

## **JOHN R. BARNOTT**



### **SUMMARY OF EXPERIENCE**

Accomplished leader with unique perspective in public and private business operations. Proven analytical and problem-solving skills and abstract reasoning, including the ability to transition government into a business unit model. Extensive experience in project/program management, long-/short-range goal planning, and contract negotiation. Superior interpersonal communication, facilitation, and presentation skills. Customer satisfaction and service level agreement goal-driven.

### **PROFESSIONAL EXPERIENCE**

#### **MANATEE COUNTY GOVERNMENT**

##### **2011 to Present – Director, Building and Development Services Department**

Oversees all aspects of this newly-formed department including permitting, plans review, inspections, contractor licensing, floodplain management, development plans review, public hearing on land use cases, environmental planning, transportation planning, comprehensive planning, Land Development Code, code enforcement and “How will we Grow,” a project outlining growth for the next 35 years in Manatee County.

##### **2008 to 2011 – Director, Building Department**

Oversaw all aspects of permitting, plans review and inspections services for Manatee County. As the director, created a business plan for the department that implemented customer service improvements, process improvements, fiscal accountability and staff improvements. This plan resulted in a model that all other departments in Manatee County are emulating. After 24 years of the department operating at a loss, they now operate at an improved productivity level and not dependent on emergency funding from property tax revenues.

##### **2001 to 2007 – Administrator, Utilities Customer Service**

Administrator of the water, sewer, and solid waste utilities provided to 115,000 residents. Managed 100 employees in customer contact, payment operations, billing, general accounting, revenue recovery, meter reading, meter services, meter shop/testing, solid waste, recycling, landfill scale-house operations, mail services, inserting, and courier services. Responsible for the administration of the Solid Waste Franchise Agreements, managed debris contracts for storm recovery. Drafted, negotiated, and executed inter-local agreements with the cities within Manatee County for storm recovery services and maintained collaborative relationship with FEMA. Made presentations to Board of County Commissioners on subjects relative to establishing new laws and rates.

## **COLUMBIA ENERGY GROUP**

### **1997 to 2000 – Manager - Office Operations Support Group**

Provided support for public utility plant, service, and office operations for all distribution companies including marketing, consumer affairs, regulatory, legal, and information technology departments. Developed and implemented strategic solutions for business case problems.

### **1994 to 1997 – “Project Customer” Team Leader**

Led a team of 20 professional employees in creation of six new customer contact centers.

- Conducted assessment to determine the number and location of contact centers, designed the physical set-up of the facilities, selected telephone systems, developed staffing models, created transition plans, and compiled "lessons learned" from contact center prototypes.
- Compiled financial analysis to establish pay back schedule, and net present value.
- Developed and forecasted contact center O & M and capital budgets.
- Negotiated a savings of \$5.3MM over a 20-year period.
- Obtained a five-year tax abatement, which saved \$125,000 over a five-year period.
- Performed economic analysis and negotiated contract with Fay-Penn Economic Development Council for the location of the Pennsylvania customer contact center.
- Organized and conducted negotiations with Penn State University to acquire free classroom space, which ensured an on-time transition with quality trained employees.
- Identified and evaluated workstation and telecommunications equipment needs. Established vendor relationships for acquisitions and met budgetary goals.
- Presented new call center concept to union officials, public utility commissions, and senior management.

### **1989 to 1994 - Manager, Information Systems, Columbia Gas**

Managed technical professionals responsible for maintaining mainframe systems, on a 24/7 basis.

- Duties also included project management, budgeting, and system enhancements. Spearheaded the design, development, and implementation of several new

systems for utility operating companies, including Columbia's DIS customer information system.

**1984 to 1989 - Manager, End User Liaison, Columbia Gas**

Project manager responsible for the research, design, and development of new customer accounting system (DIS).

- Project cost of \$12MM.
- Analyzed, tested, and recommended purchase of EDP equipment.
- Presented testimony to state utility commission staff to recover the design, development, and implementation costs, which resulted in all costs being recovered.
- Organized and oversaw the conversion of the new customer accounting system for Columbia.
- Evaluated and managed post implementation results.

**1971 to 1984** - From 1971 to 1980, held positions in back office duties of payment operations, revenue recovery, meter reading, and customer billing, for Columbia Gas of Kentucky, Lexington, Ky. Promoted to Office Operations Advisor with Columbia Gas Distribution Companies, in Columbus, Ohio, 1980.

**1970 to 1971** - United States Army

**PROFESSIONAL and PERSONAL ACCOMPLISHMENTS**

Member of the Manatee County Fair Board of Directors

2016 Lakewood Ranch Business Alliance "Sandie" award winner – Bull by the Horns category

2020 Accela Trendsetter Award - Civic Hero - Building Communities

Member of the Manatee County Cattlemen's Association

Member of the Board of Directors for SMART

Member of the Board of Directors for the Lakewood Ranch Business Alliance

Member of Manatee County Sheriff's Advisory Board

Manatee County Board of Education – Take Stock in Children program; application review board and student mentor

Member of Everglades University Program Advisory Committee

Member of Equifax National Advisory Board

Guest speaker at The Federal Reserve Bank Annual Payments Symposium

Member and Chairman of the Pennsylvania Gas Association Theft of Service Committee

Experienced with writing and giving presentations to Columbia Energy Group executives, Pennsylvania Gas Association customer relations annual meetings, public service commissions, and the Bureau of Consumer Services.

Member of Board of Directors, President and General Manager of the Willows Golf Club

Assistant Head Football Coach at Pickerington High School; guest speaker at high school and college football clinics; high school football scout for the Ohio State University.

President of the Kentucky Football Officials Association; Umpire-in-Chief for ASA softball in Kentucky, Indiana, and Illinois.

U.S. Army Reserves for 12 years, Sergeant First Class E-7, NCO Academy Instructor, member of U.S. Army Rifle Team.

## **EDUCATION**

Attended Franklin University, Morehead State University, and University of Kentucky.



# ANITA READY BEGNAUD

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## SUMMARY OF QUALIFICATIONS

- Executive leader with over 7 years experience managing economic and community development organizations
  - Proven ability to enhance Lafayette and Acadiana's image, instilling confidence in public and private sectors to invest
  - Strategic alliance builder with elected officials, economic developers, and business leaders at the local, regional, and state level
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## WORK EXPERIENCE

### DOWNTOWN DEVELOPMENT AUTHORITY

October 2018 – Present

### AND DOWNTOWN LAFAYETTE UNLIMITED | Lafayette, LA

#### CEO

Lead organization that facilitates physical, economic, and cultural development of Lafayette, Louisiana's Le Centre Development District. Guide vision and strategy, lead 2 boards of directors of 25 collective members, supervise staff of 5, and ensure fiscal health of 2 organizations (manage revenues of nearly \$1 million per year). Work with local businesses, residents, and government officials at city, parish, and state levels to ensure Downtown Lafayette flourishes as an urban center. Advocate for public investment to ensure adequate infrastructure to support growing residential, retail, and commercial base. Position businesses for success by building engagement, coordinating with economic development partners, offering highly curated resources, and leading change.

#### Key Wins:

##### Old Federal Courthouse Redevelopment

- Worked closely with private developer, Mayor-President's Administration, and City-Parish Council to ensure public-private partnership between the City of Lafayette and OFCH, LLC resulted in \$19 million redevelopment, returning long-vacant property back into commerce

##### Residential Development

- Made significant strides to fulfill Downtown Action Plan's vision for high-quality living. After decades of no progress, more than 50 new residential units hit the market in 2020, 69 are currently under construction, more than 50 intend to commence construction in 2021, and nearly 300 are being planned and designed

##### Project Pipeline

- Generated new project opportunities that represent more than \$100 million of potential capital investment

##### Economic Development District

- Facilitated historic levels of investment in infrastructure through creation of the Downtown Economic Development District, projected to generate nearly \$20 million over the next 25 years

##### Business Retention and Expansion

- Celebrated more than 60 small business recruitment and retention and expansion wins in the Downtown District

##### Sewage Lift Station

- Convened public and private stakeholders to unwind historic infrastructure challenge that led to establishment of betterment agreement between LPTFA and LUS to construct a \$1 million sewage lift station, unlocking capacity for 500 new beds and millions of dollars of economic impact

##### Buchanan Parking Garage

- Coordinated with Parish Council, Mayor-President's Administration, and key stakeholders to advocate for \$3.5 million allocation to bring publicly-owned 344-space parking garage back into commerce

**ONE ACADIANA | Lafayette, LA**

**January 2014 – October 2018**

**SVP, Governmental Affairs & Communications (2018)**

**VP, Governmental Affairs & Communications (2016-2018)**

**Director, Marketing & Communications (2014-2016)**

**Strategic Planning & Communications:**

Led marketing and communications initiatives for a regional economic development group serving nine parishes in South Louisiana. Collaborated with leadership and stakeholders on development of major organizational strategy, goals, and performance indicators. Managed 6-person team and \$525,000 annual budget to implement a comprehensive communications and marketing plan that provided strong return on investment for stakeholders and advanced region's brand. Served as organizational spokesperson at local, regional, statewide, and national levels.

**Governmental Affairs:**

Accelerated strong governmental affairs program through cultivation of relationships with state elected officials and economic development partners across Louisiana, enabling open lines of communication year-round and establishing strong business community presence at the Capitol. Acted as liaison between elected officials and stakeholders, resulting in development of strategies and mobilization of support for legislative goals. Evaluated legislation, developed priorities, and advanced major policy advocacy initiatives in collaboration with business leaders and policy experts.

**Key Wins:**

- Developed capital *Campaign for One Acadiana*, resulting in \$15 million of private-sector investment over 5 years and organizational transformation from local chamber to nine-parish regional economic development organization
- Created One Acadiana brand, vision, and strategy to actively tell region's story to business community, general public, and media
- Led organizational rebranding strategy and launched suite of organizational materials, including award-winning website ([OneAcadiana.org](http://OneAcadiana.org)) and integration of two marketing automation and lead-generation platforms, resulting in more than 120,000 individual visits from across the U.S.
- Conducted external branding and marketing research, strategy, and implementation process, resulting in creation of nationally award-winning "South Louisiana" brand, marketing blueprint, digital marketing strategy, and launch of website ([SouthLouisiana.org](http://SouthLouisiana.org))
- Landed multiple global publication placements, including American Way, Business Facilities, Site Selection Magazine, Business Xpansion Journal, and Area Development
- Released Regional Workforce Development Strategy and partnered with stakeholders across the region on initiatives to strengthen workforce pipeline, resulting in the passage of 5 legislative bills to advance priorities
- Developed Public Policy Agenda that comprehensively outlines region's positions on policy issues, including workforce development, public education, economic development, and urban revitalization and development

**IBERIABANK | Lafayette, LA**

**July 2012 – January 2014**

**Marketing Associate**

Managed marketing logistics and expenses related to community and public relations, including sponsorships.

**LAFAYETTE ECONOMIC DEVELOPMENT AUTHORITY | Lafayette, LA**

**January 2011 – July 2012**

**Research Associate**

Developed and promoted efforts to attract new businesses to the Acadiana Region through maintaining and providing information related to business and industrial development.

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## EDUCATION

**UNIVERSITY OF LOUISIANA AT LAFAYETTE** | 2011 | B.A., Communications | Emphasis in Interpersonal & Organizational Communication and Political Science | Magna Cum Laude | Outstanding Communications Graduate

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## AFFILIATIONS & RECOGNITIONS

**SLCC FOUNDATION** | 2019 – Present | Board Member | Community Engagement Committee

**CASA OF SOLA** | 2014 – 2021 | Served as President, Vice President, and Executive Committee member | Hired Executive Director | Increased Board of Director membership by 25%

**EVANGELINE THRUWAY REDEVELOPMENT TEAM** | 2018 – Present | Member

**LABI EMERGING LEADERS COUNCIL** | 2019 – Present | Member

**ONE ACADIANA** | 2018 – Present | Past Board Member | Member

**LEADERSHIP LOUISIANA CLASS OF 2020** | Member

**LEADERSHIP INSTITUTE OF ACADIANA** | 2016 – 2019 | Leadership Lafayette Class XXIX | Nominating Committee

**THE705** | 2013 – Present | Past Board Member | Former Civic Chair | Former Marketing Committee | Member

**20 UNDER 40** | 2017 | Young Leader Awards Honoree

**UNITED WAY OF ACADIANA WOMEN UNITED** | 2017 – Present | Member

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## REFERENCES

**ADAM KNAPP** | BRAC

CEO

[knapp@brac.org](mailto:knapp@brac.org)

(225) 278-3708

**JULIE SIMON-DRONET** | COX

Market Vice President, Lafayette/Acadiana

Former Chairman, One Acadiana

[julie.dronet@cox.net](mailto:julie.dronet@cox.net)

(337) 654-6933

**BLAISE ZUSCHLAG** | Acadian Companies

Vice President and CAO

[blaisez@acadian.com](mailto:blaisez@acadian.com)

(337) 344-2597

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## STEPHEN R. BELL



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### About

Chief Executive Officer with a demonstrated history of working in the non-profit organization management industry. Skilled in Nonprofit Organizations, Grassroots Organizing, Government, Crisis Communications, and Event Management. Strong business development professional and graduate of the University of Oklahoma Economic Development Institute (EDI).

- Licensed Real Estate Agent

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### Realtor

Keller Williams Realty, Inc.

June 2021 – Present

Little Rock, Arkansas

Keller Williams Realty, Inc. is the world's largest real estate franchise by agent count and largest in the United States by units sold and sales volume, with more than 1,000 offices and 180,000 associates across the Americas, Europe, Africa and Asia.

The company has grown exponentially since the opening of the first Keller Williams Realty office in 1983, and continues to cultivate an agent-centric, education-based, technology-driven culture that rewards associates as stakeholders.

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### Commercial Real Estate Agent

Mike Berg Co.

May 2021 – June 2021 • 2 months

Little Rock, Arkansas

Mike Berg Co. offers full-service commercial real estate development, engineering, environmental and energy consulting and design services.

Mike Berg Co. serves clients at all stages from initial due diligence and design to development and construction, as well as the ongoing maintenance and optimization of a real estate asset.

A strong focus on connecting real estate investors and owners to new opportunities for revenue and tenant satisfaction through building technology enhancements.

First-class project and customer relationship management, combined with 25 years of economic development experience.

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### President and CEO

Arkadelphia Regional Economic Development Alliance and Area Chamber of Commerce

Aug 2014 – Apr 2021 • 6 years 8 months

Arkadelphia, Arkansas

The Arkadelphia Regional Economic Development Alliance was created in 2008 to serve as the umbrella economic development organization for Clark County, Arkansas.

Clark County includes the cities of Amity, Arkadelphia, Caddo Valley, Gum Springs, Gurdon, Okolona and Whelen Springs.

The Arkadelphia Alliance serves the county by supporting the existing business retention and expansion program while recruiting targeted industries in the areas of alternative fuels, customer development centers, distribution/logistics, and green/sustainable building products.

The Alliance provides leadership as the umbrella organization which includes the Economic Development Commission of Clark County (EDCCC), Arkadelphia Area Chamber of Commerce and Clark County Industrial Council (CCIC).

- Serve as the economic development point of contact for Clark County and ensure appropriate individuals are included in the various aspects of prospect recruitment and development
- Respond timely and thoroughly to all prospect inquiries related to business climate, land and building availability, cost of living, tax structure, workforce, incentives, etc.
- Conduct annual visits with existing industry to assess opportunities for growth and needs
- Oversee the Alliances Business Retention & Expansion plan within Clark County
- Manage the Alliance website and database to ensure accurate updated information
- Work with property owners, developers and realtors to gather information on available properties and “shovel-ready” sites
- Pursue with the public and private sector all means to acquiring and developing industrial and commercial property for use in recruiting companies
- Oversee the development of advertising/marketing strategies and programs designed to sell Clark County
- Serve as coordinator among local, state, public and private agencies in developing the community’s infrastructure; i.e. land, utilities, roads, etc.

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### **Executive Director and CEO**

Stuttgart Chamber of Commerce and Stuttgart Industrial Development Corp.

Apr 1996 – Aug 2014 • 18 years 5 months

Stuttgart, Arkansas

- Team Builder – Work with a 21-member Board of Directors to develop and implement annual Program of Work. The Program of Work is a detailed report of the organization’s goals and expectations for the year. Recruit, organize and supervise an average of 100 volunteers for the Stuttgart Chamber of Commerce. Recruit, organize and supervise an average of 200 volunteers for the World’s Championship Duck Calling Contest and Wings Over the Prairie Festival. Recruit, manage and promote 326 business members.
- Public Relations and Marketing – Spokesperson for the community and regularly conduct interviews with television, radio and print media. Maintain and supervise a website. Use social media to promote the community and encourage economic development. Maintain an active Facebook page for both the Stuttgart Chamber of Commerce and the World’s Championship Duck Calling Contest and Wings Over the Prairie Festival. Publish an annual advertise-based city magazine that includes an online edition to market the community. The magazine has 152 pages and ad sales of \$45,000 annually.
- Legislative Affairs – Work with members of the Arkansas General Assembly, Congressional offices and the Governor’s Office to acquire funding for various economic development projects in the community. These have included funding for highway projects, airport improvements, economic development projects and tourism-related projects. Monitor legislation at both the state and federal level that might impact Stuttgart and the region.
- Economic Development – Serve as Treasurer and Secretary for the Stuttgart Industrial Development Corp. and work with staff members of the Arkansas Economic Development Commission. Maintain an existing

industry program and new industry recruitment program.  
Attend meetings of the Arkansas Economic Developers (AED) and the Arkansas Chamber of Commerce Executives (ACCE).

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### **Director of Communications and Editor of Publications**

Arkansas Press Association

1995 – 1996 • 1 year

Little Rock Arkansas

Responsible for trade association's quarterly magazine, monthly newsletter and news releases. Also, established the organization's first Internet website and an electronic bulletin board for member newspapers.

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### **Managing Editor**

The Stuttgart Daily Leader

1989 – 1994 • 5 years

Stuttgart, Arkansas

Responsible for preparing annual budget and monitoring expenditures for the Editorial Department of the newspaper.

Supervised a staff of 5 full-time employees and wrote news articles, daily editorials and a weekly opinion column.

Spokesperson for the newspaper.

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### **Staff Writer**

The Jonesboro Sun

1988 – 1989 • 1 year

Jonesboro, Arkansas

Wrote general assignment articles for the newspaper. Responsible for covering news stories in Lawrence County and the Federal Courthouse in Jonesboro.

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### **Staff Writer**

The Stuttgart Daily Leader

1987 – 1988 • 1 year

Stuttgart, Arkansas

Wrote general assignment articles for the newspaper.

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### **Intern**

Office of United States Senator David Pryor

1987 • Less than a year

Washington, D.C.

Worked in the Washington, D.C. office of Senator Pryor while completing my master's paper for Graduate School.

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**Assistant Account Executive**

Brooks-Pollard  
1985 – 1987 • 2 years  
Little Rock, Arkansas

Assisted the account executive on the TCBY Yogurt account while attending Graduate School at the University of Arkansas at Little Rock.

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**University of Arkansas at Little Rock**

Master of Arts  
Interpersonal and Organizational Communications  
Graduated 1988

**Hendrix College**

Bachelor of Arts  
Political Science  
Graduated 1985

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**EMPLOYMENT CERTIFICATIONS**

- **Economic Development Institute (EDI)**

University of Oklahoma  
Graduated 2016

- **Institute For Organization Management (IOM)**

U.S. Chamber of Commerce  
Graduated 2000

- **Arkansas Real Estate License #SA00090636**





July 14, 2021

Mr. Mike Guidroz, Chairman  
Lafayette Economic Development Authority Board of Commissioners  
c/o Next Move Group  
[lafayette@thenextmovegroup.com](mailto:lafayette@thenextmovegroup.com)

**RE: Lafayette Economic Development Authority President/CEO Position**

Dear Mr. Guidroz,

LEDA has built a strong economic development foundation that supports the entrepreneur and wildcat spirit Lafayette is so widely known for. As Lafayette Parish continues to grow, it will see unprecedented investment in catalytic infrastructure projects like the \$1.2 billion I-49 Connector and the fully funded \$35 million University Gateway Corridor. The business development in these corridors and in the traditional business districts throughout the parish will be instrumental in defining how the change coming to Lafayette impacts our community.

The next chapter of the Lafayette Economic Development Authority has the potential to set a new vision for Lafayette's future. LEDA should be the agency to lead and build coalitions for the much needed federal and state highway funding, to develop our traditional and evolving businesses sectors and to bring Lafayette business leadership together in new ways. LEDA can and should have a voice in the Baton Rouge decision making processes; should and can sustain Lafayette as an ongoing leader in the energy sector; and strategically work to build the University of Louisiana as a key economic driver in the parish, the region and the state.

My experience as the CEO of the regional EDA Economic Development District has allowed me to have great impacts in Acadiana at a macro level. I am excited with the possibility of strategically focusing on Lafayette knowing the Acadiana region will always benefit from the great work done in the hub city and the parish. Being an integral part of the community and economic growth in Lafayette over the last six years has been an honor for me and has given me a unique foundation from which LEDA will be well served.

I appreciate the opportunity to offer my resume and look forward to visiting with the LEDA Board of Commissioners as we all work to build Lafayette's future.

Highest Regards,

Monique B. Boulet



# Monique B. Boulet

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## SKILLS AND STRENGTHS

- ❖ Visionary, able to implement a Vision with community stakeholders
- ❖ Solve complex problems
- ❖ Develop public and private collaboration
- ❖ Cross political and economic boundaries
- ❖ Strong federal, state and local government relationships
- ❖ Strong voice in state programming
- ❖ Known for project implementation
- ❖ Focus on collaboration and innovation
- ❖ Strong relationship and partnerships with the University of Louisiana and SLCC
- ❖ Strong relationships with local councils, legislators and elected leaders
- ❖ Strong public speaking experience
- ❖ Strategically organize and lead local, regional, state and federal summits, forums, conferences and meetings
- ❖ Leverage local media relationships
- ❖ Accountable to Board of Trustees
- ❖ Manage & develop high performing staff
- ❖ Manage audited government accounting processes & funding
- ❖ Private and public sector experience

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## EXPERIENCE

### Chief Executive Officer | Acadiana Planning Commission, APC | January 2016 – present

Worked with local governments in 2015 to establish Louisiana Planning District 4's Acadiana Planning Commission, and soon after received the federal EDA Economic Development District designation for Acadiana. Developed an annual \$2.4 million budget and 18 employees including professional planning, legal, engineering and GIS expertise to build regional capacity in our local governments and to manage an approximate \$6 million annual transportation FHWA allotment. Leads the region and often the state in regional economic development, watershed planning, opportunity zones, broadband planning, community development, revitalization projects, transportation planning, community revitalization, highway safety planning and project implementation. Hired by and accountable to a governing Board of Trustees that meets quarterly. Adheres to and audited for annual government accounting practices.

**Key Projects:** DOTD I-49 Connector Executive Committee | University Gateway Corridor Transportation Plan and Revitalization | InvestAcadiana Opportunity Zone Initiative | Less Pay Motel Demolition and Revitalization | Acadiana's Rural Fiber-to-the-Home Initiative | Acadiana's Regional Water Gauge Network | Louisiana Watershed Initiative | Acadiana's EDA Comprehensive Economic Development Strategy

### Government Relations | South Central Planning and Development Commission | 2014 – 2016

Reintroduced the planning district concept to officials in the Acadiana region; facilitator of region-wide needs assessment; outreach and education resulting in the 2015 transfer of the Metropolitan Planning Organization with \$1million annual administration funds and 14 staffing positions to the newly formed APC.

### Accounting/Marketing | Tusk Subsea Services, LLC | 2011-2013

Developed business plan to initiate bank and private equity funding for newly formed oil field service company and its subsidiaries. Established Accounting systems. Created brand identity and marketing.

**Account Management/Marketing | Rivers Carlberg | 1993-1994**

Account Executive for promotional materials for the Compaq Computer account.

**Account Management/Marketing/Advertising | Sides & Associates | 1990-1993**

Account Executive for Our Lady of Lourdes Regional Medical Center account.

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**EDUCATION**

Executive Master of Business Administration | University of Louisiana | 2015

Graduate work in Business and Finance | University of New Orleans | 1996-1997

UNO Graduate Assistantship in the Division of Business and Economic Research

Bachelor of Arts in General Studies | University of Louisiana | 1990

IEDC, International Economic Development Council | CEcd certification in process

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**PROFESSIONAL ASSOCIATIONS**

South Louisiana Community College Foundation Board | 2021 - present

BEL, Broadband for Everyone in Louisiana Commission | Governor John Bel Edwards appointment | 2019 - present

One Acadiana Board | 2017 - present

NADO, National Association of Development Organizations | 2016 - present

EDA, US Department of Commerce Economic Development Administration | 2016 Emerging Leaders

Cathedral of St. John the Evangelist | Lector and Marriage Minister | 2012 – present

Schools of the Sacred Heart Board of Trustees | 2008 - 2014

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**ECONOMIC DEVELOPMENT CAREER HIGHLIGHTS**

**IEDC: Broadband Solutions for Rural and Underserved Communities | Speaker**

IEDC National Webinar | July 29, 2021

<https://www.iedconline.org/index.php?src=events&srctype=detail&refno=87&category=Free%20Webinars>

**Acadiana Planning Commission: Using Opportunity Zones to Support Rural Wealth Creation**

NADO National Case Study | March 11, 2021 | <https://www.nado.org/ozprospectus/>

**Acadiana Planning Commission expands LUS Fiber to the region | Project Lead**

EDA Grant for Fiber to the Home in Iberia Parish | Feb 2021

<https://www.theadvertiser.com/story/news/local/2021/02/26/lus-fiber-wins-3-million-grant-hwy-90-high-speed-internet-backbone/6816302002/>

**Best Practices Interstate Summit | Speaker**

Louisiana Watershed Initiative | February 14, 2021 | <https://watershed.la.gov/assets/docs/2019.02.14-Best-Practices-Bios.pdf>

**IEDC/FEMA: COVID 19 Workforce Economic Crisis, Unemployment and Job Insecurity | Speaker**

IEDC/FEMA Interagency Recovery Coordination Speakers Series, Session III | Lead by IEDC President/CEO Jeff Finkle | Sept 24, 2020

**Introduction to the Louisiana Watershed Initiative | Speaker**

RESCON International, Introduction to the LA Watershed Initiative | Sept 2020  
<https://resconnola.com/2020-virtual-conference/>

**Louisiana-The Thousand Year Flood, Speaker**

FEMA Documentary: How the National Disaster Recovery Framework (NDRF) Supports Disaster Recovery Documentary | July 6, 2020 | <https://www.youtube.com/watch?v=QIIDQlxbptc>

**Bottle Art Lofts and Demolition of the Less Pay Motel | Project Lead**

Catalytic investment and project lead on historic revitalization of Lafayette's 4-Corners | 2016-present  
<https://www.theadvertiser.com/story/news/local/2020/06/17/demolition-begins-lafayette-blighted-lesspay-motel-bottle-art-lofts-open-june-2021/3197643001/>

**White House Opportunity and Revitalization Council, WHORC, Louisiana Roundtable at the White House | Organizer and Panelist**

WHORC Roundtable with Louisiana leaders in Economic Development and Revitalization | Jan 23, 2020  
[Acadiana delegation visits White House to discuss Opportunity Zones \(theadvertiser.com\)](https://www.theadvertiser.com/story/news/local/2020/01/23/acadiana-delegation-visits-white-house-to-discuss-opportunity-zones/theadvertiser.com)

**White House, WHORC visit to Acadiana | Organizer and Panelist**

White House roundtables on Opportunity Zone Initiatives in Lafayette and Opelousas | August 6-7, 2019  
<https://planacadiana.org/opportunity-zones/august-6-7-2019-white-house-opportunity-revitalization-council-opelousaslafayette-roundtables/>

**Discover Lafayette Podcast, Monique Boulet**

Discover Lafayette | October 11, 2019  
<https://discoverlafayette.net/podcast/monique-boulet-acadiana-planning-commission>

**Meet The Forbes OZ 20: The Top Players Investing for Lasting Impact | Project Lead**

Forbes Magazine | December 18, 2019 | Invest Acadiana Opportunity Zone national recognition  
<https://www.forbes.com/sites/stevenbertoni/2019/12/12/meet-the-forbes-oz-20-the-top-players-investing-for-lasting-impact/?sh=425f38f86805>

**Fourth National Climate Assessment Congressional Report | National Recognition**

NCA4 | 2018 | Chapter 1, 19, appendix-5 | <https://nca2018.globalchange.gov/>

**U.S. Department of Commerce Economic Development Administration Economic Development District Designation of the Acadiana Planning Commission | CEO and Project Lead | Sept 2017**

**Acadiana receives \$25 Million HMGP (first of its kind) Regional Allocation for Drainage | Project Lead**

Louisiana Hazard Mitigation Grant Program | August 2017  
<https://www.greenbaypressgazette.com/story/news/2017/08/03/acadiana-receive-30-m-hazard-mitigation-related-2016-flood/525806001/>

**LOUISIANA WATERSHED RESILIENCY STUDY Pilot | Project Lead**

Report prepared for Louisiana Governor's Office of Homeland Security & Emergency Preparedness By Federal Emergency Management Agency | Mitigation Branch | Hazard Performance Analysis Group | 2016 – August 2017

References Available upon Request

# John H. Broussard

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## **Objective:**

President and CEO of Lafayette Economic Development Authority a position in public service, utilizing my thirty-three plus years of experience in delivery of farm and rural economic development government programs to enhance the economic, cultural and environmental climate of farm and rural communities.

