Manager
- NIKE & Doc Richard Coaches Clinic, City of Los Angeles Department of Recreation and Parks, Gender Equity Leader
- Watts (YO-Watts) Program, Advisory Board Member of Youth Opportunity
- Jordan Downs Housing Development Program, Advisory Board Member of California Wellness Foundation
- New England Patriots Professional Football Club Defense Lineman, Member of the National Football League Players Alumni and Association
- National Football League's GOALS FOR LIFE Program, Advisory Board Member
- National College Football Hall of Fame, Southern California Chapter, Past Board Member
- Football Official Association, Past President and Executive Board Member
- National Society of Aging, Member
- American Society for Public Administration, Member
- California Parks & Recreation Society, Member
- National Parks & Recreation Association, Member



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

CLARK RAY
Former Director of Parks and Recreation Department
Washington, DC Government
Washington, DC

CONTACT INFORMATION:

Home: [REDACTED]
Email: [REDACTED]

EDUCATION:

Temple University (Philadelphia, Pennsylvania), Master of Education in Sports Administration Management

University of Arkansas (Fayetteville), BS in Education

PROFESSIONAL BACKGROUND:

CANDIDATE FOR DC CITY COUNCIL AT-LARGE **2009 – 2010**

Ran personal campaign for At-large seat on DC City Council; unsuccessful in bid for Council seat.

WASHINGTON, DC GOVERNMENT **2007 – 2009**
Washington, DC

Director of Parks and Recreation Department

Oversaw 675 full-time staff/nearly 2,000 summer employees, directing all activities/functions of the Department serving 600,000 residents. Collaborated with City Council members on Parks & Recreation business; interacted with public/media to advance Department initiatives and encourage involvement in sponsored recreational programs and the use of Department resources. Directed all facets of 62 recreation centers and 31 indoor/outdoor/children's pools; provided oversight of Athletic Programs/Educational Services/Facilities Management/Capital & Planning/Food & Nutrition Services divisions. Developed and supervised activities of Athletic Field Maintenance division and established/managed a Partnerships & Development division. Directed Summer Camping program and all functions of Senior Services division. Allocated and served as fiduciary agent for \$56M local budget and \$236M capital projects budget.

- Increased Department amenities use revenue by 45% in 2008, an increase of \$343,000.
- Improved by 70% the maintenance response time from prior year.
- Increased feeding sites/meals serving 33%, representing 264 sites citywide, 1.1M meals served.

DC SPORTS AND ENTERTAINMENT COMMISSION
Washington, DC

2004 – 2007

Director of External Affairs

Facilitator/negotiator of sporting and entertainment events for the District of Columbia, including events at Robert F. Kennedy (RFK) Stadium. Spearheaded design/development/construction of public recreational sports facilities for the city and served on management team for construction of new stadium to house the newly arrived Major League Baseball franchise (41,000 seat, \$681M project). Selected/oversaw consultants/contractors/employees for the new sports facilities' development. Created/allocated all project budgets; collaborated with participating local groups, (e.g. community and government working and neighborhood associations) to manage impact of construction on the community. Managed several local football/baseball/soccer/track field construction projects. Projects were developed and delivered on time and under budget.

WASHINGTON, DC GOVERNMENT
Executive Office of the Mayor
Washington, DC

2000 – 2004

Neighborhood Services Officer

Attached to the DC Mayor's Executive Office, directed the monitoring/maintenance of all service needs of District residents by agency teams. Created/led the core service team, all associated meetings, and developed monitoring process to ensure proper response to resident needs. Coordinated efforts and communication within the executive branch of city government, City Council, and neighborhood/community associations. Addressed constituent issues, developed resolutions; detected ongoing community issues, devised short- or long-term processes to alleviate issues. Channeled work to appropriate District or Federal agencies for follow-up.

- Organized/led Nuisance Abatement Task Force to address nuisance properties, coordinating involvement of myriad divisions including Metropolitan Police, Office of the Attorney General, Department of Consumer and Regulatory Affairs.
- Directed Prostitution Abatement Task Force to address illegal prostitution activities.