## **QUALIFICATIONS**

Thirty-three years of economic development and Joan production experience in a variety of positions of USDA Rural Development (formally Farmers Home Administration). Experience has included all levels of service from the local level (parish) to current position of senior management in the USDA National Offices (national). My experience clearly indicates ability to implement program policies and operation procedures applicable to overall program objectives. Thirty years of government experience with direct responsibility of coordinating and directing statewide operations of complex business programs including a variety of training, technical direction and guidance provided to a diverse group of customers from immediate personnel to community leaders, lenders and other federal, state and local organizations and agencies. Since 2016, I have continue in this field as a government consultant assisting clients obtaining financing for their respective projects.

As a bi-lingual (French speaking) native of Lafayette, Louisiana, communications with various groups has been a positive attribute in order to build partnerships to help develop financial resources and technical assistance to rural communities.

## **WORK HISTORY**

2017-  
Present

### *President, National Financial Consultants, LLC*

Assist clients in obtaining financing for large scale economic development projects from \$1 Million to \$250 Million in financing has been obtained for various clients throughout the United States.

2011-2016

### *Division Director, Business and Industry Division of USDA Rural Development, Rural Business-Cooperative Service (RBS)*

Direct and manage the Business and Industry (B&I) guaranteed loan portfolio in excess of \$8.5 billion nationwide. Responsible for planning, directing and coordinating the technical and professional aspects of the B&I Guaranteed Loan Program comprising the specialized Business and Cooperative Programs area of USDA Rural Development. Successfully manage the flagship program loan portfolio in the nation for RBS. My management of the Business and Industry Loan portfolio has accomplished the lowest delinquency in the history of the program this past fiscal year. Supervise and manage professional, technical, and clerical personnel of Business and Cooperative Programs on a nationwide level. Provided guidance and technical support to field staff throughout the United States.

1996-2011

### *Program Director, Business and Cooperative Programs of USDA Rural Development*

Direct and manage a loan portfolio in excess of \$300 million throughout Louisiana. Responsible for planning, directing and coordinating the technical and professional aspects of loan and grants comprising the specialized Business and Cooperative Programs area of USDA Rural Development. Successfully manage one of the largest loan portfolios in the nation. Supervise and manage professional, technical, and clerical personnel of Business and Cooperative Programs on a statewide level. Provided guidance and technical support to field staff throughout Louisiana. Since my appointment to this position, Business and Cooperative Programs in Louisiana has lead the nation in fund utilization of Business and Industry Guaranteed Loan programs within regular and special initiative allocated areas.

1995-1996

*Guaranteed Housing Specialist, USDA Rural Development*

Successfully introduced a new Guaranteed Rural Housing Loan Program of USDA within a thirteen-parish area throughout Southwest Louisiana. Lead the state in loan making the first year of introduction. Provided technical assistance and guidance on new program to various community leaders, lenders, Realtors, contractors and government officials throughout Southwest Louisiana. Today, the utilization of program in Louisiana is a flag ship for the nation, providing moderate income rural families with the most affordable home mortgage loan program available in rural communities.

1991-1995

*County Supervisor, Farmers Home Administration*

Planned, coordinated, and administered FmHA Programs in Lafayette Parish. Having a heavy demand on Rural Housing and Farmer Program loan processing and servicing. Effectively carried out program responsibilities of local office. Improved the working relationship with local officials and community leaders. Effectively reduced the farm and home loan delinquency and housing inventory of the Lafayette local office from the highest in the nation within the first year as Supervisor.

1989-1991

*County Supervisor, Farmers Home Administration*

Planned, coordinated, and administered FmHA Programs in Caddo Parish. Having a heavy demand on Rural Housing and Farmer Program loan processing and servicing. Effectively carried out program responsibilities of local office. Improved the working relationship with local officials and community leaders. Effectively reduced the farm and home loan delinquency and housing inventory of the Lafayette local office from the fifth highest in the nation within the first year as Supervisor.

1984-1989

*Assistant County Supervisor, Farmers Home Administration*

Planned, coordinated, and administered FmHA Programs in Vermilion Parish. With a heavy demand on Farmer Program and Rural Housing loan processing and servicing. Worked closely with the County Supervisor to effectively carry out program responsibilities of local office. Vermilion Parish was one of the largest loan production offices in the state.

1983-1984

*Assistant County Supervisor, Farmers Home Administration*

Planned, coordinated, and administered FmHA Programs in Pointe Coupee Parish. Processed and serviced Farmer Program and Rural Housing loans. Worked closely with the County Supervisor to effectively carry out program responsibilities of local office.

1981-1983

*Realtor/Contractor, JHB Construction, Inc.*

Served as President and General Manager of a family-owned construction company. Maintained a general Real Estate sales license. Managed daily functions of Single-family residential, Multi-family residential and commercial construction. Duties included management of all personnel, subcontractors, budgeting, sales and public relations. Worked closely with other Realtors, Developers and Contractors.

## **EDUCATION**

1978-1981

BS Degree, Agricultural Business, Louisiana State University, Baton Rouge, Louisiana

1974-1978

Comeaux High School, Lafayette, Louisiana

## **INTERESTS & ACTIVITIES**

- Commissioner, Lafayette Parish Planning Commission
- Member, Broussard Economic Development Corporation
- President, Acadian Memorial Foundation
- Member, Louisiane-Acadie, Inc.
- Member of Knights of Columbus, Sacred Heart Council #7557, Broussard, Louisiana
- Past Chairman of Sacred Heart Parish Council, Broussard, Louisiana
- Past President of National Association of Credit Specialists (NACS)
- Past President of Louisiana Association of County Supervisors (LACS)
- Past Zone D Representative of National Association of County Supervisors



## **AWARDS RECEIVED**

- Received numerous Certificates of Merit and Appreciation for Activities related to job performance throughout Federal Career
- NACS Blood, Sweat and Tears Award Recipient, 2002
- Outstanding Employee of the Year of USDA with a Disability from Secretary of Agriculture, Richard Lyng on October 12, 1988
- Knight of the Year, Sacred Heart Council #7557, 1996
- Coach of the Year, Pinto League, Broussard Youngsville Youth Association, 1995

## **REFERENCES**

Mayor Ray Bourque  
City of Broussard, LA  
[mayorbourque@broussardla.com](mailto:mayorbourque@broussardla.com)

Senator Page Cortez  
President of Louisiana State Senate  
[cortezp@legis.la.gov](mailto:cortezp@legis.la.gov)

Mike Michot  
The Picard Group  
[mmichot@thepicardgroup.com](mailto:mmichot@thepicardgroup.com)

Chad Parker  
Acting Administrator, Rural Housing Service, USDA  
[Chad.parker@usda.gov](mailto:Chad.parker@usda.gov)



MARK S. BROWN

██████████

██████████

████████████████████

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### EXECUTIVE MANAGEMENT

*Economic Development, Program Management, Project Management, Strategic Business Planning, Marketing, Consultative Sales, Negotiations, Talent Recruitment, Team Building, Governmental Affairs, Community Relations, Leadership*

A business professional with a 30-year track record of accomplishments. Excellent team-building skills, diplomatic and tactful within all levels of an organization. Accustomed to handling sensitive and confidential records, working on timelines and multiple projects simultaneously. Flexible and versatile able to maintain composure under pressure. Poised and competent with demonstrated ability to easily transcend cultural differences.

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### PROFESSIONAL EXPERIENCE / SELECTED CAREER ACHIEVEMENTS

#### **BIRMINGHAM BUSINESS ALLIANCE - BIRMINGHAM, ALABAMA**

**Partner | Vice President, Business Retention and Expansion, 2011 to present**

Responsible for the creation of and leading the Business Retention and Expansion initiatives for the seven-county region, working with regional economic development allies, and elected officials in growing and retaining companies within the Birmingham region. Since the beginning of the program, existing companies in the Birmingham region have announced over 16,356 jobs, and a capital investment of \$4 billion dollars. Created the International Trade Council within the Alliance to support small-medium and large enterprises with strategic growth opportunities in exporting their products and services. Currently serves as the President of the Japan America Society of Alabama.

#### **CHAMBER OF COMMERCE HUNTSVILLE / MADISON COUNTY - HUNTSVILLE, ALABAMA**

**Director, Workforce Recruitment, 2007 to 2011**

Responsible for the planning, creation and implementation of the workforce recruitment and retention programs for the Chamber of Commerce, directing policy and procedures over external workforce affairs in the Huntsville region. Responsible for developing college campus recruitment initiatives, a comprehensive plan in the recruitment of mid to senior level executives, coordination of chamber workforce related committees, and supporting Vice President in executing a workforce preparedness program that is aligned with the Chamber's economic development and image promotion activities. Responsible for managing certain large scale, high profile strategic initiatives from planning to implementation on behalf of the chamber.

#### **VERIZON WIRELESS - HUNTSVILLE, ALABAMA**

**Business Account Executive, 2006-2007**

Responsible for account management, business development, marketing, sales and territory management activities within the Healthcare sales vertical for North Alabama; selling data solutions to hospitals enhancing their internal operational efficiency and accuracy in maintaining detailed medical records in real time across multiple platforms. Generated new business through conducting executive meetings, proposal presentations, field staff demonstrations and budget/record analysis. Continuously updated knowledge of wireless products, services, analyzing industry trends and competitive dynamics of the marketplace. Met territory sales goals on a consistent basis and won the Top Gun award during Verizon's Business Account Executive Training Program.



**SAIA INC - Huntsville, AL****Sales Representative 2005-2006**

Charged with developing and executing a marketing strategy for the North Alabama and southern Tennessee region establishing Saia as a market leader within the transportation and logistics industry. Responsible for account management, business retention and new business development. Conducted quarterly competition/market analysis reporting directly to Regional Director and Senior Vice President on market conditions and opportunities within the region. Worked in conjunction with operational manager in directing route drivers in account penetration strategies to build operational efficiency, workload and profitable revenue growth for the North Alabama resulting in a 15% increase in revenue for the service center.

**SOUTHEASTERN FRIEGHT LINES - BIRMINGHAM, AL****Account Manager 1999-2005**

Responsible for creating and executing a marketing plan and budget for sales territory in Central Alabama. Recognized for outstanding achievement for new market development while working with management in creating and implementing a new market penetration strategy for the state of Mississippi. Responsible for leading a team of eight account managers in executing the strategy. Responsible for ongoing market analysis on industry trends and capitalizing on new opportunities. Increased sales from \$3.8 million to \$4.9 million and recognized for best practices in territory management.

**SAIA MOTORFREIGHT - JACKSON, MS / BIRMINGHAM, AL****Sales Representative, Business Development Executive 1995-1999**

Executed all sales, marketing, operational activities, account management and revenue generation for two service centers in central Mississippi increasing territory sales by 53%. Charged with reorganizing sales territory in Birmingham, Alabama working with operational management to increase market share, revenue and internal operational efficiency. Operational efficiency improved, quality of service went up and sales increased by 35%. President Club Winner and recognized for best practices in territory development.

**CONSOLIDATED FREIGHTWAYS - KNOXVILLE, TN****Account Executive 1994-1995**

Responsible for account management, revenue generation and marketing activities for two service centers in Northeast Tennessee. Directly reporting to Regional Vice President on market analysis, trends and operational efficiencies. Consistently exceeded monthly sales goals generating additional revenue growth within the assigned territory.

**AAA COOPER TRANSPORTATION - BIRMINGHAM, AL / MEMPHIS, TN****Operational Management Trainee, Account Manager 1991-1994**

Completed Management Training Program, training in all phases of operational management and logistics. Promoted to account manager in Memphis, TN where I was responsible for account management and working with management in implementing and integrating a sales and operational strategy for two Service Centers in West Tennessee. Increased sales territory revenue by 58% and awarded AAA Cooper's Silver Ring Award for sales achievement.

## **EDUCATION**

University of North Alabama – Florence, Alabama  
B.S. Public Relations, Minor in Marketing -1991

Delta State University- Cleveland, Mississippi

Marion Military Institute – Marion, Alabama

Economic & Community Development Institute - Auburn University  
Intensive Economic Development Course; 2010

University of Oklahoma, Economic Development Institute  
2017-2019

## **CIVIC AFFILIATIONS / BOARDS**

U.S. Department of Commerce, U.S. Commercial Service - Alabama District Export Council 2013-Present

Japan America Society of Alabama (JASA) – President 2021-2023

Boy Scouts of America – Eagle Scout



To Whom it may concern:

Larry Calhoun was employed at Conroe Industrial Development Corporation for eight years, from April 2006 to April 2014. Mr. Calhoun's compensation package included a \$150,000.00 base, a \$14,100.00 car allowance, benefits, and a bonus of one tenth of one percent based on land sales. During his tenure as Executive Director of the Conroe Industrial Development Corporation he reported to me in my role as Chairman of IDC Board. He was very dedicated and committed to upholding the values and furthering the mission of the Industrial Development Corporation. As Executive Director, Mr. Calhoun was responsible for financial management of the corporate budget, employee supervision, board relations, public awareness/education and media relations, government liaison, partnership building, program and policy development and implementation.

Mr. Calhoun was responsible for land development of The Deison Technology Park and expansion of our industrial park known as Conroe Park North. He marketed both properties through media advertising and travel with the Governors office in The Texas One Program, nationally and internationally. Mr. Calhoun managed our retention, expansion, and new business incentive programs on a local level and interfaced with the Governors programs on a state level. Our goal of creating new taxable wealth and bringing jobs to the community was successful during his tenure. He is an excellent communicator, has strong management skills, and is committed to any project he undertakes. Mr. Calhoun is familiar with the responsibilities of an Executive Director for a public or private organization. He has strong oral presentation and written communication skills. He is qualified to work as an Executive Director for any organization requiring similar skill sets and experience. I recommend Mr. Calhoun without reservation.

After eight years of outstanding service to the community Mr. Calhoun was terminated by a split vote of the City Counsel. This action was politically motivated and not supported by myself or The Industrial Development Board to which he reported.

If you should have any additional information, please feel free to contact me at the following:

- T: 936-756-1813
- 307 N. San Jacinto  
Conroe, Texas 77301
- E: radeison@bgdlaw.net

With best regards,

By: 

R.A. "Mickey" Deison

From: **Bertrand SOLLIET** bertrand.solliet@supragroup.ch  
Subject: **SG - Letter of recommendation**  
Date: **December 24, 2015 at 4:19 AM**  
To: **larrycalloun@gmail.com**

Hi Larry ,

Attached is the letter .  
Please check it and let me know if it's OK for you .

Best regards,  
**Bertrand SOLLIET**  
Administrateur / CEO

+41 22 753 0585  
+41 22 753 0881  
+41 79 239 3031  
bertrand.solliet@supragroup.ch

**SUPRA GROUP**  
Supra Group  
route du Mandement, 245  
1242 Satigny, Switzerland

## SUPRA GROUP

to Whom it May Concern,

As CEO of Supra Group I contracted with Mr. Larry Calloun and Calloun Real Estate Services on a consulting basis from September 1<sup>st</sup> 2014 until August 1<sup>st</sup> 2015. Mr. Calloun started up an opening a production in the United States. He provided the services, cost estimates, incentive registration, production to financing, utilities, and installation to contractors. His assistance was extremely helpful. Our project is a 33.2 million dollar project including land, facility and equipment and employees 25 skilled people. We will be adding more land and facility in 2017. Mr. Calloun has a comprehensive perspective of the national real estate market and was focused in the United States and worked us in the Houston Texas region. We are very pleased with our location and all that you and others in America. During the course of this project I invited Mr. Calloun to give presentations to other CEOs through the American Chamber of Commerce and USA Select. My contacts included events in Paris, Spain, and Geneva. As a result I believe he has contracted with a dozen French companies to provide similar services. Mr. Calloun is an excellent negotiator and highly knowledgeable of economic development and real estate. I interviewed several individuals and companies and chose Mr. Calloun based on his ability to factor in what we wanted and offer a plan of execution. I would recommend Mr. Calloun to any company or entity requiring a skilled economic developer.

Mr. Bertrand Solliet



## Larry Arnold Calhoun



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### PERSONAL EXPERIENCE

#### **Harlan County Economic Development Authority**

***Executive Director***

*October 2016 – Present*

P.O. Box 956

Harlan, Kentucky 40831

606.273.5417

Economic Development office startup for Harlan County, Kentucky. Oversee new business recruitment, expansion/retention incentives, land development, and site preparation for new and existing businesses to prosper in this community. Active member of the International Asset Management Council (IAMC), International Economic Development Council (IEDC), the International Council of Shopping Centers (ICSC), the International Downtown Association (IDA), the Texas Economic Development Council (TEDC), KentuckyUnited, and the Kentucky Association of Economic Development (KAED).

#### **Calhoun Real Estate Services**

***President***

*April 2014 – October 2016*

P.O. Box 1160

Conroe, Texas 77305

281.787.8091

Consulting contact for two French companies in regards to their expansion into the United States. Responsibilities for this position include site selection, contractual site acquisition, permitting, incentive negotiation, and government liaison in order for international expansion to occur in a timely and secure manner.

**Conroe Industrial Development Corporation and Greater Conroe  
Economic Development Council**

**Executive Director**

April 2006 – April 2014

307 N San Jacinto

Conroe, Texas 77302

936.756.1813 – Mickey Deison, Chairman

Managed an economic development office with eight employees and a **\$2.5 Million** annual operating budget. Managed an additional **\$10 Million** Capital Improvement Plan budget separate from the city. Responsibilities for this position included new business recruitment, expansion, retention, and incentive programs. Other responsibilities included land development and marketing of city owned properties. While in this position, I developed a *250-acre* state-of-the-art *Technology Park* and an additional *500 acres* in an existing *Industrial Park*. Marketing focused on target specific publications, the Internet, site selectors, corporate real estate managers, CEO's, and the commercial realtor network. I also oversaw the Transportation Manger and the Convention & Visitors Bureau Manager.

Extensive travel was involved with this position, including trips with Governor Rick Perry through *Texas One* nationally and internationally for business and industry recruitment. Through these travels, a deep network of contacts have been developed in the United States, Canada, Mexico, Israel, all of the European Union, Argentina, and Brazil.

I served as the only non-elected voting member of the Transportation Policy Council, which is part of the greater Houston-Galveston Area Council. Federal Transit Administration Funds as well as Texas Department of Transportation Funds were managed and distributed over an eight county region.

Speaking events were also an expectation of this position. I presented economic development speeches by request in Geneva, Switzerland and Lyon and Paris, France. The American Chamber of Commerce sponsored these speaking engagements. An additional responsibility was interactions with the Governor's Office for the State of Texas incentive packages for businesses.

In the core year with this position, eight major deals were completed: **five new business** and **three expansion and retention** projects. Three were international in scope.

**Commercial Assets LTD.****Owner/Broker**

P.O. Box 1160  
Conroe, Texas 77305  
281.787.8091

*May 1979 – March 2006*

With this commercial real estate company, the position was responsible for acquisitions, disposition, leasing and management of land, office retail, and industrial properties from *5,000 square feet to 100,000 square feet.*

**Brown & Root Engineering****Office Manager**

1600 Clinton Drive  
Houston, Texas

*June 1975 – April 1979*

Responsible for hiring and terminations at their South Texas Project.

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**MILITARY SERVICE****United States Air Force***March 1974 – May 1975***United States Air Force Reserves***May 1975 – March 1980*

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**EDUCATION****Sam Houston University – B. F.A**

75 Hours

*September 1969 – May 1973***Oklahoma University/Economic Development Institute**

ED Graduate – 115 Hours

*November 2011*

**Background Statement  
City of Conroe/EDC  
Employment**

Over a period of time the elected leadership of the City changed to one that was not favorable to the IDC or to myself. I was asked to employ an individual by the elected leadership who was not competent based upon performance and personal appearance. I asked for improved performance of the employee which was not forthcoming. I responded to her commentary about performance by trying to move toward and resolving her situation, which resulted in using language I regret. Based on this, the city council met and in a split vote terminated me. The action was not supported by the IDC Board or its' Chairman.

The first seven individuals can validate the above statement, and all including the other two are references.

Tommy Metcalf  
Former Mayor-City of Conroe  
281-460-6522

Lloyd Teasdale  
Chairman of the San Jacinto River Authority  
936-760-6400

Barb Sadler  
Former Montgomery County Judge  
936-788-8457

Marsha Porter  
Current City Council Woman/City of Conroe  
936-446-7050

Brandon Creighton  
Texas State Senator for District 4  
936-524-0042

Will Metcalf  
Texas State Representative for Conroe  
936-530-0068

Mickey Dieson  
Chairman of Conroe IDC  
936-756-1813

Aaron Demerson  
Director of TWC- Former Director of  
Governor's office ED and Tourism  
512-463-1473

Alan Clark  
Director of Transportation Policy Council  
for Houston Galveston Area Council/ Local COG  
713-993-4585





# OU E.D.I

## UNIVERSITY of OKLAHOMA ECONOMIC DEVELOPMENT INSTITUTE

**Official Transcript**

Larry Calloun  
 Downtown Manager  
 City of Comroe  
 300 West Davis  
 Comroe, TX 77301 US

Participant #: 12515  
 IEDC Category: MKSP  
 Awarding Institution: University of Oklahoma  
 Teaching Institution: University of Oklahoma

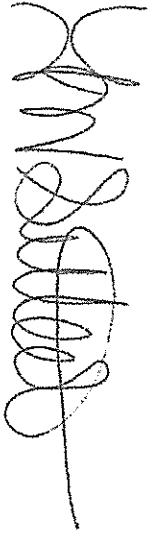
- Requirements for certification are as follows:
- A total 117 hours are required to receive your certification
  - Of the 117 hours, all credit hours from the IEDC Core area must be completed
  - The remaining 61 hours can be acquired from the IEDC Elective area

\* denotes a required course

IEDC Cat	Course	Date	Event	Status	Credits
IEDC Cat	Retention and Expansion (1 Day) *	Nov. 18, 2010	Economic Development Institute	Complete	8.00
BRE	Retention & Expansion Case Study *	Nov. 18, 2010	Economic Development Institute	Complete	2.00
BRE	Workforce Development for your Existing Business *	Nov. 18, 2010	Economic Development Institute	Complete	4.00
BRE	Business Collaborations, Networks and Dislocations *	Nov. 18, 2010	Economic Development Institute	Complete	2.00
EDO	Establishing & Sustaining a Regional Organization	March 26, 2010	Economic Development Institute	Complete	2.00
EDO	Understanding People	Nov. 12, 2009	Economic Development Institute	Complete	4.00
EDO	Managing and Evaluating an Effective Office	March 25, 2010	Economic Development Institute	Complete	4.00
EDO	Politics and the Economic Developer	Nov. 18, 2010	Economic Development Institute	Complete	2.00
EDO	Community Leadership	Nov. 18, 2010	Economic Development Institute	Complete	2.00
EDO	Professional Issues Discussion	Nov. 18, 2010	Economic Development Institute	Complete	2.00
EDO	Small Business Technical Assistance & Training *	March 25, 2010	Economic Development Institute	Complete	4.00
Finance	Finance Lab *	March 25, 2010	Economic Development Institute	Complete	4.00
Finance	Deal Structuring *	March 25, 2010	Economic Development Institute	Complete	16.00
Finance	Federal Tools & Programs	Nov. 18, 2010	Economic Development Institute	Complete	4.00
Marketing	Market Segmentation & Target Industry Studies	Nov. 12, 2009	Economic Development Institute	Complete	4.00
Marketing	Design of Electronic & Printed Marketing Materials	Nov. 12, 2009	Economic Development Institute	Complete	2.00

Marketing	Using Technology for Targeted Marketing & Research	Nov. 12, 2009	Economic Development Institute	Complete	2.00
Marketing	Effective Prospect Management	Nov. 18, 2010	Economic Development Institute	Complete	4.00
Marketing	Evaluating Websites	Nov. 12, 2009	Economic Development Institute	Complete	2.00
Marketing/Elective	Effective International Business Development Strategies	March 25, 2010	Economic Development Institute	Complete	4.00
Marketing/Elective	Technology's Role in the Economic Development Office *	March 25, 2010	Economic Development Institute	Complete	2.00
Marketing/Elective	Organizing & Conducting International Trade Missions *	Nov. 12, 2009	Economic Development Institute	Complete	2.00
none	ED Practicum - Indianapolis Motor Speedway *	Nov. 12, 2009	Economic Development Institute	Complete	2.00
none	Orientation & Mentoring Program *	Nov. 12, 2009	Economic Development Institute	Complete	0.00
none	Graduation Ceremony *	Nov. 18, 2010	Economic Development Institute	Complete	2.00
none	Graduation Ceremony *	March 25, 2010	Economic Development Institute	Complete	2.00
none	Graduation Ceremony *	Nov. 12, 2009	Economic Development Institute	Complete	2.00
none	ED/IEDC Overview	March 25, 2010	Economic Development Institute	Complete	1.00
none	ED/IEDC Overview	Nov. 12, 2009	Economic Development Institute	Complete	1.00
none	ED/IEDC Overview	Nov. 18, 2010	Economic Development Institute	Complete	1.00
Real Estate	Understanding the Land Development Process *	Nov. 12, 2009	Economic Development Institute	Complete	2.00
Real Estate	Land and Building Recycling for Economic Development	Nov. 12, 2009	Economic Development Institute	Complete	6.00
Real Estate	Infrastructure *	Nov. 12, 2009	Economic Development Institute	Complete	2.00
Real Estate	Land Development Lab *	Nov. 12, 2009	Economic Development Institute	Complete	4.00
Strategic Planning	Strategic Planning Practices and Principles	Nov. 18, 2010	Economic Development Institute	Complete	4.00
Strategic Planning	Smart Growth Principles for Strategic Planning	Nov. 18, 2010	Economic Development Institute	Complete	2.00
Strategic Planning	Asset Mapping Your Downtown Business District	Nov. 12, 2009	Economic Development Institute	Complete	2.00
			Total		137

Date of Issue: Jul 08, 2014



Tamara Wagner Sutteer  
Academic Advisor, OU EDI

Hours Taken

IEDC Cat.	Hours Taken
Advanced Studies	0
honors	11
EDOs	16 ✓
Strategic Planning/Elective	0
Real Estate/Elective	0
BR/Elective	0
Session 3/Adv Studies	0
Entrepreneurship	4
Finance/Elective	0
Elective	0
BRE	16 ✓
Marketing/Elective	8
Finance	24 ✓
Real Estate	16 ✓
Marketing	14 ✓
Strategic Planning	0
EDQ/Elective	0
Total	117

THIS IS AN IMPORTANT RECORD SAFEGUARD IT.