CLINTON / GORE ADMINISTRATION
Washington, DC

1993 – 2000

Deputy Campaign Manager / Chief of Staff to Tipper Gore, Gore 2000

1999 – 2000

Member of Vice President Al Gore's senior campaign management team. Managed staff efforts in support of Vice President activities. Monitored/approved expenditures for Mrs. Gore's campaign-related events.

Director, Strategic Scheduling / Advance Office of the Vice President / Tipper Gore

1997 – 1999

Coordinated Mrs. Gore's local/domestic/international travel schedules. Collaborated with Vice President's Director of Scheduling and Mrs. Gore's Chief of Staff to prioritize schedules. Directed staff activities.

PREVIOUS BACKGROUND:

POLITICAL APPOINTEE, US SECRETARY OF AGRICULTURE
Washington, DC

1993 – 1997

Director of Legislative and Public Affairs - Rural Development

Director of Scheduling and Advance

Secretary of Agriculture - Congressional Relations

PROFESSIONAL / CIVIC AFFILIATIONS:

- National Recreation and Parks Association City Parks Alliance Association
- DC Sports & Entertainment Commission Metropolitan Washington Games Board



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**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

VICTOR N. RICHARD, III
Interim Director
New Orleans Recreation Department
New Orleans, Louisiana

CONTACT INFORMATION:

Home Address:

[REDACTED]
[REDACTED]
[REDACTED]

Home:

Email:

[REDACTED]
[REDACTED]

EDUCATION:

Loyola University (New Orleans, Louisiana), College of Business Administration, Executive Education Program, Certificate

Xavier University (New Orleans, Louisiana), Business Administration

Southeastern Louisiana State University (Hammond), Business Administration

California Coast University (Santa Ana), Business Administration

PROFESSIONAL BACKGROUND:

NEW ORLEANS RECREATION DEPARTMENT
New Orleans, Louisiana

2010 – Present

Interim Director

Responsible for the development and oversight of a \$10 million operating budget, which parallels programmatic and facility goals and objectives. Duties include strategic planning, and the organization and direction of employees to achieve maintenance and operational efficiencies essential to the establishment of internal and external customer satisfaction. Successes realized through the promotion of teamwork, staff recognition, and community engagement, along with the implementation of key performance indicators, outcome measurements, and customer satisfaction surveys. Established best practices models, strategic and capital projects planning, as well as web-based, media, marketing and public/corporate relations. Utilize skills in risk management, analytical/critical thinking, and problem solving to create business continuity and guarantee exceptional service delivery. Challenged with post-Katrina rebuilding of department, facilities, and community trust. Currently engaged in implementing transition plan as the department shifts to commission oversight.

Accomplishments:

- Restructured and expanded operating budget from \$4.9 million to \$10 million. o Developed and implemented a working business plan consistent with the organizational vision, mission, and goals.

- Developed and implemented quantitative and qualitative performance indicators used to measure organizational attainment of success benchmarks.
- Developed a partnership with the American Red Cross to provide staff training and certification as well as aquatics operations evaluation.
- Wrote and implemented Aquatics Operations Manual.
- Utilized the American Red Cross to provide aquatics training for more than 6,000 youth and adults.
- Expanded community service offerings by operating: 7 pools in 2010 and 12 pools in 2011; 15 kiddie camps in 2010 and 29 in 2011; and 0 teen camps in 2010 and 7 in 2011.
- Expanded community reach by serving: 1,663 youth between the ages of 5 and 12 in 2010 and 4,036 in 2011; and 0 teens served in 2010 and 1,094 in 2011.
- Provided a career exploration program for youth ages 13 to 17 through a partnership with Loyola University, Orleans Parish Public Schools, the Recovery School District, Junior Achievement, and Job 1.
- Implemented 'Movies in the Park' community outreach program to help build community use of NORD facilities.

QUICK LOGISTICS
New Orleans, Louisiana

2008 – 2010

Operations Specialist

Daily accountability includes development and implementation strategies to maintain/increase revenues, through achievement of efficient and productive real time technology and GPS routing. Also responsible for proper driver/equipment complement, on road training, observation and evaluation including customer contact/satisfaction. Daily and weekly assessment of cost of goods, on-time performance for pick-up and delivery, including plan vs. actual and percent effectiveness. Participation in sales and revenue growth activity through active networking, marketing and public relations activity. Duties also entail daily warehouse operations.