1. LAST NAME - FIRST NAME - MIDDLE NAME <b>CALHOUN LARRY ARNOLD</b>		2. SEX <b>M</b>	3. SOCIAL SECURITY NUMBER <b>460 82 1010</b>		4. DATE OF BIRTH YEAR: <b>51</b> MONTH: <b>FEB</b> DAY: <b>28</b>																													
8. DEPARTMENT, COMPONENT AND BRANCH OR CLASS <b>AIR FORCE REG AF</b>		5g. GRADE, RATE OR RANK <b>A1C</b>		6. PAY GRADE <b>E-3</b>	7. DATE OF RANK YEAR: <b>75</b> MONTH: <b>MAY</b> DAY: <b>01</b>																													
8a. SELECTIVE SERVICE NUMBER <b>41 126 510 143</b>		b. SELECTIVE SERVICE LOCAL BOARD NUMBER, CITY, STATE AND ZIP CODE <b>LB #126 HUNTSVILLE, TEXAS 77340</b>		c. HOME OF RECORD AT TIME OF ENTRY INTO ACTIVE SERVICE (Street, RFD, City, State and ZIP Code) <b>116 LINDSEY ST., BAY CITY, MATAG MATAGORDA, TEXAS 77414</b>																														
9a. TYPE OF SEPARATION <b>RELEASE FROM ACTIVE DUTY</b>			b. STATION OR INSTALLATION AT WHICH EFFECTED <b>CARSWELL AFB, TEXAS 76127</b>																															
6. CHARACTER OF SERVICE <b>HONORABLE</b>			f. TYPE OF CERTIFICATE ISSUED <b>NA</b>																															
11. LAST DUTY ASSIGNMENT AND MAJOR COMMAND <b>7 SUPPLY Sq (SAC)</b>			12. COMMAND TO WHICH TRANSFERRED <b>MSARX ANGUS (STATE OF TEXAS)</b>																															
13. TERMINAL DATE OF RESERVE/MSB OBLIGATION YEAR: <b>80</b> MONTH: <b>MAR</b> DAY: <b>07</b>		14. PLACE OF ENTRY INTO CURRENT ACTIVE SERVICE (City, State and ZIP Code) <b>HOUSTON, TEXAS 77001</b>			15. DATE ENTERED ACTIVE DUTY THIS PERIOD YEAR: <b>74</b> MONTH: <b>MAR</b> DAY: <b>07</b>																													
16a. PRIMARY SPECIALTY NUMBER AND TITLE <b>63150 FUEL SPECIALIST</b>		b. RELATED CIVILIAN OCCUPATION AND D.O.T. NUMBER <b>MANAGER, BULK PLANT 181.118</b>		16. RECORD OF SERVICE																														
17a. SECONDARY SPECIALTY NUMBER AND TITLE <b>NONE</b>		b. RELATED CIVILIAN OCCUPATION AND D.O.T. NUMBER <b>NONE</b>		<table border="1"> <thead> <tr> <th></th> <th>YEARS</th> <th>MONTHS</th> <th>DAYS</th> </tr> </thead> <tbody> <tr> <td>(a) NET ACTIVE SERVICE THIS PERIOD</td> <td>01</td> <td>01</td> <td>24</td> </tr> <tr> <td>(b) PRIOR ACTIVE SERVICE</td> <td>00</td> <td>00</td> <td>00</td> </tr> <tr> <td>(c) TOTAL ACTIVE SERVICE (a + b)</td> <td>01</td> <td>01</td> <td>24</td> </tr> <tr> <td>(d) PRIOR INACTIVE SERVICE</td> <td>00</td> <td>00</td> <td>00</td> </tr> <tr> <td>(e) TOTAL SERVICE FOR PAY (c + d)</td> <td>01</td> <td>01</td> <td>24</td> </tr> <tr> <td>(f) FOREIGN AND/OR SEA SERVICE THIS PERIOD</td> <td>00</td> <td>00</td> <td>00</td> </tr> </tbody> </table>				YEARS	MONTHS	DAYS	(a) NET ACTIVE SERVICE THIS PERIOD	01	01	24	(b) PRIOR ACTIVE SERVICE	00	00	00	(c) TOTAL ACTIVE SERVICE (a + b)	01	01	24	(d) PRIOR INACTIVE SERVICE	00	00	00	(e) TOTAL SERVICE FOR PAY (c + d)	01	01	24	(f) FOREIGN AND/OR SEA SERVICE THIS PERIOD	00	00	00
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(e) TOTAL SERVICE FOR PAY (c + d)	01	01	24																															
(f) FOREIGN AND/OR SEA SERVICE THIS PERIOD	00	00	00																															
19. INDOCHINA OR KOREA SERVICE SINCE AUGUST 5, 1964 <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO			20. HIGHEST EDUCATION LEVEL SUCCESSFULLY COMPLETED (In Years) SECONDARY/HIGH SCHOOL <b>12</b> YRS (1 - 12 grades) COLLEGE <b>00</b> YRS																															
21. TIME LOST (Preceding Two Yrs.) <b>NO TIME LOST</b>	22. DAYS ACCRUED LEAVE PAID <b>05 DAYS</b>	23. SERVICEMEN'S GROUP LIFE INSURANCE COVERAGE <input type="checkbox"/> \$15,000 <input type="checkbox"/> \$5,000 <input checked="" type="checkbox"/> \$20,000 <input type="checkbox"/> \$10,000 <input type="checkbox"/> NONE		24. DISABILITY SEVERANCE PAY <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES AMOUNT <b>NONE</b>																														
25. PERSONNEL SECURITY INVESTIGATION a. TYPE: <b>*NAC</b>			b. DATE COMPLETED <b>APR 74</b>																															
26. DECORATIONS, MEDALS, BADGES, COMMENDATIONS, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED <b>NDSM, AFM 900-3.</b>																																		
27. REMARKS <b>BLOOD GP: O POSITIVE. AGE SCORES: M30 A55 G70 E55. *DOD NACC P.O. BOX 1083, BALTIMORE, MD. 21203 FILE #079-3471. DUTY AFSC: 63150 FUEL SPECIALIST CRSE, COMPL JUL 74. 75 SEMESTER HOURS.</b>																																		
28. MAILING ADDRESS AFTER SEPARATION (Street, RFD, City, County, State and ZIP Code) <b>SAME AS ITEM 8c.</b>				29. SIGNATURE OF PERSON BEING SEPARATED <i>Larry Calhoun</i>																														
30. TYPED NAME, GRADE AND TITLE OF AUTHORIZING OFFICER <b>PAUL L. MERRYMAN, MSgt, USAF Chief, CAS</b>				31. SIGNATURE OF OFFICER AUTHORIZED TO SIGN <i>Paul L. Merryman</i>																														

DD FORM 1 NOV 72 214

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

THIS IS AN IMPORTANT RECORD SAFEGUARD IT.

REPORT OF SEPARATION FROM ACTIVE DUTY



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
NATIONAL GUARD BUREAU  
**REPORT OF SEPARATION AND RECORD OF SERVICE**

*PRIVACY ACT STATEMENT*

1. Authority: 10 USC, 275, Executive Order 9397.  
 2. Purpose: Discharge/separate a member from (active/and inactive) National Guard Status.  
 3. Routine uses: Used to terminate active or inactive status of National Guard members. Completed form is filled in individual's Master Military Personnel Record before it is retired. This form contains information pertinent to individual's military service and the authority and cause for discharge, and should be treated as for official use only. It is a permanent document in the retired Master Military Personnel Record.  
 4. Disclosure: Mandatory. Individual could be denied future participation in military services if all items are not completed.

REPORT OF SEPARATION AND RECORD OF SERVICE IN THE ARMY NATIONAL GUARD OF TEXAS AND AS A RESERVE OF THE ARMY

1. LAST NAME - FIRST NAME - MIDDLE NAME <b>CALHOUN, LARRY ARNOLD</b>		2. SEX <b>M</b>	3. SOCIAL SECURITY NUMBER <b>460 82 1010</b>			4. DATE OF BIRTH <b>51 02 28</b>	YEAR <b>51</b>	MONTH <b>02</b>	DAY <b>28</b>
5. DEPARTMENT, COMPONENT AND BRANCH <b>Texas Army National Guard</b>		6a. GRADE <b>SP4</b>		6b. PAY GRADE <b>E4</b>		7. DATE OF RANK <b>78 06 29</b>	YEAR <b>78</b>	MONTH <b>06</b>	DAY <b>29</b>

8. STATION OR INSTALLATION AT WHICH EFFECTED  
**Det 1 Co M 3d Sqdn 163d ACR, Huntsville, Tx 77340**

9a. AUTHORITY AND REASON				9b. EFFECTIVE DATE <b>80 03 06</b>	YEAR <b>80</b>	MONTH <b>03</b>	DAY <b>06</b>
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9c. CHARACTER OF SERVICE <b>Honorable</b>	9d. TYPE OF CERTIFICATE USED <b>NGB Form 55</b>	9e. REENLISTMENT ELIGIBILITY <b>N/A</b>
--	--	--

10. COMMAND TO WHICH TRANSFERRED <b>NA</b>				11. RECORD OF SERVICE			YEARS	MONTHS	DAYS
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12. TERMINAL DATE OF RESERVE/MILITARY SERVICE OBLIGATION <b>NA</b>			13. PRIMARY AFSC/MOS/SSI AND TITLE <b>76Y10 Armorer</b>					
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YEAR <b>NA</b>	MONTH <b>NA</b>	DAY <b>NA</b>	14. SECONDARY AFSC/MOS/SSI AND TITLE <b>NA</b>					
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16. SERVICE MAN'S GROUP LIFE INSURANCE COVERAGE			17. PERSONNEL SECURITY INVESTIGATION			15. HIGHEST EDUCATION LEVEL SUCCESSFULLY COMPLETED (In Years) SECONDARY/HIGH SCHOOL <u>2</u> YRS (1-12 grades) COLLEGE <u>3</u> YRS		
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16. SERVICE MAN'S GROUP LIFE INSURANCE COVERAGE			17. PERSONNEL SECURITY INVESTIGATION			15. HIGHEST EDUCATION LEVEL SUCCESSFULLY COMPLETED (In Years) SECONDARY/HIGH SCHOOL <u>2</u> YRS (1-12 grades) COLLEGE <u>3</u> YRS		
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16. SERVICE MAN'S GROUP LIFE INSURANCE COVERAGE			17. PERSONNEL SECURITY INVESTIGATION			15. HIGHEST EDUCATION LEVEL SUCCESSFULLY COMPLETED (In Years) SECONDARY/HIGH SCHOOL <u>2</u> YRS (1-12 grades) COLLEGE <u>3</u> YRS		
16a. FULL TIME <input checked="" type="checkbox"/> PART TIME <input type="checkbox"/> <input type="checkbox"/> \$ 5,000 <input type="checkbox"/> \$10,000 <input type="checkbox"/> \$15,000 <input type="checkbox"/> \$20,000 <input type="checkbox"/> NONE <input checked="" type="checkbox"/>			17a. TYPE <b>NONE</b>			17b. DATE COMPLETED <b>NONE</b>		

18. DECORATIONS, MEDALS, BADGES, COMMENDATIONS, CITATIONS AND CAMPAIGN RIBBONS AWARDED THIS PERIOD (State Awards may be included) <b>NONE</b>								
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19. REMARKS:  
**ENLISTMENT DATE: 29 June 78**

20. MAILING ADDRESS AFTER SEPARATION (Street, RFD, City, County, State and Zip Code) <b>42 Thunderbird Ln, Panarama Vill., Conroe, TX 77301</b>				21. SIGNATURE OF PERSON BEING SEPARATED <b>EM NOT AVAILABLE FOR SIGNATURE</b>			
--	--	--	--	--	--	--	--

22. AUTHORIZING OFFICER NAME, GRADE AND TITLE <b>JAMES D WALKINSHAW, 2LT, AR, TXARNG, DET OIC</b>				23. SIGNATURE OF OFFICER AUTHORIZED TO SIGN 			
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[CALENDAR \(HTTP://HARLANDAILY.COM/CALENDAR\)](http://harlandaily.com/calendar)

[ENTERTAINMENT \(HTTP://HARLANDAILY.COM/ENTERTAINMENT\)](http://harlandaily.com/entertainment)

[BUSINESSES \(HTTP://LOCAL.HARLANDAILY.COM\)](http://local.harlandaily.com)

POSTED ON [OCTOBER 14, 2016 \(HTTP://HARLANDAILY.COM/NEWS/14056/NEW-HARLAN-CO-ECONOMIC-DIRECTOR-NAMED\)](http://harlandaily.com/news/14056/new-harlan-co-economic-director-named) BY HARLAN DAILY ENTERPRISE  
 [\(HTTP://HARLANDAILY.COM/AUTHOR/ENGLEWOODINDEPENDENT-2\)](http://harlandaily.com/author/englewoodindependent-2)

# New Harlan Co. economic director named

[NEWS \(HTTP://HARLANDAILY.COM/CATEGORY/NEWS\)](http://harlandaily.com/category/news), [TOP STORIES \(HTTP://HARLANDAILY.COM/CATEGORY/TOP-STORIES\)](http://harlandaily.com/category/top-stories)

## Special to the Enterprise



[\(#\)](#)  
Larry Calhoun

Creating a structure for true economic development in Harlan County is vital to future job creation and retention efforts. Thanks to a Shaping Our Appalachian Region (SOAR) Kentucky Appalachian Regional Development grant to fund an economic development director position for Harlan County, the Harlan County Fiscal Court and Harlan County Economic

## Harlan, KY

54°

10:24 am EST

Cloudy

[\(http://harlandaily.com/weather\)](http://harlandaily.com/weather)

[Pittsburgh Southside Area](http://www.pittsburghsouthsidearea.com)

\$59

<http://www.pittsburghsouthsidearea.com>

[Pittsburgh Southside Area](http://www.pittsburghsouthsidearea.com)

\$35

<http://www.pittsburghsouthsidearea.com>

[Pittsburgh Southside Area](http://www.pittsburghsouthsidearea.com)

<http://www.pittsburghsouthsidearea.com>

[Pittsburgh Southside Area](http://www.pittsburghsouthsidearea.com)

<http://www.pittsburghsouthsidearea.com>

[Pittsburgh Southside Area](http://www.pittsburghsouthsidearea.com)

<http://www.pittsburghsouthsidearea.com>

**Pittsburgh Southside Area**

**Pittsburgh International Airport (PIT) Area**



[\(http://civitas-](http://civitas-)

# THOMAS M. CLARK

## CHIEF EXECUTIVE // STRATEGIST | ADVOCATOR | COLLABORATOR

ECONOMIC DEVELOPMENT | OPERATIONS & MANAGEMENT | EXECUTIVE LEADERSHIP/MANAGEMENT

Accomplished **LEADER** with 30+ years of progressive management experience leading strategic industrial and economic development across transportation, energy, and government sectors, executing innovative growth creation, managing large-scale projects from development and financial assurance to completion and regulatory closure – Passionate about integrating high-tech infrastructures, transportation/logistics and world-class workforce. Working among and leading multidisciplinary teams, I have developed the following competencies.

***Heads Up Leadership | Strategic Planning & Implementation | Government Affairs | Public Policy | Negotiations | Multimodal Logistics | Problem Solving | Financial Management | Project Management | Communications | Workforce Development | Public & Media Relations | Total Quality Management | Stakeholder Engagement***

### SELECTED ACHIEVEMENTS

- Appointed as Louisiana's "**FIRST**" **Commissioner of Multimodal Commerce**
- Former **ENERGY EXECUTIVE** with world's largest multinational diversified energy resources company
- Former **CLASS I RAIL EXECUTIVE** advancing from entry-level start to C-suite direct report of 4 CEOs
- Secured \$200M+ federal appropriations for 32-mile segment of interstate highway.
- Award winning recognition for leading **ESG** (Environmental, Social & Governance) initiative.
- Selected as Secretary, Louisiana Department of Natural Resources

### PROFESSIONAL EXPERIENCE

**Clark Global Group, LLC** | Baton Rouge, LA 2019 – Present  
Chief Executive

*Leading government affairs, public relations, communications and stakeholder engagement for large-scale greenfield industrial and commercial real estate development.*

- ✓ Facilitating project FID requirements, commercialization, permitting, planning, design, and construction.

**Louisiana Department of Transportation & Development** | Baton Rouge, LA 08/2016 – 07/2019  
Commissioner, Office of Multimodal Commerce

*Established strategic vision for aligning foreign direct investment with a balanced multimodal infrastructure.*

- ✓ Led diverse state agency team of 30 multidisciplinary professionals accountable for development, administration, planning, and programming of 495 projects, leveraging \$300M in state funds generating ~\$12B in economic impact, and creating/retaining ~30,000 jobs related to Aviation, Ports, Waterways, Rail and Commercial Trucking, including strategic planning and statewide plan implementation.
- ✓ Advanced \$350 million renewable energy project, created 150+ jobs, expanded export alternatives for rural farmers and revitalized rural economic development.
- ✓ Successfully led complex negotiations enabling commercialization of former 254-acre Avondale shipyard.
- ✓ Led negotiations between State and U.S. Army Corps of Engineers programming deepening the Mississippi River Ship Channel from 45 ft. to 50 ft.
- ✓ Engaged routinely with diverse stakeholders from local, regional, state officials, planning organizations, consultants, state and federal elected officials, government agencies, advocacy groups and the media.

**BHP Billiton** | Houston, TX 01/2012 – 07/2016  
Head of Corporate Affairs, North America

*Led team of 25 highly engaged professionals, plus several external consultants and lobbyists to Asset President (managing) over \$30 billion global assets for world's largest multinational diversified energy resources company.*



- ✓ Developed integrated global policies, operating principles, government affairs strategies, stakeholder engagement plans, engaged in asset commercialization, mergers, acquisitions/divestments and environmental, social & governance (ESG) in alignment with maintaining a trusted license to operate.
- ✓ Directed the development, implementation and execution of stakeholder outreach plans, an issues management dashboard, key messages and external communications to public/elected officials, community and key stakeholder groups in vital company service regions.
- ✓ Orchestrated crisis communications strategy for midstream failure event, but through tactical stakeholder engagement by my team, classic, front-page media event was contained and media attention averted.
- ✓ Programmed ~\$150 million of sustainable social investment strategies addressing water conservation, coastal restoration, climate change initiatives and early childhood development.
- ✓ Contributed to industry association policy development and cross-industry climate change scenario planning promoting good governance through public disclosure of rents, royalties, and taxes paid.

**Petrohawk Energy (acquired by BHP) | Houston, TX**

04/2011 – 12/2011

Regional Director, Community Relations

*Provided first-line government and external affairs support to Petrohawk's Haynesville Shale operations.*

- ✓ Developed and executed stakeholder engagement strategies optimizing operations, communications and key stakeholder relationships while maintaining a trusted license to operate.
- ✓ Collaborated with state regulators in formation of state policy recommending wise water use.
- ✓ Won Outstanding Philanthropic Organization by the Association of Fundraising Professionals.

**Clark & Associates, LLC | Shreveport, LA**

06/2000 – 03/2011

Lead Consultant / Managing Partner

A business advisory and government affairs consultancy specializing in legislative lobbying, public relations, business/economic/industrial development, community relations and stakeholder management.

- ✓ Secured over \$200 Million of federal appropriations through federal lobbying efforts as Chairman of Governor-appointed 23-member Task Force charged with securing innovative funding sources for 32-mile segment of interstate highway.
- ✓ Originated, developed and grew US infrastructure projects for highway, rail, maritime, aviation and pipelines.

Directed transformation of full-service multidisciplinary professional design firm, optimizing business development procurement, brand profile and reputation.

- ✓ *Secured environmental engineering contracts with upstream E&P company with robust midstream assets.*
- ✓ *Commercialized \$400M water/wastewater treatment, distribution and disposal system.*
- ✓ *Provided global supply chain logistics for storage and distribution of hydraulic fracturing feedstock resources.*

Led growth strategies for regional general contractor specializing in commercial, industrial, water, wastewater and CNG/NGL infrastructure.

- ✓ *Uplifted negotiated bid opportunities 30% and increased select bids by 60%*

Led \$100M+ commercial construction division of Top 100 ENR rated national general contractor through challenging transformation from high vendor complaints and damaged public image.

- ✓ Optimized operations, restored public image and vendor trust – contained ~\$1.6M of at-risk dollars.

*Transformed 45-year company formerly operated in a strictly dated and risk averse business model by infusing creativity, profile branding, and new market development for large-scale industrial and infrastructure projects.*

- ✓ Boosted profit margin 53% and increased backlog 33%.

**Kansas City Southern Railway Company | Multiple Roles / Locations**

22 Years

Kansas City Southern Railway Company | Consultant

3 Years



**General Director – Corporate Affairs and Public Safety | Director – Continuous Improvement | Director – Quality & Customer Service | Director – Quality | Manager – Real Estate & Industrial Development | Manager – Intermodal Sales & Marketing | Operations**

*Tapped repeatedly throughout 25-year tenure for ever-higher level responsibilities, completed “select” Management/Leadership Development Program. Led multiple C-suite support functions aligned with marketing, business development and network optimization as direct report to four CEOs over six-year period. Developed keen appreciation for change management, asset utilization, revenue optimization, and analytical decision-making.*

- ✓ Directed industrial development and commercial real estate activities, lead generation and infrastructure site certifications for 3000-mile right-of-way system and non-operating properties.
- ✓ Directed local/state government affairs, public relations, and public safety in Texas, Oklahoma, Louisiana, Missouri, Arkansas, Kansas, Mississippi and Tennessee.
- ✓ Provided counsel to senior leadership regarding legislative threats and opportunities while representing KCS to state and local government officials, business, industry and civic associations throughout network.
- ✓ Co-led consolidation, relocation and integration of multiple network customer service, information technology and network optimization functions into national customer service center.

## EDUCATION

Leadership Development Program	Kansas City Southern Railway Company	Kansas City, MO
<b>Certifications:</b>		
Economic Development Institute	UNIVERSITY OF OKLAHOMA	Norman, OK
Continuous Process Improvement	THE JURAN INSTITUTE	Southington, CT
Statistical Process Control (TQM)	THE W. EDWARDS DEMING INSTITUTE	Ketchum, ID
The Four Absolutes of Quality Management	CROSBY QUALITY COLLEGE	Winter Park, FL
<b>Business Admin/Mgt. Coursework:</b>		
Industrial Engineering	LOUISIANA TECH UNIVERSITY	Ruston, LA
Business Administration/Management	LOUISIANA STATE UNIVERSITY	Baton Rouge, LA
Business Administration/Management	UNIVERSITY OF NORTH TEXAS	Denton, TX

## INVOLVEMENTS

- Governor’s Designee, **Southern Rail Commission** | 2016-2019
- Governor’s Designee, **La. Business and International Commerce** | 2016-2019
- Chairman, **Multimodal Commerce Advisory Commission** | 2016-2019
- Chairman, J. Bennett Johnston **Red River Waterway Commission** | 2016-2019
- Co-Transportation Chair, **World Trade Council** of New Orleans | 2017-2019
- **La. Mid-Continent Oil & Gas Association (LMOGA)** | 2011 – 2016
- **Louisiana Oil & Gas Association (LOGA)** | 2011 – 2016
- **ANGA / One Future** | 2013 – 2016
- Chairman, Board Directors **Bossier Chamber of Commerce** | 2001-2011
- Member, Board of Directors **Greater Bossier Economic Development Foundation** | 2003 – 2012
- At-Large Supervisor, **La. Community and Technical College Board of Supervisors** | 2005 – 2011
- Chairman of 23-member **I-49 North Funding & Feasibility Task Force** | 2001 – 2008
- Director, **Louisiana Endowment for the Humanities** Board of Directors | 2014 – 2016
- Appointed to **Louisiana Investment in Infrastructure and Economic Prosperity Commission**
- Vice Chairman, **I-49 Coalition** Board of Directors | 2010 – 2016
- Vice Chairman, **Military Affairs Council** of Shreveport Board of Directors | 2010 – 2013
- Chairman, **Bossier Parish Community College** Foundation | 2005 - 2011

# DAVID A. COLLIGAN

## PROFESSIONAL EXPERIENCE

**City of Austin: Austin Economic Development Corporation**, Interim Chief Operating Officer, July 2020 to Present

Executive oversight of governance, administrative and project development to establish entity created by Austin City Council in October 2020. Priority projects approved by Mayor and Council at the time of creation include:

- South Central Waterfront District: Negotiation of TIRZ funding for execution of the South Central Framework Plan and project management for intended development in the proposed district which encompasses 118 acres, comprised of 32 separate private properties, directly across the lake from downtown Austin.
- Austin Creative Space Bond and Cultural Trust: Solicitation for use of \$12 Million in voter-approved bonds and \$2.4 Million of HOT collections for the Iconic Music Venue Fund with the goal of acquiring real estate in the community on behalf of the City to lease as affordable creative and cultural space. Establishment of 501c-3 to leverage existing funds for continued work for similar outcomes.
- Other prospective projects include the negotiation of a Public-Private Agreement on behalf of Huston-Tillotson University, creation of a Revolving Site Remediation Fund in collaboration with Austin Resource Recovery, solicitation for creative space and affordable housing development in coordination with the Urban Renewal Board, acquisition of real estate for preservation efforts adjacent to infrastructure development in coordination with Austin Transit Partnership and "Cap and Stitch" initiatives for Interstate 35, and negotiation of Development Agreement for Lions Municipal Golf Course owned by University of Texas.

## City of Austin, Economic Development Department

Acting Assistant Director, April 2018 to July 2020

Executive oversight of approximately 74 full-time employees and \$21+ Million department operational budget.

Executive lead for special projects approved by Council and appointed to Economic Development by the City Manager:

- Development and execution of third-party contracts to deliver \$25 Million CARES Act funding to Austin creatives, non-profits and businesses;
- Development of a three year budget and implementation strategy for a \$4.6 Million Strategic Investment Unit;
- Administrative development and launch of Chapter 380 Business Expansion Program with development of program proposals for Council;
- Proposal of programs, policies and services in support of improving sound compatibility between residents, lodging and music establishments;
- Creation and resourcing of a Heritage Tourism Division following recommendations from the Visitor Impact Task Force;
- Feasibility study and specific proposal for the creation of an economic development entity to support development of affordable housing, redevelopment, revitalization and other priority projects and goals of the City;
- Develop and execute a program of work for retail attraction in areas of the city that lack healthy food and grocery store access;
- Deployed a Business Retention and Expansion Strategy with a CRM system for data-collection in support of analytic and outcome delivery;
- Execution of a three year International Business Development Strategy evidenced by business need in alignment with Strategic Plan outcomes;
- Coordinate evaluation of department and organizational needs for incubation of new or emerging industry development efforts.

Manager of Global Business Recruitment and Expansion Division, October 2013 to April 2018

Mid-level management of six full-time employees and \$933,977 division budget.

Program of work and special project management activity and outcomes include:

Business recruitment, expansion and relocation assistance:

- Conducted an 18-month public outreach process for rewriting the City's Economic Development Policy, reframing programs and services to include business expansion, workforce development, small business, creative industries, real estate development and social enterprise;
- Responsible for evaluating competitive business expansion projects that may be eligible for local incentive programs. Successfully negotiated ten performance-based expansion projects that will create 2,797 new full-time jobs that average \$91,544, retain 2,671 full-time jobs, and secure \$305 million of investment to the City of Austin;
- Developed and deployed the City of Austin's Creative Content Incentive Program for short-term, media related projects, and initiated the first Media Production Development Zone in the State of Texas. Efforts secured four projects, generating \$28.3 million and creating 300 full-time jobs as well as 1,065 contract positions for local creatives;
- Manage business, industry and community development contracts with Greater Austin Chamber of Commerce, Austin Sister Cities International, Austin Technology Incubator, Austin Technology Council, Austin Regional Manufacturers Association, Capital Factory, and Austin Young Chamber;
- Management of \$3 million in contracts and determining the Workforce Development Roadmap for the organization, which includes the connection of Workforce Solutions Capital Area's *Master Community Workforce Plan* and coordinating with agencies in the region to provide stronger data collection practices and performance measurements. Serve as the Mayor's appointee for Economic Development on the Central Texas Workforce Investment Board.

International diplomacy and engagement for cultural, educational and business development:

- Captured \$52 million of investment in Austin projects from 2016-2018 International Program efforts including the development of investment portfolio and deploying resources to promote a variety of investment opportunities, securing EB-5 partner through public solicitation, and leading out-bound business delegations in markets such as South East Asia, Mexico, Pakistan and India;
- Developed #ATXBound and championed the alignment of community groups focused on international efforts to share coordination of activities associated with an annual average of 120 international delegations. Collectively host real-time pitch sessions with Alibaba, where local products are promoted to more than 13,000 Chinese buyers/distributors;
- Assist and engage with 13 sister-cities to promote cultural, educational and business exchange for economic development. Coordination of 11 science cities that hold designations from the International Association of Science Parks to promote awareness of opportunities and collaboration between cities that share interest in developing similar strategic science and technology markets.

**City of Austin, Economic Development Department**

Acting Manager of Redevelopment Services, March 2015 to January 2016

Mid-level management of ten full-time employees and \$1,610,287 division budget.

Program of work and special project management activities and outcomes include:

- Portfolio of active design and construction projects for management includes the Seaholm District, Robert Mueller Municipal Airport Redevelopment, Second Street and Downtown Development;
- Worked with Downtown Austin Alliance to develop an Economic Development Corporation to realize the vision and goals stated in the 2011 Downtown Austin Plan. Also working with the Downtown Austin Alliance to collect research that will address needs for policy updates and programmatic use of the Department's Business Retention and Enhancement Fund;
- Research and development of policy to address current funding and future creation of Public Improvement Districts. Also actively engaged in the design and deployment of *Soul-y Austin*, a business district incubation program that serves as the division's new outreach method to support sustainable, business driven, urban place-making.

**Lafayette Economic Development Authority**

Manager of Business Development, August 2005 to October 2013

Managed seven part-time staff and interns and an annual department budget ranging from \$80,000 to \$120,000.

Program of work and special project management activities and outcomes include:

Strategic Planning for business development and outreach efforts on behalf of Lafayette Parish:

- Conducted community engagement to inform the creation of a market study and proactive marketing plan for industry development and target markets for job creation in Lafayette Region between 2007 and 2010;
- Research and outreach for developing *Lafayette's Creative Blueprint*, a plan to foster organic growth in the local creative industries (2013);
- Established annual buyer/supplier-based visitations with local, high-sales manufacturers and top employers to assess opportunities for recruiting value-added business operations into the Lafayette market.

Marketing and Attraction accomplishments for recruiting business to Lafayette Parish:

- Project manager for more than 80 expansion or development projects. The eight largest projects were responsible for creating more than 1,185 new jobs and attracting more than \$230 million of investment into the Lafayette market;
- Created and maintained an annual marketing schedule of more than forty activities originating from the Business Development department with budgets ranging from \$60,000 to \$200,000 per engagement;
- Produced nine marketing campaigns for target industries, two of which were recognized by the Southern Economic Development Council;
- Built and maintained relationships with more than 220 lead generators, including national industry consultants, international consulates and business advisors, financial brokers, as well as commercial real estate and site selection agents;
- Hosted 47 international delegations, provided logistical assistance and match-making services. Annually hosted three business development missions to introduce local leadership to out-of-state company executives with growth and expansion potential in the market.

Real estate development and financial review of economic development-related projects:

- Built and maintained relationships with more than 150 local commercial real estate agents and 20 infrastructure providers allowing the organization to promptly identify and qualify locations eligible for potential expansion or relocations projects. Managed research team and proposal development to complete an average of 130 annual responses to Requests for Information or Requests for Properties;
- Maintained data sets and promotion of 100 "fast sites" as well as 10 certified sites and potential industrial parks;
- Managed annual preparations and post-emergency communication between economic development partners along the Louisiana Gulf Coast to identify locations and resources for temporary relocation of Louisiana companies following natural disasters;
- Monitored state and federal legislation to promote incentive programs and advise companies on the appropriate options for their expansion project in the market;
- Developed a model to compare project attributes for economic competitiveness between Lafayette and different locations in the nation. This model has been used to prepare more than 60 proposals and presentations for project assessment and incentive evaluation.

**PROFESSIONAL INTERNSHIP EXPERIENCE**

- **Lafayette Economic Development Authority**, Market Research Intern for Information Services, July 2004 to August 2005
- **Walt Disney World Company**, Walt Disney World College Program and Campus Ambassador, August 2003 to June 2006

**EDUCATION AND PROFESSIONAL DEVELOPMENT**

- Disney University, *Communications Ducktorate* and *Cast Member Traditions Training*, December 2003;
- University of Louisiana Lafayette, Bachelor of Science in Business Administration: Marketing and Legal Studies, Spring 2006;
- University of Oklahoma, Economic Development Institute, Graduate, November 2010;
- City of Austin, *Executive Academy*, Class of 2015;
- *Undoing Racism, The People's Institute for Survival and Beyond (PISAB)*, March 2019
- ATXelerator, The Center for Austin's Future, 2020 cohort;
- National Development Council, *Economic Development Finance Professional*, Anticipated certification in 2021;
- Board Member for Austin Foreign Trade Zone, Workforce Solutions Capital Area, and Austin LGBTQ+ Chamber of Commerce;
- Group fitness instructor for Endurance and Cross-Training classes at Pure Austin Fitness and Lifetime Fitness.

## **Leigh M. Ferguson**



### **Downtown Development District of New Orleans 2012 – Present**

Responsibilities include promoting and facilitating the redevelopment of vacant and underutilized buildings in the District. Created an inventory of available buildings in the District in 2012 that consisted of approximately six million square feet. As of 2018 over two-thirds of this inventory has been redeveloped and put back into commerce at least partially due to the DDD's efforts.

Management of major retail recruitment efforts have resulted in the addition of numerous new retail offerings in the District, most recently including national chains such as True Religion, Mac Cosmetics, Tiffany, and local boutiques, restaurant and entertainment venues such as Dave & Busters and the like.

Other ongoing activities include managing the design and development planning for a privately financed redevelopment of an underutilized urban park, and the joint venture development (with the City) of a low-barrier homeless shelter.

### **Bayer Properties, Senior Developer, 2008 - 2011, Birmingham, AL**

Managed development and lease-up of high-end suburban 100,000 square foot retail/office mixed-use project through completion.

Led effort to convert a long-abandoned downtown department store into an office, retail and entertainment mixed-use development, combining Historic and New Market Tax Credits, municipal and conventional debt and equity in a major urban revitalization project in a complex financing structure.

Managed professional teams including finance, architecture, engineering, leasing, property management, and other disciplines.

### **Sloss Real Estate Company, Inc., Executive Vice President, Director Urban Living 2003 - 2008, Birmingham, AL**

Served as principal executive of a privately-held real estate investment, development, and property management company. Activities were focused on special situations including urban mixed-use development and revitalization of historic adaptive re-use projects and market-rate loft apartments.

Most significant project was the conversion of a severely distressed, downtown public housing complex into a six hundred unit, mixed-income downtown HOPE VI project, the first in Birmingham. Our partner was Integral Properties of Atlanta. Dealt with diverse professional teams of attorneys, lenders, government agencies, contractors, architects, engineers and others to successfully bring multiple phases of projects to completion. Project was a multi-phase endeavor that used FHA permanent debt, HUD HOPE VI Grant, City Infrastructure financing and Low Income Housing Tax Credits.

**HDIC, Ford Foundation, Enterprise Foundation, McCune Charitable Trust,  
Contract Consultant  
2003 - 2004, Albuquerque, New Mexico**

As a part of a collaborative public/private endeavor to redevelop downtown Albuquerque, worked with local community leaders, businesses and foundations to form the Albuquerque Civic Trust as a not-for-profit community development corporation, leading the visioning process, board selection and organization, securing IRS 501-c-3 status, writing the business plan and securing initial funding from a real estate development company, foundations and city government through the selection of initial Executive Director and commencement of operations.

**Corker Group, Inc., President  
1999 - 2002, Chattanooga, TN**

Chief executive officer of private real estate investment and management company that included a two million square foot portfolio of office, commercial and industrial properties. Responsibilities included all leasing and development negotiations and execution, overall financial planning, management, budgeting and property management and personnel functions.

**Chattanooga Neighborhood Enterprise, Inc., President  
1991 - 1999, Chattanooga, TN**

Joined CNE as interim CEO during a stressful time for the organization and grew it into a thirty million dollar a year, nationally recognized, non-profit, public-private housing and community development company. Financed and/or developed mixed-use properties and approximately 500 units of housing per year with an annual development, lending and operating budget of as much as thirty million dollars.

Working in collaboration with all local financial institutions and their CEOs, FHA, Fannie Mae, Freddie Mac, Mayor and City Council, and local philanthropists, expanded CNE to include socio-economically diverse, urban neighborhood redevelopment, including achieving approval of a landmark IRS Private Letter Ruling.

Achieved Community Development Financial Institution certification for CNE through the US Department of Treasury and formed an additional CDFI for broader range of economic development finance, including raising seven million dollar capitalization in the local community.

Managed teams of lenders, underwriters, financial executives, accountants, risk

managers, architects, construction managers, attorneys and others to accomplish objectives according to a clearly-defined business plan consistent with the organization's mission. Developed a unique performance-based incentive compensation plan to encourage and recognize managers' achievements related to organizational objectives as set by the Board of Directors.

**John Laing Homes, Virginia, Inc., President and Chairman**

1988 - 1991, Fairfax, VA

Directed the formation, startup and managed the operations of Washington, D. C. area subsidiary of a publicly traded British-based production home building company, a subsidiary of John Laing Construction, plc. Recruited team of engineering, construction, sales, marketing and administrative staff to successfully launch company. Worked with architects and planners to develop and design product to meet market demands. Supervised marketing, public relations and sales activities utilizing in-house and outside consultants to establish the brand as a recognized producer of quality homes in a brief period of time.

**Van Metre Company, Vice President Development**

1986 - 1988, Fairfax, Virginia

Supervised land development and planning operations of major production home building company. Development activities included land acquisition and development operations for all projects in entire company along with the development, planning, utility extension, master-planning, rezoning and entitlement activity for the Broadlands in Loudon County, Virginia.

**Winkler Companies, Vice President Development**

1980 - 1986, Alexandria, Virginia

Developed thirty story, sixty million dollar hotel and conference center and numerous eighty to two-hundred thousand square foot, built-to-suit and speculative office buildings with structured parking in campus office park in Alexandria. Managed all design, development, leasing, and construction operations for each project from concept through initial year of operation before turning over to asset management.

EDUCATION

University of North Carolina, Chapel Hill

Major, Mathematics

Minor, Chemistry

George Washington University. Washington, DC

Graduate Level Studies

Finance and Real Estate

## ADDITIONAL INFORMATION

### **Urban Land Institute,**

- Full Member of ULI
- District Council Chair for Mission Advancement
- Member of the Urban Revitalization Council
- One of the original ULI Inner City Advisers
- ULI O'Donnell Award winner in 2007
- Served as Program Committee Vice-Chair Affordable Housing Council
- Chaired numerous ULI Forums and Advisory Service Panel Assignments on major land use issues in communities including Memphis, Chicago, Reno, Truckee, Raleigh, Detroit, Las Vegas, Norfolk, Charlotte, Los Angeles and most recently, Raleigh.

### **International Council of Shopping Centers**

- Full Member
- Previously State Public Private Committee Chairman

### **JMB Companies, Franklin, Louisiana,**

- First non-family board member of a 140 year old family real estate holding and operating company controlling over 300,000 acres of real estate holdings in Louisiana, Texas and Florida. [www.jmbcompanies.com](http://www.jmbcompanies.com)

### **Previous activities:**

- Tennessee Housing Development Agency, Board Member 1996-2003
- Federal Home Loan Bank of Cincinnati, Advisory Board Member 1992-1998
- Chattanooga Community Development Financial Institution, Founder and Board Member
- Chattanooga Neighborhood Enterprise, Board Member
- Board of Directors, Operation New Birmingham
- Housing Fund of Central Alabama, Advisory Board Member
- Westside Community Development Corporation, Board Member

[REDACTED]  
[REDACTED]

June 22, 2021

To the LEDA Search Committee:

Since leaving Lafayette nearly eleven years ago, I have taken the experience I gained at LEDA and LITE and turned around two struggling economic development organizations. Twice I have built complete economic development programs from scratch, including new recruitment, existing business and workforce functions. Having served as the implementation chair for several ambitious strategies, I have cultivated key strategic partnerships in the public, private and nonprofit sectors to create a positive economic impact for my communities. Organizations under my leadership have landed over half a billion dollars in capital investment along with tens of thousands of jobs.

Much of today's Lafayette has my fingerprints all over it. Key projects I managed during my time there include the Cingular Wireless call center, the National EMS Academy, Flight Safety International, the expansion of LEDA's existing business visitation program from 10 visits a year up to 300 and the founding of The 705. Lafayette is where I met and married my wife Kimberly, where my three biological kids were born and where I developed a passion for economic development.

I love Lafayette, its people and its culture. Before I left, I started a Facebook group called Lafayette Memories to give people a place to share stories, photos and articles telling the history of Acadiana. I'm still the administrator of that group, which has grown to over 25,000 members. I understand the city, its strengths and its challenges (and although rusty, I speak French). After 20+ years of successful economic development experience, it's time for me to come home and help you build upon LEDA's legacy of success. Please contact me at [h.p.florsheim@gmail.com](mailto:h.p.florsheim@gmail.com) or 940-782-8002 to discuss next steps.

Sincerely,




Henry Florsheim, IOM



# Henry Florsheim, IOM

20-year chamber and economic development professional skilled at continuous improvement and developing strategic partnerships

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**Skills and Abilities:** Business recruitment, retention & expansion, workforce development, strategic planning, leadership, critical thinking, public speaking, program development, coalition-building

**Wichita Falls TX Chamber of Commerce, President & CEO,** October 2013 – Present

**Duties:** All Chief Executive functions, management of a \$1,600,000+ budget and staff of 12, advocacy, developing new economic development programs, membership development, business recruitment, strategic planning, fundraising, outreach to elected officials and business leaders and many others.

**Accomplishments:**

- Landed \$20 million and 181 job Clayton Homes project
- Landed \$120 million Panda Biotech project, the largest industrial hemp producer in the country
- Landed \$10 million and 300 job Pamlico Air project
- Landed \$60 million Vitro expansion project
- Landed \$12 million Owens Corning plant consolidation project
- Facilitated \$3 million modernization of Pratt & Whitney plant
- Landed expansion of Guide IT with 91 technical support jobs
- Landed relocation of Professional Wrestling Hall of Fame from New York
- Landed USA 800 call center, a \$3 million investment with 650 new jobs
- Rebranded city-wide marketing campaign Choose Wichita Falls
- Developed virtual recruitment strategy during pandemic; have completed over 50 Zoom calls with site consultants to date
- Took failing young professionals initiative under the Chamber umbrella and successfully relaunched
- Developed series of programs to connect military leadership, spouses and veterans to business
- Implemented new tiered dues system, increasing dues revenue by 28%
- Won best marketing campaign for entire state of Texas twice
- Led efforts to pass school bond for first new high schools built since 1962
- Led efforts to pass school bond for career and technical education center
- Relocated Chamber to more modern, welcoming, visible and accessible location
- Led effort to develop new community-wide plan to grow the city
- Developed new revenue streams during COVID, generating over \$50,000 annually

## **El Dorado AR Chamber of Commerce, President & CEO, November 2010 – October 2013**

**Duties:** All CEO functions, management of a \$600,000+ budget, advocacy, developing new economic development programs, membership development, recruitment of business prospects, managing BR&E program, strategic planning, fundraising, outreach to elected officials and business leaders and many others.

### **Accomplishments:**

- Landed competitive expansion for Clean Harbors - \$125 million expansion, 120 jobs, \$8 million in payroll
- Landed manufacturing prospect Therma-Flite - \$4 million project, 50 jobs, \$1.5 million in new payroll
- Worked with other regional EDO's to land poultry processor Vikon Farms - \$5 million project that will put 30 Union County chicken growers back to work
- Developed and implemented county-wide strategic plan for economic development
- Increased membership by 31% and dues revenue by 17%
- Increased non-dues revenue by 74%
- Rebranded Chamber
- Developed new community website – [www.goeldorado.com](http://www.goeldorado.com)
- Raised private funds to initiate workforce development program
- Implemented new tiered dues system – went from 3 members paying \$3500 or more to 14
- Won Arkansas City of Distinction awards for Workforce Development and Quality of Life
- Developed strategic plan for attracting and retaining young professionals
- Created Leadership Union County
- Led statewide efforts to successfully defeat proposed severance tax increase on natural gas production
- Changed scope of operations from local to regional
- Initiated development of El Dorado Insider's Guide for tourism/relocation assistance
- Created quarterly luncheon series focused on regional economic development
- Integrated realtor community into economic development efforts
- Developed new monthly series of networking events

## **Louisiana Immersive Technologies Enterprise (LITE) - Lafayette LA, January 2008 – November 2010**

### **Chief Executive Officer, November 2008 – November 2010**

Duties included all Chief Executive functions, including creation and oversight of a 5+ million dollar budget, coordination of activities with the LITE Commission (volunteer board), management of 30+ staff members, outreach to elected officials, business leaders and university personnel around the state, recruitment of business prospects, project management, managing tenant relations, strategic planning, development of technology accelerator and many others.

### **Chief Operating Officer, January 2008 – November 2008**

Duties included all operational functions including building internal structure including Employee Handbook, direct supervision of management team, fiscal management, reporting, tenant occupancy, building management, staff development, recruitment, business development and many others.

## **Accomplishments:**

- Initiated digital media cluster development for Lafayette
- Led LITE to win Governor's Technology Award for Innovation
- Landed Pixel Magic, Lafayette's first-ever digital effects studio
- Landed post-production team for filming of Disney's Secretariat
- Landed Active Entertainment, Lafayette's first-ever sci-fi film production company

## **Lafayette LA Economic Development Authority (LEDA), February 2001 – January 2008**

### **Vice-President, November 2005 – January 2008**

Duties included strategic planning, budgeting, recruitment and management of major projects, management of LEDA's Business Retention & Expansion program, serving as backup to the President/CEO, managing and hosting the LEDA Networking Luncheon, assisting with LEDA's ISO quality management system and serving as a tax incentive and business assistance consultant to the Lafayette business community.

### **Director of Business Retention & Expansion/Workforce, February 2001 – November 2005**

Duties included management of LEDA's Business Retention & Expansion and workforce programs, managing and hosting the LEDA Networking Luncheon, and serving as a tax incentive and business assistance consultant to the Lafayette business community

## **Accomplishments**

- Increased LEDA's annual business visitations from 10 to over 300
- Co-founded The 705, Lafayette's first Young Professionals Organization
- Increased average attendance at monthly networking luncheon from 75 to nearly 150
- Successfully managed four of LEDA's largest and most impactful projects:
  - Cingular Wireless Call Center – 1,250 jobs, \$30,000,000 investment
  - Flight Safety Training Simulation Center - \$120,000,000 investment, 120 jobs
  - NuComm International Call Center – 750 jobs, \$1,500,000 investment
  - National EMS Academy – new partnership between industry and education

## **Professional Affiliations**

- **Air Education and Training Command's Civic Leaders Group**
- **International Economic Development Council**
- **Southern Economic Development Council**
- **American Chamber of Commerce Executives**
- **Texas Association of Business**
- **Texas Chamber of Commerce Executives**

## **Education and Professional Development**

- **Master of Business Administration**, Louisiana Tech University
- **Bachelor of Business Administration in Management**, University of Louisiana-Monroe
- **Economic Development Institute**, University of Oklahoma

- **Institute of Organization Management, University of Georgia**
- **Leadership Arkansas, 2011-12**
- **Leadership Louisiana, 2010**
- **Leadership Lafayette, 2001**

#### **Honors and Activities**

- **Board of Regents, Institute for Organization Management, 2016-2022**
- **Board of Directors, Texas Association of Business, 2018-2021**
- **Board of Directors, Texas Chamber of Commerce Executives, 2018-present**
- **Wichita Falls Family Medicine Residency Program Board of Advisors, 2014-2018**
- **Leadership Union County, Founder, 2011**
- **Arkansas Economic Developers Board of Directors, 2011-2013**
- **Governor's Technology Award – Innovator of the Year (Organization), 2010**
- **Chase's 20 Under 40 Award, 2005**
- ***Times of Acadiana's* Faces to Watch, 2003**
- **Kiwanian of the Year, 2002-03**
- **President, Kiwanis Club of Acadiana, 2000-2001**
- **Lafayette Jaycee Young Man of the Year, 2001**

**References:**

**Gregg Gothreaux**  
President & CEO, Lafayette Economic Development Authority  
337-593-1400  
[gregg@lafayette.org](mailto:gregg@lafayette.org)

**Bob Fudickar**  
Former LITE Commissioner  
225-933-1299  
[rfudickar@lsu.edu](mailto:rfudickar@lsu.edu)

**Craig Griffin**  
Former Chairman, El Dorado AR Chamber of Commerce  
840-866-5230  
[craig@laneyscollision.com](mailto:craig@laneyscollision.com)

# JOHN D. GATTO, Ph.D. (Dr.iur.), J.D.

## EXECUTIVE SUMMARY

Experienced international executive, expert networker on C-levels in business and politics, well-versed in business development, management and government relations. Strong budgetary, strategic research and marketing, and cross-cultural skills. Holder of German and American law degrees, with a US and international background; native speaker of both German and English, with a strong knowledge of French.

## EXPERIENCE

**FrankfurtRheinMain Corp.**, Chicago, IL 2018 to present  
**President and CEO**, *Economic Development Agency of the Greater FrankfurtRheinMain Region, Germany*  
**Economic Development Officer & Chief Gov. Affairs Counsel**, *German Federal State of Hessen*

- Lead the North American economic development office for the FrankfurtRheinMain Region and the German State of Hessen.
- Responsible for North American (US and Canada) strategy, employee activities, budget, and financials.
- Engage outside contractors and oversee their work and work product.
- Coordinate global activities with home office, working in close conjunction with FrankfurtRheinMain and Hessen investment and marketing offices, as well as governmental authorities.
- Establish and cultivate contacts and relationships for the Ministerpresident of Hessen with US State Governors, state agencies and the Federal US Government.

**NRW.INVEST (North America) LLC**, Chicago, IL 2008 to 2017  
**President and CEO** *Economic Development Agency of the German Federal State of North Rhine-Westphalia*

- Started and lead the North American economic development office for the German State of North Rhine-Westphalia ("NRW").
- Responsible for North American (US and Canada) strategy, employee activities, budget, and financials.
- Engage outside contractors and oversee their work and work product.
- Coordinate global activities with home office, working in close conjunction with NRW investment and marketing offices, as well as governmental authorities.

**Gammex Inc.**, Middleton, Wisconsin 2004 to 2007  
*Manufacturer of medical devices in diagnostic imaging and human radiology*  
**Assistant to the President**

### Leadership and Management:

- Profit and Loss responsibility for \$3 million Service Department budget. Continuously achieved and exceeded profitability benchmarks. Increased profit margin of Service Department by more than 6% in fiscal year 2006.
- Preparation of fiscal year budget and business plan in coordination with department managers and Owner/President. Developed and established profitability tracking tools for sales and service departments.
- Managed and supervised company legal and contract functions and represented the Owner/President in negotiations of purchase and supply contracts with major customers.
- Managed company-wide human resources functions. Recruited for managerial and other corporate positions.
- Managed company-wide customer complaint, corrective action, and preventive action system. Worked with all company staff to assure high quality relationships with local, regional, national and foreign customers.
- Trained and managed staff of six full time service technicians, customer service representatives, and multiple outside contractors.



- Oversight of company-wide quality management system, assuring status, quality and overall compliance with systems manuals, procedures and work instructions. Successfully lead effort to re-certify the company to the ISO 13485/2003 Standard for medical devices, saving the company more than \$10 million in annual sales.

**Transatlantic Venture Solutions, LLC**, Milwaukee, WI

*International business and relations consulting*

1999 to 2004

**Founder and President**

**Leadership and Management:**

- Managed all staff, office budget and client relationships.
- Leadership of German American Chamber of Commerce of the Midwest – Wisconsin Chapter daily activities, membership, budget and strategic plan.

**State of Wisconsin, Department of Commerce**, Frankfurt/Main, Germany

*State Government*

1995 - 1999

**Director, European Office**

**Leadership and Management:**

- Principal business and political liaison for State of Wisconsin and top state government officials in Europe.
- Lead and actively participated in state and regional trade, business, cultural and governmental organizations.
- Created, managed and achieved annual office budget of \$750,000.
- Directed and managed staff of four full time and two part time international trade specialists and administrative staff.
- Managed outside service providers and contractors.

## EDUCATION

**University of Wisconsin Law School**, Madison, Wisconsin

*Juris Doctor*, May 1993, admitted to Wisconsin State Bar May 1993.

**Honors:** Articles Editor, International Law Journal; Recipient of the Ruth B. Doyle Award for outstanding contribution to the law school community.

**Activities:** International Law Society (president), Community Law Office

**Justus-von-Liebig-Universität**, Giessen, Germany

*Dr. jur.* (equivalent to Ph.D.), **cum laude**, June 1992; Topic of dissertation: "German and American Legal Malpractice Standards, a Comparative Study."

**German law degree** (Erstes Staatsexamen, equivalent to J.D.), **top 10%**, November 1989: Major in general business, corporate and international business law

## SPECIALIZED SKILLS

**German & English** (native); **French** (advanced, 8 years high school); **Russian** (basic, 5 years high school)

## OTHER

**Director & Co-President**, Chicago International Trade Commissioners Association (CITCA), (2017-Present)

**Director**, Board of Directors, State of Illinois Chamber of Commerce, (2013-Present)

**Director**, Board of Directors, German American Chamber of Commerce of the Midwest – Chicago (2000 to present)

**Director**, Board of Directors, International Trade Club of Chicago (ITCC), (Jan. 2020-Present)

## Experienced Economic Development Director & Business Owner

Successful Economic Development Director and Project Manager with established track record of leading, driving, and managing multiple projects, risks, and teams, delivering development projects and redevelopment efforts on time and on budget. Over 27 years of experience in community and downtown development & workforce housing issues. Collaborate with local and state governments, shape rural and urban planning and design, and influence historic and cultural heritage preservation.

### Specialty Areas

- ◆ Planning & Executing
- ◆ Managing Multiple Projects
- ◆ Identifying Issues & Resolutions
- ◆ Client-first Approach
- ◆ Building Strategic Partnerships
- ◆ Listening & Collaborating
- ◆ Gathering & Analyzing data
- ◆ Monitor Financial Risk
- ◆ Developing Contingency Plans

### Experience

#### Camden County Joint Development Authority, Kingsland, GA Project Manager

2014 – Present

Manage diverse, complex projects, requiring extensive coordination with local and state governments and departments. Conduct research and provide analysis on matters of economic health, property development, real estate trends, ad valorem and sales taxes, and historic preservation planning. Identify and administer grant opportunities and projects. Serve as point of contact for project, company representatives, agencies, local departments, engineers, and other team members. Work as project lead, managing schedule, tracking progress, isolating, and responding to issues; overseeing regulatory, compliance, and deliverables required to complete economic development initiatives including business retention and expansion, business relocation, and workforce development. Work with local, regional, and state officials to promote local and regional workforces, commercial, and industrial sites in Camden County. Member of Georgia Economic Developers Association. Member of Council of Development Finance Agencies.

#### Accomplishments:

- Secured \$300K in federal funding for community projects.
- Generated \$50K in new revenue for the Camden County Industrial Park and Joint Development Authority.
- Member of Georgia Economic Developers Association. Member of Council of Development Finance Agencies.

#### City of Kingsland, Kingsland, GA Economic Development Director

2006 – 2014

Provided leadership, strategic vision, and long-range planning to the community. Advised city manager and council on community economic development issues. Created and presented to local civic and business groups on proposed downtown development, affordable housing, economic development, redevelopment, community, and business improvement areas. Promoted economic growth and sustainability for the city. Supported and encouraged existing business and worked to attract new business to the city/county. Worked in partnership to lead business development; implemented economic development programs as outlined in City of Kingsland Economic Development Plan. Assisted in the development of City policies that affect the local economy; implementing and monitoring programs that encourage economic development in the City.

#### Accomplishments:

- Led city efforts to attract and develop an advanced manufacturer creating over \$3.7M in growth to local tax base and 35 new industrial jobs.
- Secured and administered state and federal grants of over \$1.37M for community projects including rehabilitation, marketing projects, program development, neighborhood revitalization and county-wide planning projects.
- Developed applications to secure a Quality Growth Resource Team for Camden County and acceptance of cities of Woodbine, St. Mary's, and Kingsland into the Georgia Initiative for Community Housing and the Signature Community Program.

**Bryan-Lang Historical Archives, Woodbine, GA**  
**Director/Archivist**

1999 – 2006

Directed day-to-day archive operations. Supervised staff, managed preservation and inventory, provided research assistance, development of public education programs, grant writing, and development and coordination of grant projects. Assembled and processed historical documents within archives and collaborated with staff and external stakeholders to develop functional archives for broad use and reference. Worked closely with state agencies, local governments, local libraries, genealogical and historical societies and school groups to promote the preservation of local and state history. Developed a successful heritage education program and trained K-12 teachers from local school system. Maintained collections and archives' database. Planned, developed, and implemented procedures for preserving and providing access to the archival electronic records management processes, guidelines, and procedures in state agencies and local governments and access issues.

Accomplishments:

- Secured \$50K in grant funds to upgrade technology, preservation methods, and community outreach efforts. Increased archives facility use by 50%.
- Initiated and led a book sale fundraiser generating \$2K to grow the archives collection.
- Served as Committee Member of Woodbine Master Plan Steering Committee.

**F. Larry Evans Architect, PC, Brunswick, GA**  
**Preservation Assistant**

1992 – 1999

Conducted historic rehabilitation assessments including research, site inspections, building measurements, photography, and cataloging data. Completed historic tax credit applications and drafted historic rehabilitation projects for evaluation under state and federal criteria for historical significance. Prepared historic property inventory forms including statements of significance and architectural descriptions. Collaborated with municipal, state, and federal agencies as well as developers, builders, and investors.

Accomplishments:

- Prepared and submitted documentation required for state and federal historic rehab tax credit and property tax abatements project generating \$175K in value for historic property owners.
- Completed additional project that generated \$200K in value for the property owner.
- Served as Past Chair and Glynn County Representative for Historic Preservation Advisory Council, Coastal Georgia Regional Development Center.

## Additional Experience

**Harper Davis, LLC, Kingsland, GA**  
**President & Founder**

2018 - Present

**The Brunswick Company, Brunswick, GA**  
**Preservation Consultant & President**

1993 - 2006

Compiled numerous historical tax credit applications and National Register nominations, including research, photographic documentation, preparation of floor plan drawings and consultation.

## Licenses & Certifications

- Currently working towards Certified Economic Developer Certification, IEDC- International Economic Development Council. Completed Coursework
- Economic Development Finance Professional, National Development Council
- Professional Community Economic Developer, Community Development Council
- Development Finance Certified Professional, Council of Development Finance Agencies

## Education

**Savannah College of Art and Design, Bachelor of Fine Arts in Historic Preservation Design**

**John H. Hatfield, Jr.**  
Regional Director  
TN Department of Economic and Community Development

### **Summary/Skills/Objective**

- Experienced Sales, Business and Economic Development Professional with almost 20 years of local, regional and state economic development involvement, including graduate of Economic Development Institute
- Interested in moving to an area I've always enjoyed and admired and provide leadership to create new jobs and investment to the community

### **Work Experience**

#### **Regional Director (2017 to Present) TNECD**

- Promoted to Regional Director of 13 county region of Southern Middle TN. Serve as Department contact to all communities in the region. Promote all aspects of economic development including new business and retention/expansion, rural development, downtown revitalization and site development. Work closely with local chambers, ED offices, IDBs and elected officials. Present and process grant programs to incentivize new and expanding industry. Work many automotive projects but have experience in many other sectors as well.