PHILADELPHIA DEPARTMENT OF RECREATION
Philadelphia, Pennsylvania

2000 – 2008

Commissioner

Entrusted to manage the largest operating infrastructure in municipal government of the fifth largest city in America; agency employs up to 2,200. Daily accountability includes cross-functional service, performance, cost, safety, labor, legal, and government compliance. Cost effectively administer strategic and long range planning, as well as daily operations of over 622 various public properties including business offices, maintenance facilities, track/fields, pools, parks, spray parks, multi-purpose centers, gymnasiums, ice rinks, museums, outdoor amphitheatre, a 671- acre overnight camp, and Philadelphia's Veterans Stadium. Recognized for consistent success in establishing "best practice" models, performance measures, operating goals, realignment initiatives, productivity improvements, and cost reduction strategies that constantly advances product output, product quality and customer satisfaction.

Accomplishments:

- Created an administrative service cluster which captured \$548,351 in annual savings.
- Secured \$13.5 million in state funding grants for capital infrastructure improvements.
- Realignment of trash collections resulted in trash compactor fleet reduction from 7 to 3. This strategy realized a one-time fleet savings of \$195,000 and an annual staff related savings of \$291,000.
- Outsourcing of turf management/grass cutting services returned prorated savings over five years at \$2.18 million and improved cutting cycles from once every 21 days to once every 10 days.
- Conceptualized creation and implementation of Capital Maintenance Squad which resulted in accelerated construction projects with a net savings of \$900,000 in twelve months.
- Captured \$720,000 annual savings in seasonal cost by demolition of four pools and enhanced customer service and safety by erection of four new spray parks.
- Joint venture resulted in the construction of the first Little League artificial football facility in the city.
- Results of the Citizens Satisfaction Survey over the last few years dramatically improved, overall satisfaction with recreation program users went up from 65% (1999) to 83% (2007).
- Since 2003, the Philadelphia Department of Recreation has received thirty-five awards from various agencies.

NEW ORLEANS RECREATION DEPARTMENT

1994 – 1999

New Orleans, Louisiana'

Director

Successful administrative oversight for New Orleans' public recreation programs with fiscal accountability of \$10 million operating budget and a \$26 million capital budget; agency employed up to 900. Executive charged with driving the restructuring of the department's services, performance and modification of property standards compliance and actively implement development strategies for all staff, coaches and volunteers to achieve agency continuity. Significant marketing efforts and outreach to corporations, elected officials and private citizens resulted in increase of volunteer participation and sponsorship opportunities.

Accomplishments:

- 1996 Most Improved City Agency, City of New Orleans.
- Secured \$5 million in state and private grants to augment capital initiatives.
- Instituted drug screenings and background clearances resulting in safer environments for staff, volunteers and citizens.
- Created Friends of N.O.R.D. – a not-for-profit foundation which financially supported the goals of the City's Recreation Department.

- Coordinated first summer camp designed for teens which consisted of career exploration, job readiness skills development and social responsibility training

UNITED PARCEL SERVICE
New Orleans, Louisiana

1977 – 1994

Various Positions

Distinguished 17 year graduated career path with the largest Fortune 500 transportation company in the world: Pre-Load Operations Manager, Hub Operations Manager, Training Manager, Package Delivery Operations Manager, Industrial Engineering Supervisor, Package Delivery Operations Supervisor and Hub Operations Supervisor.

Achievements derived by progression in operations management through successful application and administration of TQM, MBC, P&L, D.O.T., OSHA, ethics, anti-trust, logistics, loop dispatching, information systems, diversity, organized labor, safe work methods, defensive driving, customer satisfaction, and respect and recognition of employees.

Accomplishments:

- Best Hub in the Southwest Region Award.
- Best Preload in the South Central Region Award.
- Best Service, Performance, Cost and Safety Award.
- Best Employee Safety, Lost Time, and Injury Award.
- Southwest Region Service Club Award.
- Louisiana District Customer Service Bronze Medal Award.
- Most Improved Package Delivery Award.

TRAINING:

- Ongoing and successful completion of numerous professional development programs in Executive Management, Leadership and numerous in-house classes at United Parcel Service, the City of New Orleans and the City of Philadelphia.