#### **Business Development Consultant (2016 to 2017) TNECD**

- Served the 13 county area of Northern Middle TN, including the Nashville MSA.

#### **Commercial Real Estate (2012 to 2016) Parker Real Estate - Decatur, AL**

#### **Business Development (2007 to 2009) Regions Interstate Billing Service, Decatur, AL**

- Sales and service for account receivable financing division of Regions Bank. Managed a 10 state territory, spending most time in TX, LA and MS.

#### **Director of Economic Development (2006 to 2007) City of Lewisburg, TN**

- Employed by city but worked entire county. Solely responsible for new and expanding industry initiative. Extremely involved in new industrial park construction and development.

**President/CEO** (2001 to 2004) Morgan County AL Economic Development Assoc.

**Vice President** (1996 to 2000)

**Director** (2001 to 2004) Morgan Co. Port Authority

- Responsible for industrial recruitment for countywide organization as well as managing an existing industry program with over 250 manufacturers. Ranked top three in state each year in new jobs and/or investment. Also acted as Director of Port Authority, managing two local dock facilities.

**Research Specialist** (1993 - 1996) Gadsden Etowah Co. IDA

### **Volunteer Experience and Leadership**

- Past involvement in local, regional and state based boards and initiatives, as well as civic organizations, and long-time youth baseball coach.

### **Education**

**Continuing Education in Economic Development** (1996)

Economic Development Institute, University of Oklahoma

**Bachelor of Science in Marketing** (1992) University of Alabama

**Graduated** (1988) Gadsden High School, Gadsden, AL

### **Personal**

Married with three sons. Youngest will begin college this Fall. Enjoy family time, gardening and occasionally golf.

**VERDELL L. HAWKINS, MPA**

**Education**

**Doctor of Philosophy in International Development (12/2023)**  
University of Southern Mississippi

**Master of Public Administration with Specialization in Planning and Economic Development (05/02)**  
Andrew Young School of Policy Studies  
Georgia State University

**Bachelor of Arts in Political Science with a Minor in Business Management (05/00)**  
University of Southern Mississippi

**Professional**

**Gulf Power Company (03/18 – Present)**  
**Economic Development Manager**

- Managed company efforts to attract new companies, jobs, and additional tax revenue to Northwest Florida
- Coordinated business retention and expansion efforts within the region
- Marketed Northwest Florida to international site location consultants, real estate developers, and other interested parties
- Collaborated with state, regional, and local economic development partners for the betterment of the State of Florida
- Coordinated engagement with minority and grassroots stakeholders
- Oversaw economic development budget dollars of over \$1 million annually
- Established and tracked annual goals and benchmarking efforts for the company
- Coordinated activities of several internal departments to achieve company objectives

**Community Affairs Manager/ Executive Director – Gulf Power Foundation (04/15 – 02/18)**

- Oversaw over \$1 million in foundation and company charitable contributions annually
- Coordinated company community engagement initiatives with government officials, the media, and general public throughout Northwest Florida
- Coordinated engagement with minority and grassroots stakeholders
- Coordinated company volunteer and disaster response efforts
- Coordinated customer and retiree engagement efforts
- Served as one of company’s primary public liaisons
- Provided internal coaching on employment practices and performance management

**Experience**

**Mississippi Power Company**  
**District Manager –Meridian Division**  
(06/13 – 03/15)

- Oversaw external relations and customer service on behalf of Mississippi Power throughout the Meridian division



- Responsible for maintaining relationships with elected officials, business leaders, community leadership, and the general public
- Coordinated community service initiatives and charitable giving in the division – president of the division’s community service organization
- Helped establish, organize, and operate a local community foundation (Served as board member and MPC liaison)
- Division contact for minority and grassroots organizations
- Provided presentations and updates on company activities
- Managed customer service/accounting offices

**Community Affairs Manager – Kemper Energy Facility**  
(05/11 – 06/13)

- Primary liaison to the public for this groundbreaking project
- Primary liaison with elected officials and community leaders
- Oversaw charitable giving and company contributions
- Helped establish a local community foundation through which grants were provided
- Provided community presentations and tours to hundreds of national and international guests
- Served as company spokesperson
- Crisis management liaison

**Company Spokesperson/Media Relations Coordinator**  
(04/10 – 05/11)

Liaison to external media

- Media spokesperson on a range of company issues

Liaison to employee population of 1,300 and region of over 125,000

- Involved coordination with various internal departments including:

Human Resource Trainer/Facilitator (2006-2015)

- Facilitated Company training on *7 Habits of Highly Effective People*

**Economic Development Representative I, II, III** (05-10)

Business Development Representative/Recruiter

- Promoted advantages of Mississippi Power territory to executives in the United States, Canada, and Europe
- Developed relationships with site location consultants
- Promoted Southeast Mississippi to state project managers

Project Manager

- Provided electric rate estimates and other utility data to prospective companies
- Coordinated company site visits and meetings with local officials
- Coordinated all aspects of project including incentives package, workforce needs, land acquisition, etc.

Community Development Representative

- Assisted existing industry with business retention efforts
- Provided economic development support to county and city governments

- Provided facilitation and administrative support for commissions, conventions, and major events

**Georgia Department of Transportation**

**Senior Urban Planner/ Urban Planner II (09/02- 05/05)**

Principal Planner for Atlanta 20 County Area

- Performed improvement studies on roads, bridges & interchanges
- Assisted county and city officials with plan development
- Coordinated/facilitated public meetings
- Prepared letters and responses on behalf of DOT Commissioner

Project Manager

- Managed operational study along I-75/85 in downtown Atlanta
- Managed review of major interstates/roadways in metro Atlanta
- Oversaw contract development, scope, schedule, budgets, invoice payments, and other aspects of projects
- Facilitated interagency coordination with City of Atlanta, local businesses, Federal Highway Administration, etc.

**Community Involvement**

- President – American Association of Blacks in Energy, Gulf Coast Chapter
- Board Vice Chair – Florida’s Great Northwest Economic Development Organization
- Northwest Florida Director/Board Member – Florida Economic Development Council
- Board Member – Pensacola Downtown Rotary
- Board Member – University of Southern Mississippi Alumni Foundation

**Notable Honors**

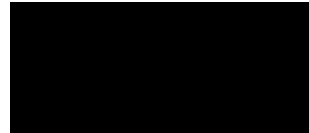
- Leadership Pensacola Class of 2017
- Distinguished Service Award 2014
- John C. Stennis Award of Merit 2012
- Leadership Lauderdale Class of 2011-2012
- Leadership Gulf Coast Class of 2010-11
- Mississippi Power Leadership Class of 2007-08
- Outstanding Georgia DOT Employee 2003-04
- USM Hall of Fame Inductee 2000
- Student Body President - University of Southern Mississippi 1999-00
- Mr. USM 1999-00

**References**

Tommy Murphy  
 Vice President of Customer Service & Operations  
 Mississippi Power Company  
 (228)324-5140  
[tmurphy@southernco.com](mailto:tmurphy@southernco.com)

Arnie Williams  
Area Manager  
Mississippi Power Company  
(228)861-5153  
[atwillia@southernco.com](mailto:atwillia@southernco.com)

Eddie Kelly  
Chief Administrative Officer  
City of Meridian, MS  
(601)678-7707  
[eddierkelly@yahoo.com](mailto:eddierkelly@yahoo.com)



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**SUMMARY OF QUALIFICATIONS:**

- Certified Community and Economic Developer
- Proven Adaptability
- Tremendous Social Equity
- Skillful Communication with local, regional, state, national and global contacts
- 15 years of Economic and Community Development experience with 7 years as CEO
- Extensive Public Speaking to countless community and civic groups, councils and media utilizing ED data to 300+ audiences
- Excellent focus on collaboration and innovation, business expansion and retention
- Superior ability to negotiate, resolve conflict and lead a diverse team
- Comprehensive training and experience in Disaster Preparedness, Response and Recovery, Damage Assessment and Resource Management

**PROFESSIONAL WORK EXPERIENCE:**

July 2014- Cameron Parish Port, Harbor & Terminal District/Cameron Parish Police Jury

Present CEO/Director of Economic Development responsibilities include:

- Award winning performance recognized by the United States Coast Guard and Regional Economic Development Organization during tenure
- Managing the operations of the Cameron Parish Port, Harbor & Terminal District, home to more than \$50 billion in capital expenditure and more than \$40 billion announced projects under my leadership
- Fostering an environment where business locate, thrive, expand and are retained
- Implementing Planning, Advanced Planning and Land Use measures
- Scoping and Marketing Cameron Parish's profile and target sectors such as Oil and Gas, Liquefied Natural Gas and Bunkering, Eco Tourism, Commercial Fisheries and Cultural Advocacy
- Developing and maintaining an accurate site inventory

2012-2014 Entergy Louisiana, Lafayette and Lake Charles,  
Account Executive Southwest Region duties include:

- Established a positive, lasting image and attitude amongst business, political, and community leaders to collectively contribute the required investments to attract prospects to Acadiana and the Imperial Calcasieu regions
- Successfully recruited companies to locate their operations in Entergy service territory covering 14 parishes across Southwestern Louisiana as part of a Fortune 500 team
- Developed and maintained strong working relationships with local and state officials and Economic Development professionals in the southwestern region of our state
- Provided incentive information to prospects and expanding businesses
- Encouraged land owners and businesses to list their properties on the Louisiana Site Selection website, participated in the Fast Site program, and marketed their sites a national level

2008-2012 Calcasieu Parish Police Jury, Division of Planning and Development, Lake Charles, Louisiana  
Senior Grants Planner duties include:

- Created and maintained trusting relationships with a network of federal, state, and local contacts
- Engaged with Community Development Block Grant-Disaster Recovery programs and all elements of planning, program development, administration and implementation for Katrina/Rita and Gustav/Ike, totaling more than \$35 million in grant funds
- Successful management of the disposition of all Louisiana Land Trust properties located in Calcasieu Parish securing more than \$900,000 in project income for the parish
- Grant oversight for the design, construction and operation of the Southwest Louisiana Entrepreneurial and Economic Development (SEED) Center as well as 23 other projects to benefit the citizens of Calcasieu Parish

## **Clair Hebert Marceaux, PCED**

- Served as an advocate on behalf of FEMA and Road Home applicants to assist them meeting their continued housing needs

2006-2008 Federal Emergency Management Agency (FEMA), Sulphur and Lake Charles, Louisiana  
During my tenure at FEMA I served in a number of capacities. Additional details available.

- Regional Field Operations Lead, managing 35 staff members overseeing 11,000+ temporary housing units in Acadiana and Imperial Calcasieu regions

### **FORMAL EDUCATION:**

Dec 1999 Bachelor of Liberal Arts, University of Louisiana at Lafayette  
Major: English, Minor: History/Humanities

2017 Enrolled in Port Management Master's Program, Lamar University, Texas

### **HONORS AND CERTIFICATIONS:**

- Certified Community and Economic Developer, Community Development Institute
- United States Coast Guard Meritorious Public Service Award
- Project Management Certification, Louisiana State University
- 2018 Achievement Award, Southwest Louisiana Economic Development Alliance
- ExxonMobil Power Play Vanguard Award nominee, 1 of 4 globally
- Homeland Security Certified Acquisition Professional Contract Officers Technical Representative, Federal Emergency Management Agency
- Lifetime member, Lambda Zeta Chapter, Sigma Tau Delta English Honor Society
- Leadership Southwest Alumna of the Year, 2015
- Rotary Club of Lake Charles Employee Excellence Award
- Proud Ragin Cajun Dean's List Member

### **TRAINING AND PROFESSIONAL DEVELOPMENT:**

- Louisiana Economic Development certified Economic Developer
- Over 50 Federal Emergency Management Agency courses to include Diversity & Inclusion and Customer Service
- Microsoft Office Suite

### **LEADERSHIP:**

- Louisiana Industrial Development Executives Association, Vice Chair, board member, executive committee and membership chair
- Leadership Southwest graduate
- Leadership Louisiana class of 2019
- Louisiana Energy Export Association
- Louisiana Promotion Association
- Southern Economic Development Council
- International Economic Development Council
- Southwest Louisiana Economic Development Foundation, with committee service to the Women's Business Network, Environmental Affairs, Young Professionals Organization, and Chamber Membership
- International Society of Female Professionals
- United States Coast Guard Area Maritime Security Committee
- Calcasieu Ship Channel Advisory Committee
- Port Association of Louisiana
- Coalition to Restore Coastal Louisiana
- Community Foundation of Southwest Louisiana
- United Way of Southwest Louisiana
- Arts & Humanities Counsel of Southwest Louisiana
- Literacy Council of Southwest Louisiana
- Southwest Louisiana's 13 Thriving Thirty-Somethings inaugural class

## Clair Hebert Marceaux, PCED

### Personal SWOT Analysis:

#### STRENGTHS:

- Adaptable
- Innovative
- Trusted leader
- Results driven

#### WEAKNESSES:

- Incomplete master's degree
- Monolingual

#### OPPORTUNITIES:

- Enroll in master's degree/MBA program at UL Lafayette
- Learn a second language
- Discover even more about Lafayette

#### THREATS:

- Younger applicants
- Internal candidates

### REFERENCES FROM PRIOR POSITIONS:

- Ryan Bourriaque, former Cameron Parish Police Jury Administrator-currently Louisiana District 47 State Representative and Vice President of Development, Venture Global LNG. [Rbourr1@alumni.lsu.edu](mailto:Rbourr1@alumni.lsu.edu). 337-802-0281
- Bryan Beam, Calcasieu Parish Police Jury Administrator. [bbeam@calcasieuparish.gov](mailto:bbeam@calcasieuparish.gov). [bbeam@cppj.net](mailto:bbeam@cppj.net). 337-794-1042
- Jennifer Wallace, Assistant Director, Calcasieu Parish Police Jury Department of Planning & Development. [jwallace@cppj.net](mailto:jwallace@cppj.net). 337-802-9570
- Ron Childress, State-Wide Product and Project Manager Supervisor and Supervisor, New Business Development, Entergy Louisiana, Retired. [Rchildr57@hotmail.com](mailto:Rchildr57@hotmail.com). 337-244-0279

# Larry Holt

Engaging, transformational, National Top 50 Economic Development executive with proven ability to translate and integrate the needs of governments, citizens, and businesses, attracting \$229 million in capital investment and creating 5,200 jobs in the last decade.

- **Results-driven, collaborative change agent** with proven ability to leverage best practices and improve key processes to deliver impactful economic development programs in multiple communities nationwide.
- **Strategic, tech savvy professional** with decades of experience in consultative sales and marketing, working closely with industry leaders in biotechnology, clean energy, and information technology.
- **Direct experience implementing leading-edge FDI approaches** created by The Brookings Institution.
- **Highly skilled manager** with outstanding ability to recruit, mentor and engage inclusive, peak-performing teams.
- **Influential, authentic communicator** who excels as a city or organizational ambassador, board liaison and public/private partnership leader.
- **Valued for leadership**, integrity, business acumen, accountability, and business ethics.

## EXPERIENCE

### CHIEF OPERATING OFFICER

#### COLUMBIA RIVER ECONOMIC DEVELOPMENT COUNCIL

1/2020 to Present

Recruited to lead organizational transformation, business development and private sector investor relations for the state of Washington's designated area development organization for Clark County, the fifth largest County in the state with 488,000 residents.

- As Chief Operating Officer and de facto CIO, provide administrative, technical, and financial leadership for an organization with an annual budget of \$1.2 million.
- Responsibility for cultivation of new private sector investment, drive investor engagement.
- Oversees the economic/workforce development team, and provides guidance for recruitment and business retention activities, as well as management of workforce programs.
- Directs Clark County's entrepreneurship initiatives and cluster-based approaches to business development.
- Critical policy responsibilities include oversight of the Land for Jobs program, a smart growth public policy initiative comprised of the commercial real estate/development community.

### VICE PRESIDENT, BUSINESS DEVELOPMENT

#### GREATER PORTLAND, INC.

2/2016 to 1/2020

Transformed programs for a complex, 2-state public-private regional partnership covering 7 counties with 2.5M residents.

- Instrumental in attracting \$128M in commercial investment, generating 2,800 new jobs.
- Recognized by Consultant Connect as a 2019 Top 50 Economic Developer.
- Led 25 sales missions to Seattle, New York, Chicago, Atlanta, Dallas, and San Francisco; international outreach efforts at the SelectUSA Conference in Washington D.C. as well as FDI missions to Munich and Toronto.



- Served as Staff Lead for the Board-level Commercial Real Estate Advisory committee.
- Recruited National site selection consultants for 3 familiarization tours and created agendas to validate market data and provide local color.

**ASSISTANT DIRECTOR, ECONOMIC DEVELOPMENT  
THE CITY OF CEDAR PARK, TEXAS**

6/2008 to 1/2016

Instrumental in driving economic growth in a growing suburb of Austin; led staff of 2 and department budget of \$900K.

- Closed 20 economic development projects totaling 857K sq. ft. of new office/industrial space. Attracted \$101 million in new investment, leading to the creation of 1,600 new jobs.
- Directly negotiated incentives to attract new businesses in aerospace, advanced manufacturing, I.T. and clean energy sectors.
- Led Cedar Park's investment and participation in the Opportunity Austin initiative, a \$20 million outreach campaign recognized as one of the most successful economic development programs in the U.S.
- Co-founded the Williamson County Economic Development Partnership to showcase unique assets and provide economic development staffing for the County and its unincorporated areas.
- Provided oversight for 2 high-profile, city-appointed economic development boards with a total of 12 board members.

**DIRECTOR OF RESEARCH & BUSINESS RETENTION  
BIRMINGHAM REGIONAL CHAMBER OF COMMERCE**

2/1999 to 6/2008

Directed authoritative, competitive demographic and economic research initiatives to attract and retain members. Managed 2 direct reports.

- Led 2 committees of 16 investors: Existing Business Team and Council of Economic Advisors.
- Developed cluster segmentation to prioritize outreach to prospective leaders by industry.
- Created a first-of-its-kind competitive analysis comparing Birmingham's economic and lifestyle advantages with 8 nearby southeastern cities.
- Identified the economic and demographic strengths of the region to attract business investment, performing cluster analysis to identify target companies for retention.
- Generated economic impact reports on significant Birmingham tourist events.

**EDUCATION**

<b>Bachelor of Arts, History &amp; Philosophy</b>	UNIVERSITY OF SOUTH ALABAMA
<b>Economic Development Institute</b>	UNIVERSITY OF OKLAHOMA
<b>Leadership Development Programs</b>	PROJECT CORPORATE LEADERSHIP LEANDER INDEPENDENT SCHOOL DISTRICT CITY OF CEDAR PARK

**SELECTED NONPROFIT BOARD SERVICE**

Portland Innovation Quadrant Advisory Board Member (Oregon)  
 Music Portland (Oregon)  
 Youth Progress (Oregon)  
 Leander Educational Excellence Foundation | Leander Independent School District (Texas)  
 Birmingham Catalyst (Alabama)



# SHEA HOPKINS

## Work Experience

### *Granbury Chamber of Commerce – VP of Economic Development*

10.1.19 - Present

- Prepare professional responses and proposals to project inquiries
- Promote all of the Hood County region to business prospects
- Lead our local economic development partners in effectively and efficiently responding to economic development opportunities
- Manage the execution of company and consultant market visits
- Develop and maintain a network of national location advisors and corporate real estate professionals

### *Fort Worth Chamber of Commerce - Business Recruitment*

6.1.18 – 10.1.19

- Prepare professional responses and proposals to project inquiries
- Collaborate with local economic development organizations and professionals to execute an efficient and effective lead distribution and the client response process
- Identify, create and present quality proposals to local and state governments, as well as the client and/or site selection consultants
- Manage the strategy for client follow-up and ongoing project related communications
- Support our local economic development partners in effectively and efficiently responding to economic development opportunities
- Manage the execution of company and consultant market visits
- Assist with the development and maintenance of a network of national location advisors and corporate real estate professionals

## Profile

Director with 10 years of experience in business, marketing and economic development. Adept manager skilled in successfully facilitating, recruiting, and cultivating business relationships. Proven leader with excellent record in managing, adherence to company standards and exceeding goals.

## Skills

- Workforce Development
- Board Relations
- Recruiting and Training
- Sales
- Business Retention and Expansion
- Operations
- Program Development
- Marketing
- Budgeting
- Excel, PowerPoint, Word,
- Social Media

- Support the business development efforts of the Fort Worth Chamber of Commerce
- Assist with the planning and execution of business development missions
- Support the effort to identify business growth

- opportunities within the Fort Worth area
- Represent the Fort Worth Chamber of Commerce on economic development boards, committees, and in other professional organizations as assigned
- Foster and build relationships with key partners, investors and stakeholders throughout the Fort Worth region
- Track all relationships, campaigns and project activity in the designated CRM

### *Abilene Industrial Foundation - Director of Talent Development*

10.1.16 – 10.1.18

- Lead and organize committees in order to identify gaps in education and needs of existing or potential employers
- Develop innovative strategies designed to address workforce needs for Abilene area employers
- Launch awareness campaigns in larger metropolitan markets to attract potential candidates to the Abilene market
- Develop and maintain an inventory of all education resources in the Abilene labor shed including secondary and post-secondary institutions
- Plan and implement strategies to maximize participation in select career pathways programs
- Provide support to resource partners including DCOA, Workforce Solutions, Cisco College, TSTC and other organizations
- Work with local employers to create and formalize internships, externships and apprenticeships
- Organize and host events to promote employer engagement designed to update stakeholders on the status of current issues and adjust programming needs
- Identify and develop potential funding resource to promote and sustain for workforce development initiatives
- Compose progress reports on activities on a regular basis
- Support local programs of affiliate organizations and partners

### *Pivot 3 - Supply Chain Program Manager*

06.01.15 – 06.15.16 (same Ex. Director as Casa Marco)

- Forecast needs for each business quarter

- Vendor management to lower monthly spending
- Fulfill tight company turnaround times on product shipment
- Managed inventory to lower on hand supply and operate under JIT method
- Additional vendor sourcing to increase competitive rates
- Create costing model for current accounts and product range
- Manage demo pool, engineering, and proof of concept equipment

### *Casa Marco – Procurement and Logistics Manager*

09.01.14 – 11.15.15 (same Ex. Director as Pivot 3)

- Forecast client needs for each business quarter
- Vendor management to lower monthly spending
- Fulfill tight company turnaround times on product shipment
- Managed inventory to lower on hand supply and operate under JIT method
- Lower all logistical costs on inbound and outbound shipments
- Additional vendor sourcing to increase competitive rates
- Create costing model for current accounts and product range

### *Method Solutions – Director of Marketing*

02.01.09 – 11.15.13

- Developed new product launch campaigns
- Brand development for company identity
- Maximize exposure to key demographics in the mobile industry
- Selected and edited content for online site

## **Education**

### **Texas Women's University**

*Bachelors of Science - 2007* **Courses**

- Basics of Economics – 2017
- Economic Development Sales Tax
- Open Meetings Act □ Public Information Act

## **References**

Kent Sharp

President of Sherman Economic Development Corporation  
kents@sedco.org 940-736-8599

Justin Jawarski  
Executive Director of Abilene Industrial Foundation  
justinj@abileneind.com 325.627.6054

Lauren Anderson Program Director  
CASA  
laurenanderson@bigcountrycasa.org  
972.832.7064

## Visionary Public Services Executive

Forward-thinking and resourceful leader with a guiding philosophy that reflects the value of encouraging innovation, ownership and responsible risk-taking to **IMPROVE THE OPERATIONAL AND FISCAL SOUNDNESS OF AN ORGANIZATION**. Tenacious trailblazer marked by proven success in crafting breakthrough win-win programs incorporating strategic planning, value-added economic development, staff development and mentoring, and community and inter-governmental relations to **ACHIEVE POSITIVE SOCIAL, ECONOMIC AND ENVIRONMENTAL OUTCOMES**.

### PIVOTAL SKILLS

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

## Experience, Key Contributions and Performance Milestones

### City Manager: Covington, Kentucky – 2017 to 2021

Managed a historic and rejuvenating Ohio River community in the heart of the Cincinnati metro area (**population: 41,500**), leading a team of **400 employees** plus **50 seasonal employees** with annual budget of **\$109 million** including a **\$57 million** General Fund, plus Storm Water and Street Utilities, Golf Course and various dedicated funds.

Full oversight of day-to-day operations of the City, including directing a dedicated management team from Police, Fire, Neighborhood Services, Public Works, Economic Development, IT, Human Resources, Finance, Communications, Data Analysis and Grants Management departments.

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

### **City Manager: Maple Valley, Washington – 2009 to 2016**

Managed a vibrant community in Seattle metro area (**population: 25,600**), leading a team of **45 FTEs plus 35 Seasonal employees** with an annual budget of **\$29M**, including Storm Water and Street Utilities, Golf Course and Lake management. Provide guidance and direction to City Council and City staff on issues relating to significant population growth and its pressures on the supporting infrastructure and local culture of the community.

Full oversight of day-to-day operations of the City, including service contracts for Police, Legal, Court, Jail, Animal Control and Engineering Services. Led key processes to update the City's emergency management plan, to assess the local golf course and to negotiate with King County to annex various strategic parcels of land into the City.

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

### **Public Management Consultant – 2008 to 2009**

Leveraged in-depth knowledge of government and public agencies to: **(i.)** Update the comprehensive plan and assist in recruiting /succession planning for the Village of Savoy, IL; **(ii.)** Served as Interim City Administrator for the City of Aledo, IL, collaborating with department heads and leading staff to **ensure efficient service delivery** during political transition.

### **Village Administrator: Rantoul, Illinois – 2004 to 2008**

Led a team-oriented organization (**85 FTEs plus 50 Seasonal employees**) in an engaged, full-service community (**population: 13,000**), with annual budget of **\$50M**, including Water, Sewer, Gas, Electric Utilities and GAO Airport. Successfully partnered with the Mayor, state legislators and community citizens to navigate significant redevelopment challenges associated with closure of the former Chanute Air Force Base. Established Chanute-Rantoul National Aviation Center Redevelopment Commission, and served as the Commission's Executive Director and LRA Director.

- **ORCHESTRATED REDEVELOPMENT OF AIR FORCE BASE:** Drove transformation of a long-closed Air Force base, including an airport, to **revitalize the community's local economy.** Led negotiations with the US Air Force on the ownership transfer and environmental mitigation planning, as well as aggressive debate with the EPA, FAA and other agencies to facilitate federal and state funding for capital improvements. **Designated the first 150 acres for a "shovel-ready" industrial park to serve as a nexus for an intermodal transportation center;** setting the stage for ultimate conversion of the base into an economic driver linking light manufacturing facilities and transportation.
- **ATTRACTED INVESTMENT AND BUSINESS OPPORTUNITIES:** Championed a comprehensive Economic Development Strategy to support a clear message that Rantoul is "open for business": **(i.)** worked with Public Works staff to improve infrastructure services through the **issuance of \$11.5M in revenue bonds;** **(ii.)** Led the installation of "dark"



fiber optics network throughout the community and utilized a VoIP telecommunication framework within City Hall; (iii.) Engaged Developers, Industrial Real Estate Brokers and the University of Illinois in building private-public partnerships to **bolster quality development and increased levels of investment.**

### **Town Manager: Westfield, Indiana – 2000 to 2003**

Highly visible Chief Administrator role for Indiana’s 3<sup>rd</sup> fastest growing full-service community (population: **12,500**) and with a Utility Service area population of **21,000**) with **100FTEs** and **\$13.5M** annual budget, including Water / Sewer Utilities. Focused on mending an ideology clash between City Leaders and the Community arising from Council’s philosophy that proposed development and growth would threaten the “Small-Town” ambience. Role required advanced leadership skills in complex public and intergovernmental issues, operational decision-making, and community planning.

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

### **Village Administrator: Coal City, Illinois – 1997 to 2000**

Demonstrated success in serving as the first local government professional manager for the community. Oversaw a **4,500 population** community with **30 FTEs** and annual **operating budget of \$7M**, including Water / Wastewater Utilities. Led immediate goal of implementing the *first* comprehensive plan involving long-range operating budgeting and capital improvement program, asset replacement system, enhanced purchasing processes and long-range land-use plans.