PROFESSIONAL / CIVIC AFFILIATIONS:

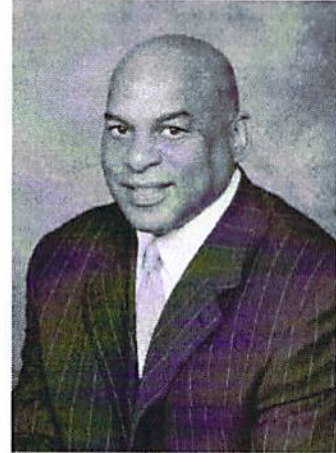
- National Recreation and Parks Association, Member
- Pennsylvania Recreation and Parks Association, Former Member,
- Philadelphia Sports Congress, Board of Directors, Former Member,
- Philadelphia Police Athletic League, Board of Directors, Former Member,
- Fairmont Park Commission, Board of Directors, Former Member,
- Free Library of Philadelphia, Board of Directors, Former Member,
- Arthur Ashe Foundation, Board of Directors, Former Member,
- East Oak Lane Civic Association, Board of Directors, Former Member,
- Alpha Phi Alpha Fraternity, Inc., Member

REGGIE WILLIAMS

More than a football legend, Reggie Williams is a dynamic speaker, experienced leader and inspirational social reformer.

Reggie attended Dartmouth College, where he graduated in just three and half years and was a three-time All-Ivy League linebacker in football and an Ivy League heavyweight wrestling champion (1975). The recipient of an academic scholarship, Reggie earned a Bachelor of Arts degree in Psychology in 1976 and later received an honorary Doctor of Laws in 1990.

Reggie played 14 seasons (1976-1989) at linebacker in the National Football League, all with the Cincinnati Bengals, and appeared in two Super Bowls – XVI (1982) and XXIII (1989). During his playing career, Reggie received numerous honors, including selection to the NFL All-Rookie Team (1976), the Byron “Whizzer” White Award for Humanitarian Service (1985), the NFL Man of the Year (1986), and *Sports Illustrated’s* Co-Sportsman of the Year (1987). In addition to his humanitarian accomplishments, Reggie was appointed to an open seat on the Cincinnati City Council in 1988 and was re-elected for a second term in 1989.



After retiring from the NFL, Reggie joined the World League of American Football as the Vice President/General Manager of the New Jersey Knights. He later rejoined the National Football League where he conceived and opened the NFL’s first Youth Education Town (YET) in Los Angeles. The program has become one of the NFL’s greatest community service success stories.

In April 1993, Reggie became the Director of Sports Development for Walt Disney World Resort. He oversaw the creation of Disney’s Wide World of Sports Complex, a state-of-the-art 220-acre multi-sport facility, and championed the effort to grow Disney’s involvement in sports. In 1998, he was named Vice President of Disney Sports Attractions, overseeing a newly created Sports & Recreation division. Under Reggie’s leadership, Disney’s sports business thrived, generating increased revenue and attendance across virtually all sports properties at Disney’s Wide World of Sports Complex, the No. 1 sports venue for amateur and professional sports in the nation. For more than a decade, his passion and vision allowed the Walt Disney Co. to reshape the sports industry, while providing unprecedented opportunities for kids of all ages.

Individually, Reggie was recognized as a leader within the Walt Disney Co., and in the world of sports, as evidenced by his No. 88 ranking in *Sports Illustrated’s* list of the “101 Most Influential Minorities in Sports” in May 2003. In 2005, he was named by *Black Enterprise Magazine* as one of the 50 Most Powerful Blacks in Sports. And in May 2007, he was named to the 2007 College Football Hall of Fame Class inducted in December 2007.

Reggie remains involved with many service organizations and projects today, including The United Way, the National Consortium for Academics and Sports and Give Kids the World. A native of Flint, Michigan, Reggie resides in Orlando, Florida, and has three sons, Julien, Jarren and Kellen.



REGGIE WILLIAMS
Vice President
Disney Sports Attractions

Reggie Williams is a dynamic leader who began his career with the Walt Disney Company in April 1993. As the Director of Sports Development for Walt Disney World Resort, Reggie championed the effort to grow Disney's involvement in sports, particularly amateur sports. For more than a decade, Reggie's passion and vision have allowed the Walt Disney Co. to reshape the sports industry, while providing unprecedented opportunities for kids of all ages.

Individually, Reggie has been recognized as a leader within the Walt Disney Co., and in the world of sports, as evidenced by his **No. 88 ranking in *Sports Illustrated's* list of the "101 Most Influential Minorities in Sports" in May 2003. In 2005, he was named by *Black Enterprise Magazine* as one of the 50 Most Powerful Blacks in Sports. And in May 2007, he was named to the 2007 College Football Hall of Fame Class that will be inducted in December 2007.**

In the mid 1990s, Reggie oversaw the creation of Disney's Wide World of Sports Complex, a state-of-the-art 220-acre multi-sport facility that opened on March 28, 1997. Promising a truly unique destination in the heart of the world's most popular vacation destination, Reggie forged key sports industry relationships upon his arrival at Disney with Major League Baseball's Atlanta Braves, the Amateur Athletic Union (AAU), the nation's largest amateur sports organization, and others. The Braves moved their spring training and minor league baseball operations to the sports complex in 1997. The AAU relocated its national headquarters to Walt Disney World Resort in 1996, bringing more than 30 annual national championship events to the complex.

The sports complex hosts more than 180 athletic events annually in some 30 sports and recently added 20 new acres of fields and diamonds. Thousands of youth competitors travel to Walt Disney World Resort for events, as well as athletes from professional leagues, colleges and universities, national governing bodies and other worldwide organizations.

In 1998, Reggie Williams was named Vice President of Disney Sports Attractions, overseeing a newly created Sports & Recreation division that merged Walt Disney World Resort Recreation, Water Parks and Disney Sports Attractions, which included Disney's Wide World of Sports Complex, the Walt Disney World Speedway, and Walt Disney World Golf.

As part of the shift, Reggie assumed responsibility for the business unit as a whole, including sports development and management, sales and marketing, budgeting and strategy, sports industry relations, new product development and merchandise strategy and operations. In overseeing all these areas, Reggie now leads a team of 2,000 cast members, all focused on creating exhilarating sports and recreation experiences for guests at Walt Disney World Resort. Under Reggie's leadership, Disney's sports business has thrived like never before, generating increased revenue and attendance across virtually all sports properties at Disney's Wide World of Sports Complex, which is now recognized as the No. 1 sports venue for amateur and professional sports in the nation.

Prior to arriving at Disney, Reggie enjoyed a successful football career, as a player and as an executive, in addition to holding office in local government.

Reggie played 14 seasons (1976-1989) at linebacker in the National Football League, all with the Cincinnati Bengals, and appeared in two Super Bowls – XVI (1982) and XXIII (1989). During his playing career, Reggie received numerous honors, including selection to the NFL All-Rookie Team (1976), the Byron "Whizzer" White Award for Humanitarian Service (1985), the NFL Man of the Year (1986), and *Sports Illustrated's* Co-Sportsman of the Year (1987).

Reggie Williams Biography – page 2

In addition to his humanitarian accomplishments, Reggie was appointed to an open seat on the Cincinnati City Council in 1988 and was re-elected for a second term in 1989.

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Reggie attended Dartmouth College, where he graduated in just three and half years and was a three-time All-Ivy League linebacker in football and an Ivy League heavyweight wrestling champion (1975). The recipient of an academic scholarship, Reggie earned a Bachelor of Arts degree in Psychology in 1976 and later received an honorary Doctor of Laws in 1990.

Reggie remains involved with many service organizations and projects today, including The United Way, the National Consortium for Academics and Sports and Give Kids the World.

A native of Flint, Mich., Reggie resides in Orlando, Fla., and has three sons, Julien, Jarren and Kellen.