- **PAVED THE PATH TO SUPPORT THE CITY’S RESPONSIBLE AND SUSTAINABLE GROWTH:** Identified and implemented critical agreements to **provide increased efficiency and service** to residents: (i.) Partnered with Village Board, the Village Engineer and Illinois EPA to fund a **\$5M** sewer treatment facility and **\$2M** upgrade program to the water delivery system; (ii.) Updated the Village’s subdivision regulations, initiating comprehensive land use planning to **progress strategic initiatives and provide proactive solutions for the future.**

## **Early Career**

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

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

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

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

## **Education**

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**Master of Public Affairs (MPA):** INDIANA UNIVERSITY, SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS (SPEA)

**Concentration in Urban and Regional Planning**

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

**Bachelor of Arts in American Studies:** UNIVERSITY OF NOTRE DAME

**Concentrations in Communications and Economics**

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

## Teaching

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**Adjunct Faculty Member:** INDIANA UNIVERSITY-PURDUE UNIVERSITY AT INDIANAPOLIS,  
SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS (SPEA)  
*Taught two undergraduate management courses (August 1988 to December 1991)*

## Honors and Awards

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Designated as a **Sagamore of the Wabash** by Governor Evan Bayh (D)  
Designated as a **Sagamore of the Wabash** by Governor Robert Orr (R)  
2013 **WCMA Award** for Skills in Intergovernmental Cooperation  
Received the 1989-90 **SPEA Undergraduate Teaching Excellence Award** for Adjunct Faculty

## Professional Associations

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International City/County Management Association (ICMA)  
*ICMA Credentialed Manager Designation since 2006*  
Kentucky City/County Management Association (KCCMA)  
International Economic Development Council (IEDC)  
International Council of Shopping Centers (ICSC)  
National Association of Industrial and Office Parks (NAIOP)  
National League of Cities (NLC)  
Kentucky League of Cities (KLC)

## Personal

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Married to my wife Carole for over 26 years. We are trying to learn Spanish and occasionally take dance lessons to spare my wife's feet. Active in my parish and with other community groups. Hobbies include: cooking, map reading, hiking, reading historical nonfiction, listening to big band jazz and following minor league baseball. Additionally, I have volunteered as a merit badge counselor for Boy Scouts.

# Melody Lockwood, CECD

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## Summary

21 years' experience in organizational management for state, local, public and private agencies, 19 of which in economic development. Extensive network of relationships with business and governmental leaders, site consultants, and economic development professionals locally, regionally, nationally, and internationally. A successful relationship-builder with exceptional problem-solving and conflict resolution skills.

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## Career

### **STATE OF LOUISIANA-DEPARTMENT OF ECONOMIC DEVELOPMENT, BATON ROUGE, LA**

#### ***Executive Director, Business Expansion & Retention Group, March 2017 - Present***

Serve on the Executive Management team over the Business Expansion & Retention Group within the Office of Business Development. Responsibilities include managing a staff comprised of one administrative and five professional employees; strategic planning and performance reporting for the state's existing industry program; contract monitoring; and local and corporate headquarter visitations.

- Business Retention
- Executive Management
- Strategic Planning/Performance Reporting
- Site location and corporate headquarter visitation

### **HAMMOND AREA ECONOMIC & INDUSTRIAL DEVELOPMENT DISTRICT (HAEIDD)**

#### **HAMMOND INDUSTRIAL DEVELOPMENT BOARD (HIDB)**

#### **HAMMOND DOWNTOWN DEVELOPMENT DISTRICT (DDD), Hammond, LA**

#### ***Executive Director, October, 2015 – March 2017***

Director of economic development for the City of Hammond, managing the daily operations of three Boards: HAEIDD, HIDB, and DDD; prospect development, business recruitment/attraction; business retention; managed revolving loan fund; Louisiana Main Street Program and Louisiana Cultural District; workforce development; working to improve the public school system; maintaining sites database.

- Strategic Planning
- Business Promotion
- Business recruitment/retention
- Revolving Loan Fund
- State and Federal Program management

### **COMMITTEE OF 100 FOR ECONOMIC DEVELOPMENT, INC., Baton Rouge, LA**

#### ***Chief Operating Officer, January, 2010 – January, 2016***

Manage daily operations of private, nonprofit economic development organization and state's business roundtable; business development missions; international trade missions; B2B matchmaking; recruiting; state and federal grant management; engaging with entities affecting public policy; forming partnerships with state, regional, and local EDOs to support and enhance their efforts.

- Sell Louisiana and our story to business, media, government and opinion leaders
- Develop and maintain relationships with key stakeholders and partners
- Member recruitment and fundraising
- Effect policy change for improving business climate

### **LIVINGSTON ECONOMIC DEVELOPMENT COUNCIL, INC., Livingston, LA**

#### ***Vice-President, April, 2008 – January, 2010***

Conducted "Livingston Tomorrow" capital campaign, managed daily operations of the organization; strategic planning and goal-setting; secured state and parish grants; contract monitoring; prepared site evaluations and field packages; marketing; recruiting and locating businesses; business retention and expansion; workforce development.

- Strategic planning and goal-setting
- Business Recruitment
- Established Business Retention and Expansion program
- Implemented GIS program for site location assistance
- Established the parish's first workforce development task force
- Representation at local and regional chambers, business associations, and professional organizations

## STATE OF LOUISIANA-DEPARTMENT OF ECONOMIC DEVELOPMENT, BATON ROUGE, LA

### *Executive Management Officer 2, 2002 – 2006*

Served in the position of Deputy Undersecretary; conducted special projects having department-wide impact; directed the day-to-day activities of the Office of Management and Finance; identified and resolved areas of conflict; prepared complex, technical reports pertaining to business process reengineering, financial status, budgetary recommendations, and legislative impact; served as project director in the development and creation of information systems; developed and implemented disaster recovery plans.

- Developed and/or directed the development of current and long-range programs, plans and policies
- Internal Quality Auditor for ISO 9000 quality management system
- Coordinated statewide disaster recovery efforts for the department after Hurricanes Katrina and Rita

## STATE OF LOUISIANA-BOARD OF COSMETOLOGY, BATON ROUGE, LA

### *Executive Director, 2000 –2002*

Agency Head and Appointing Authority: responsible for day-to-day operations of state agency including preparation of annual Budget Requests; establishing and implementing five-year Strategic Plan; tracking of Revenue and Production levels of agency and field employees; provided agency representation at necessary Legislative Committee meetings; re-wrote Louisiana Cosmetology Practice Act in 2001 Legislative Session; re-wrote Louisiana Administrative code, Rules and Regulations for Cosmetologists.

- Directed State agency with staff of 25 and budget of \$1.4 million
- Legislative representation
- Strategic planning / performance monitoring and evaluation

## BUSINESS ADMINISTRATION, VARIOUS COMPANIES IN BATON ROUGE, LA

### *Administrative / Healthcare Positions, 1985 –2000*

Companies included **Air & Process Systems, SunAlliance Healthcare, Quality Care & Rehab, Parkland Hospital, O.P.T.I.O.N. Care, General Health, Inc.** Duties included all aspects of accounting, quality assurance, and business administration in progressively responsible positions leading into management.

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### Education

<b>ADVANCED ECONOMIC DEVELOPMENT LEADERSHIP PROGRAM</b> (UNIVERSITY OF ALABAMA/CLEMSON UNIVERSITY/TEXAS CHRISTIAN UNIVERSITY/UNIVERSITY OF SOUTHERN MISSISSIPPI) Certificate Program, Graduated August, 2018	2017 - 2018
<b>LIBERTY UNIVERSITY</b> Bachelor of Science in Business Management <i>Graduated Summa Cum Laude</i>	2010 - 2012 GPA: 4.0
<b>UNIVERSITY OF OKLAHOMA - ECONOMIC DEVELOPMENT INSTITUTE</b> Graduated March, 2011	2008 – 2011
<b>LOUISIANA STATE UNIVERSITY, BATON ROUGE, LA</b> Majors: Psychology and Criminology	1992 – 1997 GPA: 3.6

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### Professional Certifications

<b>Certified Economic Developer (CEcD)</b> International Economic Development Council (IEDC)	2014
<b>Economic Development Master Practitioner (EDMP)</b> Advanced Economic Development Leadership Program	2018

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### References

<b>Michael Olivier</b> CEO, Committee of 100 (228) 265-0505 <a href="mailto:mjo@c100la.org">mjo@c100la.org</a>	<b>Gray Stream</b> President, Stream Companies (337) 433-1055 <a href="mailto:gstream@streamcompany.com">gstream@streamcompany.com</a>	<b>Sonia Perez</b> President, AT&T Louisiana (504) 528-7000 <a href="mailto:sonia.perez@att.com">sonia.perez@att.com</a>	<b>Tom Clark</b> Partner, Breazeale Sachse Wilson (225) 802-4227 <a href="mailto:tom.clark@bswllp.com">tom.clark@bswllp.com</a>
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# MANDI D. MITCHELL, CECD

JULY 14, 2021

**BOARD OF COMMISSIONERS  
LAFAYETTE ECONOMIC DEVELOPMENT AUTHORITY  
211 EAST DEVALCOURT  
LAFAYETTE, LA 70506**

Dear Chairman Guidroz and Members of the LEDA Board of Commissioners:

I am pleased to submit my resume to you for the position of LEDA President and Chief Executive Officer. With a strong track record in economic development, governmental affairs, community relations, and community service, I am confident that I'm the ideal candidate for this position. I am an IEDC Certified Economic Developer trained through the Oklahoma University Economic Development Institute and I've worked alongside the best, most seasoned economic development executives in Louisiana and the U.S. Our State has achieved record levels of notable economic development wins and rankings, and I've played an integral role in that success as part of the LED executive team for nine years. I am seeking to leverage my knowledge and experiences and translate those into continued growth and stability for Lafayette Parish.

My greatest strengths match those most essential to the continued success of LEDA:

- Strong knowledge and experience in the “bread and butter” facets of economic development: business retention & expansion, business recruitment, workforce development, and small business & entrepreneurial services;
- Big picture thinker while also being a results-driven problem solver, strategic thinker and optimizer;
- Proven ability to work with elected and appointed government officials, able to navigate through government processes at all levels;
- Team player with existing, positive relationships with key local and state partners in government, higher education & workforce development, business & industry, and transportation, planning & development;
- Strong bond with the Lafayette community and in-depth knowledge of the community's many unique strengths making it an easy endeavor for me to lead on promoting the Parish.

I have a vested interest in the economic growth and overall health of the Lafayette Parish community. I am a Lafayette native with family roots from nearby Acadia Parish (Duplechain and Chachere) and I have a daughter who I'd like to see decide two decades from now that her future is here at home.

Please see my resume for greater detail on my experience, education, certifications, and community and civic engagements.

Sincerely,

*Mandi Danielle Mitchell*

# MANDI D. MITCHELL, CECD

## EXECUTIVE LEADER

Collaboration | Economic & Business Development | Government Relations

A dynamic economic development leader driven by proficiency in business retention, expansion, and recruitment, small business and entrepreneurial services, strategic planning, negotiation, collaboration, and effective communication. Experienced Certified Economic Developer with a Master of Business Administration and over 17 years of governmental affairs expertise at the state and local level including lobbying the Louisiana State Legislature and engaging parish and municipal governments.

### *Strengths Include:*

Relationship Builder | Strategist | Certified Economic Developer | Civic Engagement | Public Relations |  
Effective Communicator | Team Leader | Governmental Affairs | Results-Driven Problem Solver | Public Policy

## KEY ACCOMPLISHMENTS

- Earned the designation of Certified Economic Developer (CECD) through the International Economic Development Council.
- Served as project manager for the Amazon Fulfillment Center in Carencro (500 FT jobs/\$100MM CapEx) and serving as state resources lead liaison for Amazon projects in Baton Rouge (Cortana Mall redevelopment), Slidell, and Shreveport, Louisiana.
- At the request of the governor's office, served as lead on the creation of the Louisiana Small Business & Entrepreneurship Council, which included drafting the enabling legislation, managing the legislative process to successful passage, identifying and recruiting a diverse group of small business owners statewide, leading policy discussions of the group and development of the annual LSBEC Report to the Legislature.
- Served as lead project manager for the creation of Governor Edwards' 2019 signature program – the Veterans First Business Initiative – from managing the legislation through successful final passage to program implementation.
- LED Secretary's Designee to the Louisiana Economic Development Corporation (LEDC) - a state board with oversight of the LED Small Business Loan Guaranty Program and the Economic Development Award Program, which respectively provide much-needed access to capital for small business ventures and infrastructure funding support for worthy economic development projects.
- Achieved extensive policy reforms of LED's highest volume incentive programs based upon best practices from the Pew Research Center and other relevant policy organizations: Quality Jobs Tax Rebate, Enterprise Zones Tax Credit, Research & Development Tax Credit, and the Motion Picture Tax Credit.
- Louisiana Opportunity Zones subject matter expert; oversaw the State's selection process, including extensive outreach and interaction with local officials, which led to the successful submission of 150 census tracts for the program.
- Member and co-chair of the Workforce & Economic Development Committee of the Louisiana Historically Black Colleges and Universities (HBCU) Advisory Council, an entity created by the Legislature to engage the State's HBCUs as strategic development partners.

## PROFESSIONAL EXPERIENCE

### **Louisiana Economic Development (LED), Baton Rouge, LA**

#### *Assistant Secretary*

Jul 2015 – Present

- Leading the department's local, state, and federal governmental affairs activities.
- Serving as the department's leader of external affairs, lead strategist for issues management, and lead liaison and point-of-contact to the governor's office, other state agencies, local and federal governmental and quasi-governmental agencies, and external business and trade associations.
- Leader of a team of 14 senior directors, managers, and support staff including the following LED teams: State Economic Competitiveness, Small Business Services, and Community Competitiveness.
- Providing intergovernmental, political, and policy support for LED's Office of Business Development teams including the Business Expansion & Retention Group and the Business Development/Recruitment teams.
- Serving as LED Secretary's designee on the Louisiana Small Business & Entrepreneurship Council, the Louisiana Economic Development Corporation, the HBCU Advisory Council, and leading on policy support for the Louisiana Board of Commerce & Industry.

#### *Director of Governmental Affairs and Federal Programs*

Jan 2015 – Jul 2015

- Led the department's local, state, and federal governmental affairs activities.
- Served as LED's congressional and state legislative liaison.
- Served as LED's representative on transportation and port-related issues and as LED's liaison to the Ports Association of Louisiana (PAL) and provided oversight of the Port Investor and Import-Export Tax Credit Programs.
- Served as LED Secretary's designee on the Coastal Protection and Restoration Authority and the Louisiana Water Resources Commission.

*Director of Governmental Affairs*

Nov 2012 – Dec 2014

- Led local and state governmental affairs and served as LED's liaison to the Legislature and local elected officials.
- Managed and coordinated all activities associated with LED's legislative package.
- Monitored and coordinated appropriate responses to all policy issues related to economic development programs and incentives.
- Coordinated LED's annual Washington, D.C., economic development mission trip (Washington Mardi Gras).

**Mandi D. Mitchell, LLC, Lafayette, LA**

*Owner/Consultant*

Mar 2009 – Nov 2012

- Sampling of clients: the Greater Lafayette Chamber of Commerce, United Way of Acadiana, City of Carencro, the Alliance for Children and Families in Louisiana and subcontractor for Harris, DeVille & Associates and Southern Strategy Group (*see details below*).
- Managed business development services with a focus on helping businesses grow through strategic planning and relationship management.
- Offered governmental affairs and lobbying services through representation at the Louisiana State Legislature, parish and municipal governments, and other political subdivisions.
- Provided state government navigator services and federal non-profit 501c3 application process assistance.
- Provided community relations consulting on establishing and/or improving client's brand through strategic community outreach.

**Harris, DeVille & Associates, Statewide**

*Subcontractor on the Louisiana Oil & Natural Gas Book special project*

Jun 2012 – Oct 2012

- Planned, coordinated, and delivered a statewide educational and outreach program on the contributions of the oil and natural gas industries to the Louisiana economy for the benefit of elected parish and municipal officials.

*Subcontractor for the Louisiana REALTORS Real Estate Transfer Tax Campaign*

Jan 2011 – Nov 2011

- Served as Statewide Outreach Director on the campaign for successful passage of Constitutional Amendment No. 1 on the November 2011 ballot (prohibition on real estate transfer taxes) on behalf of the Louisiana REALTORS Association.
- Planned, coordinated, and conducted statewide education and outreach sessions on the amendment for realtors and the general public.
- Lobbied the Louisiana Legislature during the 2011 Legislative Session and helped secure unanimous passage of Act 425.
- Secured resolutions of support for Constitutional Amendment No. 1 from chambers of commerce statewide.

**Southern Strategy Group, Baton Rouge, LA**

*Subcontractor: 2010 and 2011 Louisiana Legislative Sessions*

2010 & 2011

- Advanced higher education issues: LA GRAD Act (Act 741), Regents' and management boards powers, duties, and functions clarification bill (Act 447), and a study resolution on improving the graduation rate calculation (HCR 165).
- Campaigned for the expansion of the Nurse Family Partnership-Louisiana Home Visiting Campaign program and assisted with planning and implementation of NFP Day at the Legislature.

**AT&T Louisiana (formerly BellSouth Telecommunications), Lafayette/Lake Charles, LA**

*Regional Manager, External Affairs covering 15 parishes*

Jul 2004 – Feb 2009

- Functioned as a territory CEO by leveraging company resources - accountable for public policy matters that impacted network operations, sales, directory distribution, and broadband and wireless communications services.
- Provided corporate support to economic development entities throughout the region via financial support, serving as a professional resource, and by participating with public and private sector entities to attract new businesses and promote expansion of existing industries.
- Conducted municipal franchise negotiations on telephone/television services, right-of-way, broadband, and wireless coverage resolutions.
- Interfaced with state representatives and senators as a registered lobbyist representing AT&T and its subsidiaries.
- Served as AT&T Foundation liaison for SWLA region, which included encouraging community participation in grants process, providing support to non-profit agencies on foundation grant criteria, and planning/coordinating press conferences to announce grant awards.
- Managed charitable contributions and sponsorships budget; provided corporate support to educational programs such as teacher mini-grants program for public elementary/secondary schools.
- Built and maintained fundamental relationships with universities and community/technical colleges.
- Represented AT&T throughout the community through memberships and leadership roles within key community organizations, e.g. Rotary Club, Chambers of Commerce, United Way.
- Performed continuous strategic development of a public relations program, which resulted in positive public opinion.

**BellSouth Telecommunications, Inc., New Orleans, LA**

*Switch Capacity Manager*

Jul 2000 – Jul 2004

- Analyzed forecasts of customer service demands and engineered network elements, and managed projects to ensure time, cost and quality constraints were on target.
- Established budgetary requirements and account allocations to support the addition of new services, features, and switching equipment; managed budgets ranging from \$2.5K to \$3.8M.
- Supported interdepartmental workflow to ensure smooth deployment of switch capacity and switching features.
- Facilitated *Navigating Our Changing Seas* Training Sessions for Management and Non-management Employees in LA, conveying the key messages of the paradigm shift taking place in the telecom industry.

- Coordinated NT to AD Server Migration of 200 PCs for Louisiana Capacity Management and Infrastructure Planning Departments.
- Served as the Local User Coordinator (in-house departmental PC support person).
- Created technical job aids for SCM workgroup and served as team Energy Champion (corporate environmental program).

**United States Army Corps of Engineers, New Orleans, LA**

*Electrical Engineering Co Op/Intern*

Jun 1998 – Jun 2000

- Reviewed project plans and specifications and performed cost estimation for equipment purchases.
- Conducted site visits to verify pumping station and lock conditions and collected data and information for written reports.

**CIVIC ENGAGEMENT**

- Ochsner Health System Board of Directors, Member 2020-present
- Louisiana HBCU Advisory Council, Member and Workforce/Economic Development Co-Chair, 2018 - present
- Lafayette Public Innovation Authority, Trustee, 2018-2020
- Louisiana Small Business & Entrepreneurship Council, LED Secretary's Designee, 2019 - present
- Louisiana Economic Development Corporation, LED Secretary's Designee, 2015 - present
- Lafayette General Health System, Board Member, 2012 - 2020
- Lafayette General Medical Center Members Corporation, Member, 2010 - 2016
- Greater Lafayette Chamber of Commerce, Appointed Board Member, 2010 - 2012; Education Division, Co-Chair, 2011; Public Policy Division, Member, 2009-2012
- the705 (Acadiana's young professionals' organization), Board Member and Civic Committee Chair, 2010 - 2011, Member, 2009 - 2018
- Performing Arts Society of Acadiana, Board Member, 2008 - 2010
- Chamber/SWLA Board Member, 2006 - 2009 and 2007/2008 Chair of Government Affairs Committee leading the chamber's contribution towards the Driving Louisiana Forward initiative, the Louisiana Ethics Coalition, and the Coalition to Insure Louisiana efforts
- United Way of Southwest Louisiana, Board Member, 2007 - 2009
- United Way of Southwest Louisiana Campaign Cabinet, Vice-Chair Major Commerce Division, 2007 - 2009
- SWLA Center for Health Services (FQHC), Board Member, 2006 - present; Chair of Strategic Planning Committee, 2016 - present; Vice Chair, 2019 - present
- SOWELA Technical Community College Foundation, Board Member, 2004 - 2006
- Delta Sigma Theta Sorority, Inc., Member, 1997 - present

**EDUCATION**

Oklahoma University, <b>Economic Development Institute</b>	2018
University of New Orleans, <i>New Orleans, LA</i>	2003
<b>Master of Business Administration</b> - GPA 4.0	
University of New Orleans, <i>New Orleans, LA</i>	2000
<b>Bachelor of Science, Electrical Engineering</b> - GPA 3.23	

**PROFESSIONAL AWARDS & RECOGNITION**

- 2017 Innovation Champion award recipient from the SBIR Coalition for efforts to revitalize the Research & Development Tax Credit
- 2016 recognition by the Louisiana Industrial Development Executives Association (LIDEA) for outstanding legislative accomplishments
- 2016 Acadiana 20 Under 40 honoree
- 2015 Cover Story of FACE Magazine of Acadiana
- 2012 ABiz "Women Who Mean Business" Award Recipient
- 2012 Acadiana Business Hall of Fame Richard E. Baudoin, Jr. "Friend of Business" Award
- 2008 AT&T Service Excellence Award – Recognized for significant contributions towards Hurricanes Gustav and Ike recovery efforts
- 2008 AT&T BRAVO Award – Recognized for excellence in lobbying efforts in passage of the Consumer Choice for Television Act
- 2008 Calcasieu Parish MLK Coalition Community Service Impact Award
- Leadership Louisiana Graduate, November 2005
- Chamber SWLA/Leadership Southwest Graduate, May 2005



# JOHN A. O'TOOLE, CECD

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## **Economic Developer/Community Leader**

Award winning utility economic development professional – expertise in economic development, group facilitation, continuous process improvement, community outreach, strategic communications, community development, business expansion and retention, marketing and intergovernmental relations. Proven creative leadership at the municipal, regional and state levels. Recognized for successfully engaging stakeholders, building public private partnerships, developing broad support, leveraging resources, deal negotiating and delivering results.

### **EXPERIENCE**

**Beaufort County Economic Development Corporation 2017-Present, Beaufort, SC**

#### **Executive Director**

Hired to ignite economic development after decades of failed efforts. Responsible for focused goal setting, site development, site location assistance, marketing, domestic and international business recruitment, business retention and expansion, workforce development and deal making. Results driven - \$250 million in capital investments and 943 jobs announced – resulting in \$2 billion in economic impact. Facilitate the creation of new and better jobs and investment in Beaufort County. Provide white glove assistance to existing and new businesses in Beaufort County. Work closely with local, regional and state partners, both public and private, to deliver required resources to projects.

**Eversource, 1999-2017, Hartford, CT**

#### **Lead, Eversource Community Relations and Economic Development Manager, CL&P/Yankee Gas Economic and Business Development**

Responsible for community outreach and relationship development at the municipal, regional and state levels. Establish and maintain relationships with government, community and business leaders. Lead effort to adopt best practices for urban planning and economic development. Proactively manage all aspects of economic development, employee engagement, volunteerism, compliance and goal/results reporting. Guided programs that leverage corporate business strategies to stimulate economic growth. Manage budget and supervise staff at a Fortune 500 company.

### **Recognition**

2017 Connecticut Economic Development Association “Presidents Award”

2015 International Economic Development Council “*Gold Award - Best General-Purpose Print Brochure.*”

2010 Northeast Economic Development Association’s “*Developer of the Year*” in Connecticut.

2006 Connecticut Economic Development Association “*Member of the Year.*”



**Town of Seymour, 1993-99, Seymour, CT**

**First Selectman (Strong Mayor) – Chief Elected Official**

*Elected to 3 consecutive terms.*

Served as highest elected executive official. Set and managed annual operating budget of \$33 million. Responsible for day-to-day operations and oversaw the operations of all functions of town government. Successfully worked with organized labor resulting in six collective bargaining agreements. Innovative leadership catalyzed significant economic growth – industrial and commercial development and stabilization of town’s bond ratings. Proactively worked with state and federal officials to secure funding that transformed brownfield sites and downtown; secured \$27 million in grants to support town projects; and initiated and oversaw \$50 million in infrastructure improvement projects.

**LEADERSHIP ROLES**

- Chairman, Connecticut Economic Resource Center
- Chairman, Connecticut Invention Convention
- Corporation Liaison, Connecticut Main Street Program
- Vice Chairman, Connecticut Convention and Sports Bureau
- Board of Directors, US Commerce Department District Export Council
- Board of Directors, Policy Chair - Connecticut Economic Development Association
- Steering Committee, Central CT Comprehensive Economic Development Strategy Committee
- Steering Committee, MetroHartford Comprehensive Economic Development Strategy Committee
- Steering Committee, Central Connecticut Innovative Places Initiative
- Founding Chairman, Naugatuck Valley Brownfield Pilot Project
- Committee Member, MetroHartford’s International Business Council
- Committee Member, Connecticut State University Business Plan Competition



## **CIVIC INVOLVEMENT**

- Marlborough Board of Education, Past Member
- Marlborough Youth Athletic League, Past President
- Marlborough Youth Coach -- basketball, baseball, and soccer
- Boy Scouts of America – Pack 39, Past Awards Chairman
- Hartford Public High School/Pathways – Past Mentor
- Connecticut Start-up Weekend, Past Business Advisory Member and Host
- United Way Day of Caring Coordinator
- Home Front, Past Corporate Team Leader
- Eversource Hartford Marathon, Finish Line Volunteer
- Travelers Championship, 9<sup>th</sup> Hole Captain
- Connecticut Special Olympics Winter Games, Volunteer
- Hartford Veteran’s Day Parade, Coordinator

## **EDUCATION**

### **University of New Haven, West Haven, CT**

- Executive Master of Business Administration (MBA)

### **Skidmore College, Saratoga Springs, NY**

- Bachelor of Arts (BA)

## **CERTIFICATE PROGRAMS**

### **Oklahoma University, Oklahoma City, OK**

- Certificate in Economic Development; Workforce, Tech Led Development, Business Retention, Real Estate and Finance

### **International Economic Development Council, Washington, DC**

- Certified Economic Developer (CEcD)

### **University of Connecticut, Hartford, CT**

- Financial Excellence Program; Accounting and Finance

### **Northwestern University, Kellogg School of Management, Evanston, IL**

- Executive Certificate Programs; Strategic Marketing, Advanced Leadership, Strategic Networking and Strategic Partnering



# Benjamin H. Pingree, MPA, CEcD

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## Profile:

- EXPERIENCED LEADERSHIP – third decade of proven, consistent and scalable success.
- CERTIFIED ECONOMIC DEVELOPER - Top IEDC Credentials; One of only 2,000 CEcD's, globally.
- CONSENSUS BUILDER - bridging external collaborators to achieve high impact/high profile objectives,
- INFRASTRUCTURE – experience leveraging state & federal funding, bonding and building large multimodal transportation facilities, improving connectivity, and growing economic and community vitality.
- IMPACT – proven management, spanning decades and numerous leadership roles, for cumulative multi-billion dollar incentives, projects, and major transportation facilities generating < \$billions of economic impact.

## Executive Experience:

*Tallahassee/Leon County, FL Quick Facts: MSA of 650,000+; GDP of \$14.7 B; Major Research Center; Capital Driven by Private Growth*

### Director

**(February 2016 to Present)**

*Department of Planning Land Management and Community Enhancement (PLACE)*

*- Functionally Consolidated Department under the Joint Leon County and City of Tallahassee Intergovernmental Agency (IA) – Tallahassee, FL ([www.talgov.com/PLACE](http://www.talgov.com/PLACE))*

**Key Duties & Accomplishments:** Management and of multiple high profile, high output consolidated programs (totaling \$1.1B over 20 years; 50+ staff) under the policy direction of the city and county commissions:

- Created and manage the first public economic development organization for Florida's Capital ([www.oevforbusiness.org](http://www.oevforbusiness.org));
- Led development/implementation of the first multi-decade Economic Development Strategic Plan, and Bond Planning;
- Manage high profile, functionally consolidated, programs and services including a \$1.1B book of major infrastructure projects, multimodal transportation planning, economic development and placemaking programs ([www.blueprintia.org](http://www.blueprintia.org));
- Ambassador to the America's Competitiveness Exchange program ([www.riacevents.org/ace/](http://www.riacevents.org/ace/)).

### Executive Vice President\*

**(July 2013 to February 2016)**

*The Economic Development Council of Tallahassee/Leon County, Inc.*

*& the Greater Tallahassee Chamber of Commerce - Tallahassee, FL ([www.talchamber.com](http://www.talchamber.com))*

**Key Duties & Accomplishments:** Responsible for the full book of our community's economic development programs and strategic planning process, including the administration of state and local economic incentives for recruiting and growing existing businesses within our marketplace. \*Serving the first 18 months of this tenure as Vice President for the Chamber and EDC, then as EVP, I developed and implemented a comprehensive advocacy program for the business community before local and state governments. Highlights of achievements within this Economic Development Organization (EDO) include:

- Federal and state grant and incentive program administration;
- Full public policy and operational responsibilities before state and local governments;
- Implemented new marketing platform and data/analytics program;
- Bridged and built significant connectivity between leading public sector, private sector and talent sector (including research) institutions at a time of major growth; Led the seamless closure of one EDO into the creation of another.