CONFIDENTIAL PROFILE

**PREPARED FOR
NEW ORLEANS RECREATION DEVELOPMENT CORPORATION
CHIEF EXECUTIVE OFFICER
BY: DHR INTERNATIONAL**

FRANK RAGAN
Former City Manager
City of McKinney, Texas
McKinney, Texas

CONTACT INFORMATION:

Home Address:

[REDACTED]

Home:

Email:

[REDACTED]

EDUCATION:

University of Colorado (Denver), MPA (currently enrolled – 30 of 36 hours completed)

North Carolina State University (Raleigh)

- MS, Major in Recreation Resources Administration, Minor in Sociology
- BS in Recreation and Parks Administration

PROFESSIONAL BACKGROUND:

CITY OF MCKINNEY, TEXAS
McKinney, Texas

2/08 – 6/10

City Manager

Duties included oversight of all city operations of a fast growth community of 133,000 & \$250M operations budget (800 FT employees). Overhauled grant strategy leveraging millions of dollars. Shepherded \$100M in voter-approved bonds during period of economic stress which built parks and trails, acquired open space, constructed a library & built numerous other public facilities and infrastructure. Negotiated Dallas Stars/Dr. Pepper two-sheet ice arena.

CITY OF AURORA, COLORADO
Aurora, Colorado

7/91 – 2/08

Deputy City Manager of Community Services

5/03 – 2/08

Duties included oversight of Police, Fire, Public Safety Communications, Neighborhood Services & Libraries, Recreation & Cultural Services Departments (1400 FT employees). Initiated & led a jobs/economic development & neighborhood support initiative involving private, public & non-profit collaboration. Received EDA support for start-up & operations. Coordinated several Council committees' via policy development. Duties included budget development & management of \$160M operations budget plus \$200M capital improvements program. Board Member - Denver Metro Wastewater Reclamation District. City of 309,000 people, 2850 full time employees & \$660M budget.

Deputy City Manager of Operations

6/95 – 5/03

Duties included oversight of Planning, Public Works, Utilities & Parks/Open Space Departments (1000 FT employees) & coordination of all city planning/infrastructure support services for the Fitzsimons Redevelopment Project. Fitzsimons earned first place awards from the U.S. Departments of Defense & Commerce & International City Managers Association as the best military base redevelopment project in the country. Negotiated acquisition of golf course, indoor swimming pool, parks and sports fields at no cost transfer from U. S. Army. Spearheaded citizen & business support via a Bond referendum for the development of a 35-field sports park that attracts major amateur softball & soccer tournaments generating over \$20M in annual revenues into the community. Coordinated City's planning & infrastructure support activities for a commercial airport & Air Force Base. Negotiated two largest open space acquisitions in the City's history. Colorado Springs/Aurora Homestake (Water) Board Member. Planning, budget development & management of \$150M bond program, City's 5-year CIP & \$140M annual budget.

Director of Parks, Recreation and Open Space Department

7/91 – 6/95

Duties included the administration of a comprehensive system including 5 golf courses, 6 community centers, senior center, indoor & outdoor pools, 75 parks, museum, performing arts center, two lake operations, sports complexes, rodeo arena, bike trails, historical properties, open space areas & vast array of recreation/leisure programs taking place on city & school facilities. Responsibilities also included management/maintenance of all city buildings, facilities and grounds. Developed state-of-the-art centralized, automated irrigation system with weather sensors & SCADA technology which saved \$300,000/year in utility expenses. \$30M operating budget, 150 full-time & 750 part-time employees.

BLOOMINGTON PARKS AND RECREATION DEPARTMENT

8/81 – 7/91

Bloomington, Indiana

Director

Duties included the direction and management of a diverse system including parks, community center, arts & crafts center, senior center, sports complexes, golf course, lake operations, mountain bike park, skateboard park, fitness center via public/private partnership, open space & recreation programs within city & school facilities. Led bond & 501-c-3 foundation initiatives that led to development & renovations of over 30 parks & recreational facilities. Large open space program encompassing several thousand acres.

INDIANA UNIVERSITY

8/81 – 7/91

Bloomington, Indiana

Adjunct Faculty

Duties included teaching management courses and lecturing in marketing, long-range planning, budget development & other courses. Coordinated several cooperative ventures between the City & University.

**HENDERSON / VANCE COUNTY RECREATION AND
PARKS DEPARTMENT**
North Carolina

4/76 – 8/81

Director

7/77 – 8/81

Duties included the administration of a consolidated city/county system & numerous cooperative programs with schools. Numerous parks & sports facilities personally designed & project-managed.

Assistant Director

4/76 – 7/77

Duties included management of parks, sports, senior programs & department's budget development.

SKILLS / EXPERIENCE:

- *Parks, Recreation and Open Space:* Directed three departments over span of twenty years. Largest organization had \$30M annual budget & 150 FT employees. Led four bond initiatives totaling \$75M which built &/or renovated fifty parks & recreational facilities, constructed two major sports complexes (one with 35 fields generating over \$20M of annual revenues into local economy), developed two upper-tier golf courses, constructed two skate parks & negotiated acquisition of 2500 acres of park land & open space. Planned & directly managed construction &/or renovation of thirty parks & four sports complexes.
- *Collaboration & Partnerships:* Numerous partnerships created with private sector: e.g., two executive housing/golf course communities; a neighborhood center (library, police/fire station, shopping & apartments), non-profits: e.g., jointly-funded legislative/lobbying committee with Chamber of Commerce; human service organizations funding agreements & educational institutions: e.g., reciprocal use & facility co-location agreements with school districts involving parks, gymnasiums, sports fields, pools, etc; Lean Six Sigma project in coordination with the University of Texas-Dallas's Graduate School of Management involving six community agencies to better collaboration and money-saving opportunities.
- *Finance & Budgeting:* Direct development &/or oversight of operational budgets up to \$660M & capital improvements up to \$1B. Various budgetary formats utilized including annual & biannual, programmatic, performance, zero-based, line item & long range (up to 20 years) CIP.
- *Organizational Efficiency & Development:* Personally conducted privatization study of water treatment & transmission system for community of 300,000 expected to grow to 750,000. Working with consultants, oversaw development of several efficiency studies for Utilities, Police, Planning & Information Technology. Numerous reorganizations completed to better align functions & lower costs. Information technology (IT) systems put in place, expanded &/or upgraded. City of Aurora continually recognized in the top five most progressive, public sector IT organizations in the country.
- *Strategic Planning:* Directly managed compilation of several long-range plans including parks, recreation and open space, economic development/redevelopment, 20-year facilities & 5, 10 & 20-year capital improvement plans. Oversaw development of numerous master & comprehensive plans, e.g., bike/pedestrian trails, land use & rezoning, utilities, transportation, information technology, airport noise attenuation/rezoning, mass transit, i.e., light & commuter rail, & military base reuse.

- *Sustainability/Green Initiatives:* Project Director for seventy-five million, 300,000 sq. ft. city hall incorporating state-of-the-art energy conservation & information technology systems. Developed 60-member community advisory green committee and internal interdepartmental green committee, created Environmental Stewardship program & received EPA grant to develop blueprint sustainability plan. Secured 3.5 million dollars in EPA grant funds toward green initiatives. Incentivized private sector development of country's first LEED Gold-certified, fully automated recycling center. Constructed "Green" firehouses & library; & advocated, planned & acquired first phase funding for another city's new green city hall. Began capturing methane gas emitted from landfill as an alternative energy source.
- *Public Safety:* Lead staff negotiator in Aurora with unions. Aurora Police & Fire Departments became nationally accredited. "Neighborhood Liaison," "Weed & Seed" & other community support/crime prevention programs won national awards for education & citizen outreach. Aurora recognized as one of the most aggressive, effective cities in addressing crime & organized gangs. Advocated & secured funding for state-of-the-art COPLINK regional criminal identification program & new public safety communications center. Formulated Manager/Council's Emergency Business Continuity Plan & oversaw update of city's overall emergency management plan including pandemic flu annex. Initiated & developed Meet/Confer program in McKinney resulting in city's first public safety agreement.
- *Transportation:* Comprehensive plans & construction initiatives overseen which addressed new transportation infrastructure, i.e., bike/pedestrian trails, mass transit (light & commuter rail), interchanges, arterials, thoroughfares, airport runway, pavement rehabilitation, intersections safety, transportation management systems, etc.
- *Utilities:* While in Aurora, one waste-water reclamation & two water treatment plants were upgraded/expanded allowing a thousand acres of parks, golf courses & public grounds to be moved from treated water to recycled waste-water. Procured 20,000 acre feet in new water rights. Served on Denver Metro Wastewater Reclamation Board of Directors allowing the opportunity to influence regional policy while supporting development of local infrastructure. Served on Colorado Springs-Aurora Executive Water Committee which managed storage reservoirs & water transmission over the Continental Divide from the Colorado & Arkansas Rivers' basins.