*Zoo Miami Quick Facts: Top 10 US Zoo; #1 So. FL Attraction; 1M+ annual visitors; (ZSF) \$4M budget, 200+ staff & volunteers*

### President & CEO

**(November 2010 to May 2013)**

*Zoological Society of Florida (now the "Zoo Miami Foundation") - Miami, FL ([www.zoomiami.org](http://www.zoomiami.org))*

**Key Duties & Accomplishments:** Served as the President and Chief Executive Officer for the Zoological Society of Florida (ZSF) and upon its Board of Directors. Established in 1956, and aligned with Miami-Dade County, the ZSF is one of South Florida's largest non-profit organizations (45,000 members). Key successes include leading:

- Annual revenue, membership, and endowment growth of 20% during three years of exemplary service;
- Strategic and fiscal management and development of the ZSF Zoo Miami;
- Successfully launched new multi-year development campaign for zoo's \$45M expansion;
- Co-led initial recruitment of a \$250M theme park in coordination with Fox Studios for co-location at Zoo Miami.

# Benjamin H. Pingree, MPA, CEcD (Page 2 of 3)

1350 East Chouteau Avenue  
Tallahassee, FL 32303  
850.933.3264 – [benpingree@icloud.com](mailto:benpingree@icloud.com)

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## Executive Experience (Continued):

Wakulla County Quick Facts: \$47M total budget; 150 employees; 607 square miles; 35,000+ population

### County Administrator

(January 2007 to November 2010)

Wakulla County Board of County Commissioners – Crawfordville, FL ([www.mywakulla.com](http://www.mywakulla.com))

**Key Duties & Accomplishments:** Served as the chief executive officer for Wakulla County, Florida's government. Executed management of all employees, departments, programs, functions, contracts and affairs of county government under the direction of the county's elected Board of County Commissioners. Major successes included:

- Prepared four annual balanced budgets - inclusive of the largest property tax reductions in county history, and repeat international GFOA Distinguished Budget Award winner;
- Increased professionalism, efficiency and quality of county services to the public;
- Maximized program productivity by implementing a performance based budget;
- Expanded and improved key county enterprise programs (solid waste, sewer, and water) at lower cost and fees;
- Increased governmental transparency via updated agenda, engagement, and web optimization processes;
- Developed and strategically led the process toward passage of a home rule charter form of government (approved by referendum in November of 2008); received statewide service award in recognition of same.

Leon County Quick Facts: \$240M total budget; 1,769 employees; 702 square miles; 300,000+ population

### Assistant to the County Administrator

(August 2004 to December 2006)

Leon County Board of County Commissioners - Tallahassee, FL ([www.leoncountyfl.gov](http://www.leoncountyfl.gov))

**Key Duties & Accomplishments:** Management and oversight of multiple program growth and implementation activities as part of the county's senior executive team, including:

- Served as Assistant Director - Public Services Department; Managed the Department's annual budget process and key operations (\$25.3M budget, 287 employees);
- Managed the county's state & federal legislative programs (average \$50M in annual appropriation requests).

## Management Experience:

### Special Projects Coordinator

(2001 – 2004)

Leon County Board of County Commissioners - Tallahassee, FL ([www.leoncountyfl.gov](http://www.leoncountyfl.gov))

- Coordinated the development and implementation of the County's new Emergency Medical Services (EMS) Program (\$10.5M budget, 94 employees);
- Performed public information campaign for County's "home rule" Charter Referendum,
- Managed the county's legislative and intergovernmental affairs programs, gaining nearly \$70M for targeted projects at the state and federal levels;
- Performed comprehensive fiscal and performance audits of county and external agencies, including the Leon County Research and Development Authority.

### Management and Budget Analyst

(2000 – 2001)

Leon County Board of County Commissioners - Tallahassee, FL ([www.leoncountyfl.gov](http://www.leoncountyfl.gov))

- Led the development and implementation of the County's new Healthcare Program for Uninsured Citizens (\$1.5M budget, serves 7,000+ members, annually).
- Performed all budget development and oversight duties for the county's Public Works Department (\$20.5M budget, 260 employees) and other constitutional offices;
- Led the forecasting of major revenue and expenditure trends for the county's budgetary process.

# Benjamin H. Pingree, MPA, CEcD (Page 3 of 3)

## Professional Experience:

### Program Analyst

(1998 - 2000)

Florida Agency for Healthcare Administration (State Headquarters) - Tallahassee, FL (<https://ahca.myflorida.com/>)

- o Managed a provider service network of Florida's Medicaid program at AHCA's HQ;
- o Led development of a Disease Management Organization for Medicaid and of MediPass program provider credentialing process; responsible for preparing the MediPass program analysis for presentation to the legislature.

### Lead Social Worker

(1996 – 1997)

Florida Department of Health & Rehabilitative Services - Miami, FL (<https://www.myflfamilies.com/>)

- o Managed client benefits for district's Medicaid recipients in long-term care facilities;
- o Team leader in elite Crisis Intervention and Stabilization Unit for Miami-Dade's District XI;
- o Recipient of numerous District XI performance awards for excellence in service.

## Higher Education:

Certified Economic Developer (CEcD) (2020) Credentials bestowed by the IEDC ([www.iedconline.org](http://www.iedconline.org))

Certification, IEDC Economic Development Institute (2016) **University of Oklahoma**, Norman, OK

- Graduate from the Nation's top-ranked, top-recognized and world-renowned economic development training institution for professional practitioners.

Master in Public Administration (2001) **Florida State University**, Tallahassee, FL

- Graduate from a Top 15 Public Administration Graduate Degree Program
- Served in the Florida House Speaker's Graduate Internship Program - 1998.

Bachelor of Arts (1996) **Boston University**, Boston, MA

- Major in Sociology with a concentration in International Studies;
- Attended the **University of Queensland**, St. Lucia, Australia during 1994 (two semesters).
  - o Founder/Player/Manager of the UQ Baseball Team (ranked #7 in Australia).
- Attended the **Boston University in Madrid** (at the Center for International Studies), Madrid, Spain during spring 1995 (one semester).
  - o Trained with the Spanish National (Olympic) Baseball Team in addition to study.

## Board Leadership & Service:

Leadership Florida (2010 – Present) [www.leadershipflorida.org](http://www.leadershipflorida.org)

**Member, Class XXIX**

Florida State Parks Foundation (2014 – Present) [www.floridastateparksfoundation.org](http://www.floridastateparksfoundation.org)

**Board (Past President)**

Tallahassee-Leon Federal Credit Union (2006-2011; 2014-2019) [www.tlfcu.org](http://www.tlfcu.org)

**Director (Board)**

Florida Utility Financing Commission (2007 - 2010)

**Commissioner (Past Chairman)**

Florida Agricultural & Mechanical University (2002-2004) [www.famu.edu](http://www.famu.edu) (#1 Ranked HBCU)

**Adjunct Professor**

*REFERENCES AVAILABLE UPON REQUEST*

# Sanford B. Ring

## *Economic Development Qualifications*

Accomplished and persuasive advisor with exceptional relationship management, communication, and client service skills. Successfully deliver innovative business and legal solutions based on collaborative strategy planning, consensus building, innovation/entrepreneurialism, and stakeholder awareness. Ability to wear many hats with expertise in legal services, economic development, organization administration, and a wide variety of external relationships. Acknowledged by peers and subordinates as being a fair and strong leader, skillfully navigating through rapidly changing scenarios.

## **ECONOMIC/BUSINESS DEVELOPMENT EXPERIENCE**

- Chief Operating/Business Development Officer of the Michigan Economic Development Corporation (MEDC), a 225 person State economic development/travel & tourism agency.
  - Principal liaison to Toyota in connection with the siting of its Technical Center.
- Obtained a wide variety of incentives for Hino Motors Manufacturing U.S.A., Inc. for each of its then four facilities.
- As an attorney in private practice, secured incentives for several clients.
- As General Counsel for Ghafari Associates, L.L.C., directly responsible for “landing” two of the firm’s largest clients in 2018 and 2019.
- Extensive client development activities on behalf of four national law firms.

## **BOARD OF DIRECTOR EXPERIENCE**

- As Chief Operating Officer of the MEDC, extensive interaction with MEDC Executive Committee.
  - Preparation of materials, reports, financials, etc., for Committee Meetings.
- Served on the MEDC Executive Committee subsequent to role as COO.
  - Approval of new programs, funding for same, budgets, personnel matters.
- Served as Vice Chairman (Executive Committee) of the Board of Directors of the Michigan Manufacturers Association.
  - Approval of strategic plans, dues calculation overhaul, retention of outside consultants, performance bonuses.
  - Chairman of Presidential Search Committee.

## **ASSOCIATION/ADVOCACY EXPERIENCE**

- Founded a Michigan-based tool and die advocacy trade association which ultimately resulted in the legislative establishment of the Michigan Tool & Die Renaissance Recovery Zone Program (see Section 8d of the Michigan Renaissance Zone Act, 1996 PA 376, as amended).
- As Chief Legal Advisor to Chairmen of the U.S. International Trade Commission, frequent interaction with Members of Congress and Committee staff.
- Developed regulatory/legislative strategy which directly contributed to the elimination of steel quota tariffs in 2003.
- As COO of the MEDC, advocated on behalf of various economic development programs and funding.
- As Vice Chairman of the Michigan Manufacturers Association, active legislative and regulatory advocacy in support of programs and funding beneficial to manufacturing sector.
- As General Counsel of Hino Motors Manufacturing U.S.A., Inc., advocated on behalf of Company at Federal and State level, in connection with legislative and regulatory matters affecting transportation sector.



**SANFORD B. RING**



**PROFESSIONAL QUALIFICATIONS**

Admitted to practice law in the State of Michigan (1990) and the District of Columbia (1991); State of Illinois (Limited Admission of House Counsel) (2021); member of the State Bar of Michigan and the District of Columbia Bar.

**OTHER MEMBERSHIPS**

Vice-Chairman, Board of Directors, Michigan Manufacturers Association (2009-2019); Advisory Board, Modulant Inc. (current); appointed by Governor to Executive Committee of the Michigan Economic Development Corp. (2009-2010); Board of Directors, Michigan Manufacturing Technology Center (2004-2006).

**EXPERIENCE**

2/21 – Present

**Flender Corporation**  
**Elgin, Illinois**

General Counsel/Chief Compliance Officer, Americas: Responsible for all legal and compliance matters for North and South American operations of global manufacturing company. Particular emphasis on risk management/contract negotiations; labor and employment; international trade regulation; internal policy development; and government relations, including incentive negotiation.

1/16 – 4/20

**Ghafari Associates, L.L.C./G-TECH Services, Inc.**  
**Dearborn, Michigan**

Executive Vice President and General Counsel: Managed all legal, administrative, and government relations matters for global Architecture/Engineering firm (Ghafari) and related Professional Staffing company (G-TECH). Significant focus on risk management and insurance; internal policy development; contract review and negotiation (client generated as well as AIA, DBIA, and FIDIC); litigation avoidance; international regulatory compliance; employment laws and immigration; data privacy; Intellectual Property; internal operations; and process improvement. Member of Executive Team in charge of strategic business planning, growth and diversification, and policy development and review.



**Ghafari Associates (cont'd) Significant Accomplishments:**

Directly responsible for building relationships with two "top ten" clients in 2018 and 2019. Development and implementation of various risk mitigation programs and policies; revision of several Limited Liability Company operating agreements; and participation in settlement of relatively high-profile litigation.

1/08 – 12/15

**Hino Motors Manufacturing U.S.A., Inc. (Toyota Group Co.)  
Farmington Hills, Michigan**

**Senior Vice President of Administration and External Relations,**

**General Counsel:** Managed all legal, administrative, and external relations matters related to the Company, including budget authority.

**General Counsel:** was responsible for all legal issues involving Company – contracts (including UCC), products liability, risk management and insurance, immigration, labor and employment, Intellectual Property, and SOX, among others; served as unofficial Secretary of Board of Directors. Extensive management of outside counsel. **Administrative:** supervised all human resources, internal policy development, employee benefits, property and casualty insurance, and training activities. **External Relations:** principal point of contact with federal, state, and local government officials for all issues and initiatives affecting Company; media spokesperson/contact for matters related to Company specifically and industry generally; final approval authority for testimony, speeches, press releases, interviews, etc.

**Significant Accomplishments:** Built initial relationship with public sector truck purchaser that grew to be Hino's second largest fleet customer; negotiated various economic/tax incentives for secondary plant investments; managed permanent reduction-in-force without employment lawsuits.

1/07 – 12/07

**Honigman et al.  
Lansing, Michigan**

**Partner:** Principally focused on establishing Firm's international trade regulation and alternative energy practices. Represented clients in connection with a variety of regulatory and legislative matters, with emphasis on economic development policy and procedure. Significant participation in Firmwide client development initiatives.

**Honigman (cont'd) Significant Accomplishments:** Obtained substantial economic development incentives for expanding company in Southeast Michigan; negotiated settlement with State Historic Preservation Office which permitted construction of a hospital in the Upper Peninsula adjacent to “historically significant” grounds.

1/04 – 12/06

**Michigan Economic Development Corporation**  
**Lansing, Michigan**

**Chief Operating/Business Development Officer:** Responsible for day-to-day operations of 225 person State economic development agency, with particular emphasis on business development and community relations functions. Substantial interaction with a multitude of domestic and international businesses executives; legislative, political, and community leaders; media and public relations communities; and organized labor representatives. Frequent speaking engagements, interviews, panel discussions, etc., related to economic development issues and projects. Represented the State/MEDC on several international investment missions. Served as principal liaison to the Office of the Governor and various Executive Branch agencies, as well as extensive contact with the Federal Congressional delegation and State Legislature. Regular participant in Cabinet level meetings/briefings. Participated in and provided support to MEDC Executive Committee (Board of Directors).

**Significant Accomplishments:** Primary representative of State government in connection with siting and development of Toyota Technical Center and Google Adwords facility; inner circle member of team that devised and implemented strategy to securitize tobacco settlement funds for economic development purposes.

1/01 – 12/03

**Dykema Gossett, PLLC**  
**Washington, D.C.**

Of Counsel: Responsible for building Firm's International Trade legislative and regulatory practice. Emphasis on issues related to a broad range of import/export laws, regulations, and policy, including antidumping/countervailing duty, International Traffic In Arms, Export Administration Regulations, and Office of Foreign Asset Control; additional legislative issues included automotive, manufacturing, appropriations, tax, and certain defense matters. Represented companies in connection with import relief investigations; drafted tariff suspension legislation; proposed data collection changes to the Committee for Statistical Annotation of the Tariff Schedules; and obtained waivers under the Generalized System of Preferences.

Significant Accomplishments: Developed legislative strategy which directly contributed to the elimination of steel quota tariffs in 2003. Co-founder of a Michigan-based manufacturing coalition. Provided coalition with traditional legal, legislative, and regulatory representation, as well as served as primary spokesperson and media relations contact; in connection with co-founding the Coalition, received the *2003 Michigan Manufacturers Association's Special Achievement Award*. Developed successful client development effort to assist companies in obtaining antidumping duties collected by the U.S. Treasury ("Byrd Amendment").

3/99 - 12/00

**Collier Shannon Scott, PLLC (now Kelley Drye)**  
**Washington, D.C.**

Senior Associate: Engaged in the judicial, regulatory, and legislative practice of international trade and customs law, with particular emphasis on trade relief proceedings. Representative clients include heavy manufacturing, chemical, and agricultural industries.

12/92 - 3/99

**U.S. International Trade Commission**  
**Washington, D.C.**

Chief Legal Advisor to Chairmen: Appointed by President. Advised and counseled two Chairmen on all matters relating to administration of relevant trade laws, including: antidumping and countervailing duty investigations; unfair practices in import trade (i.e., intellectual property infringement); reports pursuant to Congressional or Executive request; and disputes arising under the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO). Served as liaison to the U.S. Trade Representative, Department of Commerce, and the Congress, as well as to business and legal communities. Represented Chairmen at public appearances; prepared Congressional testimony and correspondence; managed media relations; and wrote speeches and editorials.

Significant Accomplishments: Drafted approximately 100 separate plurality and dissenting opinions in AD/CVD investigations; substantial participation in economic impact review of NAFTA; led rulemaking process which implemented procedural requirements of the General Agreement on Tariffs and Trade (GATT) Uruguay Round.

3/90 - 12/92

**Akin, Gump, Strauss, Hauer & Feld, L.L.P.**  
**Washington, D.C.**

Associate: Primarily engaged in the practice of management-side labor and employment law under various federal and state statutes, including the National Labor Relations Act, the Railway Labor Act, and Fair Labor Standards Act. Extensive participation in developing defensive strategies to "corporate campaigns."

**OTHER EXPERIENCE**

**Communications Counsel Group, 1989 - 2009**  
Free-lance speech/humor writer.

**EDUCATION**

**Columbus School of Law,  
Catholic University of America**  
Juris Doctorate, 1990

**James Madison College,  
Michigan State University**  
Bachelor of Arts, 1983

# BILL RODIER



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## DEVELOPMENT EXECUTIVE VISION • STRATEGY • COLLABORATION • RESULTS

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Proven, well connected and visionary development leader with more than 20 years' experience in progressive leadership at the forefront of economic, community, cultural, and organizational growth. Proven record of leading transformational progress by building capacity across public/private sector leadership, diverse stakeholders, and aligning organizational focus.

Areas of Expertise Include:

Transformational Leadership • Maximizing Boards • Public Presentations • Organizational Productivity  
Strategic Planning • Economic • Entrepreneurial • Community • Cultural • Real Estate Development

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## PROFESSIONAL EXPERIENCE

**St Landry Economic Development Group Consortium (SLED) – CEO/Director** 2013 to Present

Lead progress and change by visioning and building bridges for broad strategic initiatives designed to accelerate sustainable growth in an area serving 90,000 residents and impacting 190,000. Build C-level consensus across diverse business, community, cultural, and governmental sectors to accomplish complex growth wins and set a framework for dynamic and sustainable future expansion.

Recreated the areas economic development effort into what is now a robust consortium of three uniquely created public ED Boards and one private 501c6 board. Collectively, these boards effectively engage 46 voting members. We have eliminated debt and increased liquid organizational liquid assets sevenfold to more than 6.5M while growing annual group income revenues eightfold to a projected 2.6m for 2021. This structure creates a dynamic engine to aggressively drive transformational development progress.

Guided team efforts supporting 34 successful expansion/recruitment projects, which have, or are in the process of promoting more than 5,400 total jobs with capital investments approaching 1B. Architect for three unique economic districts responsible for reinvesting millions in strategic improvements that are now fueling a major growth renaissance through the backbone of St Landry Parish.

Lead architect in an ongoing transformational corridor planning and development initiative spanning seven political jurisdictions. Now in Phase II, it is designed to build leadership collaboration across historically divided political boundaries, identify core needs, create dedicated funding sources, promote a consistent development code, promote highest and best use development, and create a recognized sector focused marketing geography for the future.

Leader on education. Successfully led private funding efforts for a strategic plan/efficiency evaluation in the areas K-12 district. Led efforts to launch numerous post-secondary course offerings focused on progressive workforce solutions, multiple entrepreneurial development, mentoring, and foundation fundraising initiatives.

Developed and oversaw implementation of an area young professional's organization, TheSLP, The Cajun Acceleration Station, (Business Accelerator) Unified area leadership across 9 lead governmental, and education entities in an unprecedented area wide branding campaign "We're Moving Forward" designed to unify leaders, as well as inform, engage, and "tell the story" to a broad audience.

SLED was featured in 2015 and again in 2017 by Business in Focus Magazine for its progressive outlook, innovative initiatives, and unique emphasis of the cultural economy as a driver in growing the region. With SLED at the lead, St Landry Parish it is now formally the Parish Equine Capital of Louisiana.

**PROFESSIONAL EXPERIENCE CONTINUED**

STATE OF LOUISIANA – Baton Rouge, LA

2007 to 2013

**LOUISIANA WORKFORCE COMMISSION- Deputy Director, Statewide Business Services**

Internally recruited to lead strategic economic development initiatives and workforce partnerships for state-wide expansions and recruitment. Provided direct oversight for up to \$35M in grant program budgets. Accountable for 48 headquarters and statewide business development staff. Facilitated collaborative educational alignment efforts leading to sustainable workforce pipelines for regional industry sectors. Approved incentive packages.

Recreated department culture and streamlined processes for statewide business expansion support programs. This resulted in agency incentive contributions to more than 100 successful statewide projects, representing more than 2B in private capital investment and more than ten thousand jobs created.

Created a new business services outreach process that collectively increased state, regional, and local partner outreach visits to businesses statewide by more than 11,000 visits annually.

Drove unprecedented agency-wide AIM initiative with four cross-functional teams, and spanning three major divisions, resulting in measured enhanced service quality for more than 45,000 Louisiana businesses.

Garnered 10M in assistance for businesses impacted by the Deepwater Horizon Oil Spill Crises through creating a comprehensive state-wide and multi-agency plan that addressed the state's response.

**LOUISIANA ECONOMIC DEVELOPMENT – Major Projects Manager**

Spearheaded state-wide recruitment and expansion projects for major industry employers. Established and maintained strategic stakeholder relationships to build capacity for project success.

Successful projects garnered \$810M in private capital investment in expansion-related projects across the state by providing team lead economic development and workforce expansion solutions.

Team leader in adding 14 key industry companies (\$1.6B capex) to Louisiana. Enabled creation of 3,800 new jobs by serving on project proposal teams to recruit businesses to the state.

Awarded "State of the Year" for substantial growth and economic progress for three consecutive years.

Ranked 3<sup>rd</sup> in annual Governor's Cup Award for winning significant businesses in one year.

**WHITE SANDS DEVELOPMENT – Pensacola, FL**

2002 to 2007

***Development and Government Consulting Services - Development Partner***

Strategic oversight of services provided to local governments, community developers, and non-profit agency partners on economic and re-development challenges in traditional and post-storm recovery areas. Oversaw various operational components of real estate development activities for multiple Gulf Coast projects.

Steering Team for proposed development projects in targeted areas leading to project allocation in Orleans Parish for its first \$28M in federal rebuilding funds for 13 public sector projects.

Essential contributor on post-Katrina community and economic development redevelopment plans leading to the reconstruction of the area's first two big-box retailer development projects.

Consulted on various successful post-disaster projects with capex totals of up to \$100M by providing guidance on site locations, incentives, and project management.

Participated in 14 successful residential/light commercial pre-storm development projects.



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**PRIOR EXPERIENCE**

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**Don Dawson Jeep – General Sales Manager/GM** Drove annual sales gross profit increases averaging 21% by driving enhanced hiring/training practices, promoting proactive CRM concepts, and creating an innovative internet sales division. Reduced annual sales related overhead costs by an average of 18%. Set a new baseline for employee turnover by an initial first-year reduction of 40%.

**US Air Force, PACAF Elite Guard, Flight Leader** in the United States Air Force. Supported Flag Grade Officers and high-level global dignitaries, including POTUS. Achieved Outstanding Airman of the Year for 5th Air Force Regional Command

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**EDUCATION**

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**M.B.A., International Business**, University of Phoenix

**B.S., Business Marketing**, University of Phoenix

**Associates Degree, Applied Science (Security Technology Administration)**, Community College of the U.S.A.F.

**Harvard, Kennedy School of Business – Leading Economic Growth**

**Economic Development Institute (EDI) Graduate**, OU/International Economic Development Council

**Economic Development Finance Professional Certification (EDFP)**, USM/National Development Council

**Leadership Louisiana Graduate**

**Business Retention/Expansion Project Director**, Business Retention Expansion International

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**Active Board Status**

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**St Landry Economic Development (SLED Consortium) – CEO/Director**

**Acadiana Economic Development Council – Past Chair and Current Vice Chair**

**One Acadiana – Multiple Steering and Advisory Committees**

**Vision St Landry CEO Roundtable - Architect/Manager**

**Central St Landry District Joint Commission Board - Architect/Operations Mgmt. Oversight**

**Opelousas Downtown Development Authority - Architect/Operations Mgmt. Oversight**

**Acadiana Red Cross – Business Outreach**

**LSU-E Board of Advisors**

**Opelousas High School Bio Med Academy Board of Advisors**

**United Way Louisiana (ALICE Project) Statewide Steering Advisory Committee**

**St Luc Hospital Foundation - Steering Advisory Committee**

## BOB SHARK, MS, MBA

TOP PRODUCING ECONOMIC DEVELOPMENT EXECUTIVE

### **Driving Results | Expanding Markets | Accelerating Growth**

A trusted leader who designs, oversees, and executes strategy to deliver high impact results in economic development. Expert at identifying market needs for creating a supportive environment for business attraction, expansion, and start-up. Skilled at engaging all levels of internal and external stakeholders to generate collaboration and accomplish maximum results. Adept at promoting regions and organizations using a variety of channels.

### SELECTED ACCOMPLISHMENTS

#### **Organizational Leadership & Management**

- Collaborated with various stakeholders to develop and execute organizational **strategic plans**, and in comprehensive planning efforts for Fay-Penn, Fayette County and the Southwestern Pennsylvania Commission.
- Initiated numerous economic development programs related to **business attraction, expansion, and start-up**.
- Re-organized Fay-Penn into a flat structure from a "stovepipe" model to improve interaction and to **empower staff** as leaders in their respective areas.

#### **Economic Development**

- **Headed a team** of 12 staff, 18 board directors, 130 business organization members, and over 50 partner organizations in growing the Fayette County economy. Strong partnerships exist with complementary economic development organizations (e.g., PRA, SPC, SBDC, USDA, WIB, Chambers), commercial lenders, PA DCED, elected officials, educational institutions, etc.
- Developed **marketing and branding initiatives** based on industry analysis and benchmarking other successful programs, and collaborate primarily with the PRA and commercial brokers on site selection.
- Conducted **site "fam" tours** for national and international groups, and delivered regional **promotional presentations** in the US, England, France, and China.
- Defined important **metrics** and designed a tracking system to facilitate board reporting.
- Developed and implemented various COVID-19 pandemic business support programs.

#### **Board Support & Leadership**

- Supported **board effectiveness** with pro-active news communications, agenda development, board director identification and recruitment, and participation on board committees (e.g., loan review, finance, real estate, etc.).
- With CFO, co-led annual **budgeting** and operational planning.

#### **Public Relations & Marketing**

- Served as the **public face** of organizations in a variety of capacities, including executive and training presentations, partner meetings, public events, media relations, and government relations.

#### **DEMONSTRATED PROFICIENCIES**

*ORGANIZATIONAL LEADERSHIP*  
*STAFF MANAGEMENT*  
*ECONOMIC DEVELOPMENT*  
*POLICY DEVELOPMENT*  
*MARKET NEEDS ASSESSMENT*  
*MARKETING AND SALES*  
*STRATEGIC PLANNING/EXECUTION*  
*BUSINESS NETWORKING*  
*PUBLIC RELATIONS*  
*WORKFORCE DEVELOPMENT*  
*GOVERNMENT RELATIONS*  
*BUSINESS DEVELOPMENT*  
*EXECUTIVE PRESENTATIONS*  
*PUBLIC SPEAKING*  
*PRODUCT MANAGEMENT*  
*PROGRAM MANAGEMENT*  
*PROJECT MANAGEMENT*  
*TECHNICAL & CREATIVE WRITING*



- Initiated and directed development of, and often personally created, **marketing programs and collateral** to promote regional economic development.
- Developed a **business network** with high-level officers within various organizations and groups, including government agencies, business and industry, education, and business and economic development organizations.

## HISTORY HIGHLIGHTS

Fay-Penn Economic Development Council (Jul 2014-Present, Lemont Furnace, PA) *The pre-eminent, "1st stop shop" economic development agency in Fayette County, PA that provides second-to-none services to create a supportive environment for business.*

### **Executive Director**

- Through 2020, oversaw 120+ unique projects (attractions, expansions, start-ups) resulting in over 3000 jobs and over \$70 million in new investment in a rural, poverty-stricken county of 130,000 residents.
- Completed construction of Phase I of the Dunbar Township Business Park when existing business park space became scarce. Completed construction of a 100,000 sf speculative building to attract businesses.
- Conceived and developed a unique state-of-the-science 70-person capacity Business Event Center for free public business use, and a 6,000 sf shared working space business accelerator – "Fayette LaunchBox" – in conjunction with Penn State University as the focal point for developing a local entrepreneurial ecosystem.
- Landed the top scoring medical marijuana processing facility in the Fay-Penn University Business Park, with an anticipated creation of 45 jobs and an investment of over \$25 million.
- Redesigned all Fay-Penn marketing collateral, including a new website, to focus on county and regional business amenities. Created an online business resource directory, invigorated social media campaigns, and launched the "Fayette Connection" video series.
- Initiated novel programming, including an annual expo for connecting businesses with support resources ("GrowBiz"), training the next generation of leaders via a 9-month cohort experience ("Fayette Leaders Academy"), coordinating local manufacturers ("Manufacturer Consortium"), and systematically, proactively reaching out to businesses (now integrated with the PA Engage! program).
- Established the Orville and Ruth Eberly Workforce Fund to provide a permanent endowment that supports scholarships for post-secondary students entering trade professions. Over \$55,000 in scholarships has supported 114 students to date.

Johnstown Area Regional Industries (Oct 2001-Jul 2014, Johnstown, PA) *A regional economic developer that provides services to assist businesses to compete in the global economy.*

### **Vice President | Procurement Technical Assistance Program Manager**

- Conducted over 250 clients through government business capture and contract performance. Clients reported over \$850 million in contract wins over four years.
- Interfaced with contracting officers, exceeded metric goals, launched unique initiatives, mentored staff, and authored winning proposals to ensure successful program continuation. Garnered \$1.5 million in funding awards, representing 30% of the total JARI organizational budget.

- Collaborated with Pennsylvania state officials to attract foreign investment to the region's exemplary defense industry cluster. Interacted with representatives from Belgium, France, Germany, India, Italy, Japan, Norway, and the United Kingdom, among others.
- Attracted EB-5 investment from China.

#### **Director, Technology Development**

- Bootstrapped three new programs to grow emerging technology businesses. Serviced over 40 clients with business start-up technical assistance, microgrants, business plan competitions, internships, entrepreneurial promotion, and over \$2 million in tax credits.
- Played a key role in attracting Gamesa, a Spanish wind energy company, to site its first U.S. production facility resulting in \$60 million invested and 220+ new manufacturing jobs.

Concurrent Technologies Corporation (Feb 1997–Oct 2001, Johnstown, PA) An applied scientific research and development professional services organization with over 25 locations, 1400 employees, and \$300 million annual revenues.

#### **Program Manager**

- Directed a team of over 20 IT developers in a multi-year, multi-stakeholder program to implement the *CareerLink* workforce development web system in PA, MD, VA, and WV. Generated \$2.6 million in follow-on business over an 18 month period from a \$500K initial project.

#### **Senior Staff Specialist**

- Designed a strategy to market and implement e-commerce outreach, training, and technical support services in PA, MD, and WV. Expanded client metrics 20% in one year.
- Managed and/or supported numerous programs and projects in logistics, pollution prevention, intranet deployment, internal ISO auditing, Y2K compliance, and e-commerce.

GRC International (Jun 1993–Feb 1997 and Jan 1990–Apr 1992, Vienna, VA) An information technology, engineering and consulting firm providing information systems, technology development, multimedia training, telecommunications, and decision-support products and services.

#### **Product & Sales Manager, FLOW GEMINI™ EH&S Products**

- Launched an industrial environmental compliance software system. Led user focus groups, developed alliances with complementary vendors, wrote software specifications and documentation, developed marketing collateral, and sold approximately \$1 million in corporate licenses to industry leaders such as Columbia Gas, Eaton, Texas Instruments, and Lyondell Petrochemical.

Radian International (Apr 1992–Jun 1993, Herndon, VA) An engineering, consulting, and construction firm providing engineering, design, chemical and pollution management, and environmental, health, safety, and remediation services.

#### **Senior Scientist**

- Developed an automated system for performing multi-layered calculations to manipulate voluminous analytical data from air emissions analyses. Eradicated manual errors, allowed "what if" scenarios, and virtually eliminated data processing time. Received a commendation and special compensation.
- Provided technical support to numerous programs and projects in pollution engineering.

Norfolk Southern Corporation (Aug 1986–Jan 1990, Alexandria, VA) A premier transportation company operating over 20,000 railroad route miles in 22 states and the District of Columbia.

#### **Senior Chemist**

- Designed a corporate OSHA "Right-to-Know" program covering 20,000 employees. Received a commendation and special compensation.



### **Chemist**

- Performed chemical and physical investigations of indoor air quality, raw materials, damaged railroad shipments, and hazardous characteristics of solid wastes.

Northern Virginia Community College (Sep 1982 - Apr 1989 concurrent with full-time positions, Alexandria, VA) *The largest educational institution in Virginia and the fifth largest community college in the United States.*

### **Adjunct Chemistry Faculty**

- Composed and delivered general chemistry, organic chemistry, and biochemistry lectures and laboratory exercises.

Virginia Department of Forensic Science (Sep 1980-Aug 1986, Merrifield, VA and Richmond, VA). *A nationally accredited forensic laboratory system that analyzes evidence recovered from crime scenes, interprets results, and provides expert testimony.*

### **Drug Laboratory Supervisor**

- Created a hypergeometric distribution based statistical sampling technique for illicit drug analysis.
- Directed workflow and managed a staff of six chemists.

### **Forensic Chemist**

- Performed chemistry research and published two articles in the Journal of Forensic Sciences.
- Analyzed drug, general chemical, and arson evidence and defended results as an expert witness in court.



## **EDUCATION**

<b>MBA</b>	1999, Indiana University of Pennsylvania, Indiana, PA
<b>MS, Forensic Chemistry</b>	1980, University of Pittsburgh, Pittsburgh, PA
<b>BS, Natural Science</b>	1979, University of Pittsburgh, Johnstown, PA



# Michael Southard, AICP, CEcD, EDFP, PCED, BREC, MEDP

July 9<sup>th</sup>, 2021

Brittany McCoy  
Next Move Group

Re: Lafayette Economic Development Authority President/CEO Search

Ms. McCoy,

I happily submit my resume for consideration in the search for Lafayette's next President and CEO of the Economic Development Authority. I believe that my experience, knowledge, and personal traits make me an excellent candidate for this high-profile position in a community with such potential.

I offer the unique combination of having hands-on experience in community development, city planning, economic development, overlaid with a team mentality and the ability to pull together individuals from across the organization and throughout the community. Some of my key accomplishments I would like to draw your attention to are:

- Strategic Planning & Visioning: Created both long- and short-term strategic plans (including community visioning projects which included hundreds of residents) and identified key tactics and resources to drive toward measurable outcomes.
- Organizational Excellence: Achieved "moonshot" goals (i.e. Ada Jobs Foundation became the 53<sup>rd</sup> and smallest Accredited Economic Development Organization) and my organizations have received multiple award recognitions from APA, IEDC, and SEDC. These are examples of how I have elevated organizations.
- Collaboration and Team Building: Led four successful sales tax campaigns, each passed with 75% or more approval, which fulfilled goals set through the community visioning process. Led 10 countywide economic development strategic planning efforts.
- Successful Succession Planning and Leadership Development: I value the contributions of my team. I empower and mentor by providing guidance and coaching. It thrills me that so many of my past employees are now city managers, airport directors, planning directors, and economic development executives.

As a leader, I foster commitment, team spirit, community pride, and dedication. In every position and community, I have tried to leave a legacy and I recognize the importance of good decision-making skills, clear vision, the ability to maximize scarce resources, and be adaptable to changing environments.

I look forward to further discussing my qualifications and how I can be a positive change agent for the community as the next economic development leader in Lafayette Parish.

Thank you for your consideration.

Sincerely,



Michael Southard

# MICHAEL SOUTHARD

AICP, CEcD, EDFP, BREC, PCED, MEDP



## EXECUTIVE SUMMARY

A dynamic community leader with nearly 30 years of experience in community management and leadership, economic development, city planning, public administration, finance, and budgeting. A proven executive with the ability to capture opportunities, cultivate partnerships, launch new ventures, and lead organizations through change. Establishes and maintains excellent relationships with key stakeholders and decision makers. Team driven with the ability to work with and across multiple departments and organizations.

## PROFESSIONAL EXPERTISE

- Leading People and Organizations
- Economic Development
- Strategic Planning & Visioning
- Structuring Deals and Negotiations
- Financial Planning & Budgeting
- Public Relations/Community Development

## PROFESSIONAL EXPERIENCE

### SENIOR ECONOMIC DEVELOPMENT DIRECTOR

October 2017 – Present

CHOCTAW NATION OF OKLAHOMA, Durant, OK

*The Choctaw Nation has assumed a leadership role in economic development in the 10 ½ county territory (+250,000 service area population). The Strategic Development Department (created in 2019) has a staff of 85 employees with operations including business development, analytics, strategic planning, tourism, small business development, and economic development (community development, marketing, attraction and retention).*

- Coordinated multiple economic development strategic plans (10 counties and 1 overall), in addition to, assessing +80 possible industrial sites with the goal to implement strategies and develop shovel ready sites.
- Respond to +60 site search RFPs annually on behalf of community partners which resulted in site visits and I advise community leadership on how to address perennial problems (workforce housing, place making, site readiness, etc.).
- Forming an international award winning regional economic development organization that markets the area, is prepared for growth, and less reactive to site selection projects.
- Organized a rural economic development conference to teach community leaders how to become competitive at attracting new companies.
- Developing an industrial air research park focused solely on Unmanned Aircraft Systems.

### PRESIDENT & CEO

August 2007 – June 2017

ADA JOBS FOUNDATION, Ada, OK

*The Ada Jobs Foundation contracts with the City of Ada to promote and recommend economic development (service area of 36,000). The Foundation works to improve the economy by retaining existing jobs, recruiting new businesses, and encouraging and supporting new start-ups.*

- Managed a federal and state advocacy program which aligned strategic initiatives (water, education, and transportation) to targeted economic sectors and to remove barriers to economic growth.
- Led a public relations and social media strategic campaign to stir community pride and educate residents as to the impact of buying locally. The campaign resulted in four consecutive years of record retail sales tax collections.
- Coordinated a community visioning process that engaged over 300 citizens and a community rebranding effort that included hundreds of residents.
- Developed political strategies and raised funds for four successful municipal capital campaigns.
- Directed all aspects of the economic development organization including budgeting, strategic planning and implementation, marketing, public relations, board and elected official interaction, economic trend interpretation and forecasting, contract negotiations, writing policy, and staff development.

# MICHAEL SOUTHARD

AICP, CEcD, EDFP, PCED, BREC, MEDP

August 2012 – February 2015

## **PRESIDENT & CEO**

ADA AREA CHAMBER OF COMMERCE, Ada, OK

*Ada Area Chamber of Commerce promotes and engages its members and seeks to enhance the quality of life in the Ada area by fostering local, state and regional partnerships.*

- Revitalized Chamber and restored confidence after a vulnerable period of having four chief executives in a six-year period, which had led to low staff morale, damaged image, and declining membership and revenues.
- Led merger process between chamber and economic development organization.
- Increased membership by 25%, reducing drop rate to below 10%. Increased revenues to an all-time high and restored public confidence in the chamber as a valuable community asset.

## **PREVIOUS/OTHER ROLES:**

**Adjunct Professor, Masters of Regional and City Planning Program – University of Oklahoma (2008 and 2010)**

Principles and Practice of City Planning

Introduction to Economic Development

**Community Development Director – City of Shawnee (May 1999 – August 2007)**

Wrote on of the first existing structure building codes which led to over \$30M in downtown reinvestment. Led comp plan re-write, development code re-write, community visioning process, and downtown redevelopment plan.

**Community Development Director – City of Muskogee (January 1997 – May 1999)**

Led effort for investment in dilapidated neighborhoods which led +200 infill, new construction residential dwellings.

**Assistant Planner – City of Oklahoma City (October 1993 – January 1997)**

Created capital investment evaluation process and GIS system for transportation modeling.

## **EDUCATION**

**Master of Regional and City Planning (1993) – University of Oklahoma (Norman, Oklahoma)**

**Bachelor of Arts – Major in Public Affairs and Administration (1991) – University of Oklahoma (Norman)**

## **PROFESSIONAL CERTIFICATIONS**

**Advanced Economic Development Leadership 3.0 (2020) – So Miss, TCU, Clemson, & U of New Mexico**

**Business Retention Expansion Coordinator (2019) – Business Retention Expansion International**

**Certified Economic Developer (2016) – International Economic Development Council**

**Professional Community and Economic Developer (2013) – Community Development Council**

**Economic Development Financial Professional (2011) – National Development Council**

**Economic Development Institute (2009) – University of Oklahoma**

**American Institute of Certified Planners (1996) – American Planning Association**

## **PROFESSIONAL LEADERSHIP**

**Membership Chair (2021) – International Economic Development Council**

**State Director, Alt. State Director (2010-2019) – Southern Economic Development Council**

**Chair, Board member (2011-16) – Governor's Economic Development Marketing Team**

**Chair, Board member, Education Chair (2009-2014) – Oklahoma Economic Development Council**

**Chair, Board member (2008-2013) – Oklahoma Southeast**

**Region 3 Commissioner (2004-2008) – American Institute of Certified Planners (7 states OK to FL)**

**President, Board member (1992-2004) – American Planning Association – Oklahoma Chapter**

**Board member (2004-2015) – OU College of Architecture Board of Visitors**

## **ORGANIZATIONAL RECOGNITIONS**

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**Best of Show (2020)** – Southern Economic Development Council

**Gold Award for Print Brochure (2020)** – International Economic Development Council

**Best of Division (2020)** – Southern Economic Development Council

**Silver Award for General Purpose Website (2020)** – International Economic Development Council

**Silver Award for Entrepreneurship (2020)** – International Economic Development Council

**Silver Award for General Purpose Print Promotion (2020)** – International Economic Development Council

**Best of Show (2019)** – Southern Economic Development Council

**Gold Award for Print Brochure (2019)** – International Economic Development Council

**Best of Division (2019)** – Southern Economic Development Council

**Bronze Award for Special Purpose Website (2017)** – International Economic Development Council

**53<sup>rd</sup> Accredited Economic Development Organization (2016)** – International Economic Development Council

**Gold Award for Annual Report (2015)** – International Economic Development Council

**Donald Hunter Excellence in Economic Development (2015)** – American Planning Association

**HUD Best Practices Award (2000)** – US Department of Housing and Urban Development



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**PROFESSIONAL EXPERIENCE**

**ONE OKALOOSA EDC – FORT WALTON BEACH, FL**

**(2013 – PRESENT)**

***Executive Director***

*Leadership responsibility for public/private organization tasked with ensuring the economic vitality of Okaloosa County.*

- Undertook comprehensive rebranding effort resulting in new “One Okaloosa” brand and logo
- Developed and executed “Next 25” – a targeted investor campaign achieving an unprecedented 30% growth in membership during a 12 month period
- Implemented organization’s first ever three year strategic visioning / planning process (2013, 2016, 2019)
- Secured a total of \$890,000 in state grant funds to support One Okaloosa programs
- Utilized quarterly Roundtable breakfast series as an effective platform for improving awareness of the organization’s mission while addressing timely and relevant topics important to the business community
- Revamped the organization’s website resulting in the site being recognized with a Silver “ADDY” Award
- Chaired 2014 campaign that led to the local electorate approving local economic development tax incentives by an average margin of 75%
- Championed growth strategies focused on workforce potential of transitioning military members
- Led efforts to significantly expand the community’s portfolio of available shovel ready sites resulting in the certification of the 135 acre Okaloosa Industrial Airpark, a grant supporting the extension of water / sewer lines to the 10,500 acre Shoal River Ranch Gigasite and the County’s acquisition of 588 acres
- Introduced a new outreach program – BEST, or Business Expansion Support Team – tailored to provide regular and meaningful interface with existing businesses operating in key industry sectors
- Planned and coordinated TeCMEN Industry Day – an annual technology and manufacturing industry trade expo attracting exhibitors and top level speakers from around the country
- Facilitated successful recruitment / expansion of companies including American Elite Molding, Beast Code, Boeing, DS2, Fort Walton Machining, GS Gelato, On-Point Defense Technologies, Props Craft Brewery, Race Chip, Suncoast Converters, US Meltblown, Vertex Aerospace and Vertex Solutions

**BRUNSWICK & GLYNN COUNTY DEVELOPMENT AUTHORITY – BRUNSWICK, GA**

**(2005 – 2013)**

***Executive Director***

*Responsibility for the day-to-day management and oversight of an organization tasked with facilitating foreign and domestic capital investment projects while creating new, quality job opportunities for the citizens of Brunswick / Glynn County, GA.*

- Led organization through its first ever strategic planning process
- Spearheaded initiative to provide more “shovel ready” industrial property within Glynn County, resulting in the development of three new industrial parks
- Led efforts to transfer Foreign Trade Zone #144 from a private corporation to the Brunswick & Glynn County Development Authority, resulting in a new revenue stream for the agency
- Undertook Foreign Direct Investment oriented missions to Germany, the United Kingdom and China
- Developed and successfully executed the “Golden Opportunity Tour”, a familiarization tour designed to showcase the Golden Isles community to leading prospects, brokers and site selection consultants during the McGladrey Classic PGA TOUR Golf Tournament on St. Simons Island
- Facilitated successful recruitment / expansion of companies including Quaker City Plating, Innovative Foam Products, Gulfstream Aerospace, King & Prince Seafood, Rich Products, Glynco Machine Company, Southern Ballistics Research, Southeastern Pathology Associates, PaR Systems, Georgia Pacific Cellulose, Pinova, eBay, Mercedes-Benz, Darden Restaurants and Scojet



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**THE ST. JOE COMPANY – PANAMA CITY BEACH, FL****(2000 – 2004)*****Manager, Economic Development (2003-2004)***

*Corporate responsibility for the development, articulation and execution of a comprehensive Northwest Florida economic development strategy.*

- Managed aerospace target marketing efforts for Florida's Great Northwest regional partnership, including the development of trade show marketing strategies for ten international air shows (Paris, Farnborough, Singapore, Hamburg, Glasgow), as well as multiple domestic aerospace trade events
- Formalized unique marketing partnership with Enterprise Florida resulting in the execution of an innovative St. Joe / Enterprise Florida joint marketing initiative focused specifically on sharing the story of Bay County's 75,000 acre West Bay Sector Plan with site selection consultants
- Secured Resolutions of Support from eight different regional county commissions in support of the relocation of the Panama City airport to West Bay
- Spearheaded development of a trade media outreach strategy centered around the aviation security attributes of the Panama City airport relocation project

***Special Projects Coordinator, Economic Development (2000-2003)***

*Recruited by former Economic Development Partnership of Alabama President & CEO Neal Wade to join him at St. Joe and assist in building the company's new Economic Development division.*

- Designed and populated target industry databases for use in economic development prospecting and trade show marketing efforts
- Developed and coordinated numerous RFP responses with various county and regional economic development organizations
- Secured unprecedented cross-regional support for what would eventually become the public/private Florida's Great Northwest economic development partnership

**FLORIDA'S GREAT NORTHWEST – DESTIN, FL****(2003)*****Interim Executive Director***

*Loaned by St. Joe CEO Peter Rummell to serve on an interim Florida's Great Northwest management team following the departure of the organization's executive director.*

- Completed thorough "bottoms-up" assessment of organizational mission and program of work
- Identified specific areas where cost-saving and time-saving efficiencies could be introduced in order to make the organization more effective in achieving its overall mission
- Used feedback from meetings with economic development practitioners and corporate stakeholders to formulate a new organizational staffing structure which better met the needs of both groups
- Developed specific objectives and hiring criteria for executive director search committee resulting in the hiring of Al Wenstrand, former state economic development director for Nebraska
- Introduced new organizational fundraising campaign resulting in 51% increase in annual revenue
- Served on project team for organization's first significant economic development project – Family Dollar's 900,000 SF, \$55 million distribution center in Marianna, FL creating approximately 600 jobs

**ECONOMIC DEVELOPMENT PARTNERSHIP OF ALABAMA – BIRMINGHAM, AL****(1998 – 2000)*****Research Analyst***

*As a member of the organization's Business Information team, responsible for supporting EDPA business development executives with specific target industry-related research, as well as designing and assembling RFP responses for Alabama communities.*

- Designed and populated organization's aerospace, automotive and semiconductor target industry databases for use in trade show marketing efforts and direct mail campaigns
- Served as in-house automotive industry expert, providing daily industry news monitoring services, sector trend analyses and regular update briefings to business development team
- At the request of the CEO, performed comprehensive analysis of Alabama's existing international trade efforts and identified a niche for EDPA
- Coordinated statewide manufacturing industry survey and the development of IDEA - Alabama's first searchable on-line manufacturing directory

**VOLUNTEER LEADERSHIP ROLES**

Chair, Enterprise Florida Statewide Stakeholders Council (2016-17)  
 Executive Board Member, Gulf Coast Council of Boy Scouts of America (2016-18)  
 United Way of Okaloosa-Walton Counties Board of Directors (2015-2021)  
 Career Source Okaloosa Walton Board of Directors (present)  
 Member, Defense Support Initiatives (present)  
 Executive Leadership Committee Member, Eglin Community Partnership Program (present)  
 Chair, Tri-County Community Partnership Initiative (present)

**AWARDS & RECOGNITION**

***Governor's Business Ambassador Award*** – Presented by Florida Governor Rick Scott (2016)  
***Honorary Commander*** – 1<sup>st</sup> Special Operations Wing Mission Support Group, Hurlburt Field (2015)  
***"40 Under 40: Georgia's Best & Brightest"*** recognition, Georgia Trend magazine (2008)  
***"Top 20 Under 40"*** recognition, Golden Isles Magazine (2007)

**EDUCATION & PROFESSIONAL DEVELOPMENT**

***Bachelor of Arts***, Oglethorpe University – Atlanta, Georgia (1998)  
 Major: International Studies; Minor(s): Economics, Spanish

***Summer Fellow***, Institute of Central American Development Studies (ICADS), San Jose, Costa Rica (1997)

***Graduate***, University of Oklahoma, Economic Development Institute (2002)

***Certified Economic Developer (CECD)***, International Economic Development Council (2006)

***Graduate***, National Security Forum, Air University, Maxwell Air Force Base (2015)

***Leadership Certificate***, Northwestern University (2021; one class remaining)

# MICHAEL J TARANTINO II, CECD

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## SUMMARY

Economic, industrial and community development professional with extensive experience in business, marketing and public relations, fundraising, volunteer management and team building, strategic plan execution, public policy and governmental relations, recruitment and retention, public speaking, executive level leadership and budget management.

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## SKILLS

- Project management
- Leadership/communication skills
- Staff, Board and volunteer level team building
- Organizational leadership (both trade and policy)
- Self-motivated
- Public and governmental relations
- Fundraising and grant administration
- Results driven

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## EXPERIENCE

### ACADIANA REGIONAL AIRPORT

New Iberia, LA

#### Interim Director

08/2017 to 04/2020

Interim Director of a major general aviation airport complex featuring a major industrial park. Directed a diverse range of activities involving operations, market/business development and staff with a multi million dollar budget. Facilitated and coordinated implementation of the airport's master plan. Initiated an airport market strategic plan to grow the airport's business portfolio. Launched an initiative to build an international air cargo hub which is set to begin in 2023. Completed Phase 1 of a new airport terminal and other project management. Managed a portfolio of \$4.5 million in grant projects. Coordinated activities with the airport's state and federal lobbyists.

### IBERIA DEVELOPMENT FOUNDATION

New Iberia, LA

#### Executive Director

01/2009 to Current

Helped create and currently manages a 501c(3) non-profit organization focusing on community development and quality of living for the parish and its municipalities. Directed a multi million dollar grant-funded community health and wellness program resulting the creation of three community-wide farmers' markets and a community gardening network. Developed a portfolio of grant activities involving after school programs, arts, music and recreation initiatives that have increased community pride. Manages a grant-funded technical assistance program seeking to bring business rebuilding and resiliency training to businesses effected by storms and Covid-19 lockdowns and fisheries economic development program to support coastal fisheries.

### IBERIA ECONOMIC DEVELOPMENT AUTHORITY

New Iberia, LA

#### Managing Consultant

08/2008 to Current

Facilitated creation of and responsible for ongoing consultative management of Iberia Parish's (county's) first state-chartered economic development authority, tasked with project building, infrastructure development and public project funding management. Developed and directed strategies for the Parish's strategic economic development plan and ongoing development of Progress Point Park; the authority's first business park development. Manages over \$10 million in state capital outlay projects. Led effort to create Iberia Parish's first PILOT-driven shopping center putting older blighted property back into commerce.

### IBERIA INDUSTRIAL DEVELOPMENT FOUNDATION

New Iberia, LA

#### President & CEO

12/2003 to Current

Executive level management of a local quasi-public economic development agency providing leadership in all areas of business recruitment, marketing, public policy and business retention and expansion activities. Chief facilitator, project manager and primary liaison for all economic development projects in Iberia Parish (county) and 4 municipalities. Leads the primary marketing organization for all parish and municipal assets, including leading the marketing efforts for the Acadiana Regional Airport and partnering with the Port of Iberia and Twin Parish Port complexes. Recruited over 500 new businesses and over \$1 billion in new investment, which resulted in over 9,500 new direct jobs and 5,500

indirect jobs. Maintains strong relationships with LED and regional economic development colleagues. Works closely with and maintains strong relationships with the entire Acadiana legislative and congressional delegation on public policy and funding initiatives.

### **WHITNEY BANK**

New Iberia, LA

#### **Commercial and Business Banker, Branch Manager**

05/1998 to 11/2003

Corporate, commercial and business lender responsible for business development. Branch manager and two time "Branch of the Year" award winner. Managed large staff and coordinated community outreach efforts in line with the Bank's strategic growth plan.

### **UNITED STATES MARINE CORPS**

#### **Non-Commissioned Officer**

05/1986 to 05/1994

Effective decision-maker in high-pressure environments. Directed squad-level operations, trained and instructed subordinates and supported units on tactics and operations and worked with commanding officers. Earned "NCO of the Year" award. Honorably Discharged.

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### **EDUCATION AND TRAINING**

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#### **CERTIFICATION**

02/2019

**Univ of Oklahoma- Economic Development Institute, Oklahoma, USA**

Completed all coursework and examinations to earn Certification from OUEDI.

#### **BACHELOR OF ARTS: POLITICAL SCIENCE**

**University of Louisiana at Lafayette, Lafayette, LA, USA**

Earned Bachelor of Arts in Political Science with coursework in business, communications, and leadership.

#### **CECD (CERTIFIED ECONOMIC DEVELOPER)**

**International Economic Development Council, Washington DC**

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### **ACTIVITIES AND HONORS**

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**One Acadiana** (8 parish regional Chamber of Commerce)- Serves as member of the board of directors and the executive committee, as well as numerous other committees (including membership, site development and governmental affairs).

**Louisiana Industrial Development Executives Association**- Past President of the Board of Directors of statewide organization.

**Acadiana Economic Development Council**- Past Chairman of the board of directors.

**Port of Iberia Economic Development Corporation**- Chairman of the board of directors which facilitates special financing models for development at the Port of Iberia.

**Louisiana Board of International Commerce**- Board member appointed by the Governor to serve on state-chartered board with a focus on international commerce, oversight of LED's international activities and intermodal commerce

**Junior Achievement of Acadiana**-Received the Richard Baudoin "Friend of Business" award and inducted into the regional business hall of fame. (2018).

**Workforce Investment Board for Region 40.**

**Council for a Better Louisiana Leadership Louisiana Class- 2007**

**Metropolitan Planning Organization (MPO)**- Past member representing Iberia Parish.

\*\*Additional activities and honors available on request\*\*

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### **CERTIFICATIONS**

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**Certified FAA Part 107 Commercial Drone Pilot**

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### **REFERENCES**

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#### **Cecil Hymel Jr**

Director of Business Development, Viemed  
Iberia Economic Development Authority, Chairman

337.380.8248 (c)

cahymel11@gmail.com

#### **Michael Flash**

President, Dixie Electric

Iberia Industrial Development Foundation, Chairman

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**Patrick Bonin**

Great American Cookies/Marble Slab Creamery, Owner

337.339.0340 (m)

patbonin@cox.net

# FRANK TATE

## EXECUTIVE SUMMARY

Economic Development Executive and Military Veteran with a proven ability to lead community and economic development organizations. Consistently achieving exceptional and measurable results while leading teams in dynamic, fast-paced environments in both civilian and military capacities. Possesses a comprehensive background in targeted marketing and communication, leadership collaboration, and community strategy, with extensive knowledge in prospecting and proposals, budget forecasting and management, and industrial development. Career supported by military training and a Bachelor of Science in Communications.

- Stakeholder Engagement
- Community Representation
- Data & Market Analysis
- Community Planning
- Training & Development
- Government Proposals
- Strategic Forecasting
- Sales Presentation
- Team Leadership

## PROFESSIONAL EXPERIENCE

Clarksville Montgomery County Economic Development Council – Clarksville, TN 2018 – Present  
Industrial Development Executive Director

Lead strategic development efforts and provide guidance that generates positive outcomes for the community and organization, centering on the core economic focus of fostering job growth in advanced manufacturing, aerospace & defense, data technology, and professional business services.

- Leads an organization and operates on the front line while managing a \$1.4 million tax-funded budget
- Initiates and collaborates with stakeholders that generate outreach in the community; led to raising \$4.4 million in private foundation funding that supports 5 years of marketing and community opportunities
- Responsible for the identification of sites and adding 1,300 acres to the community's industrial inventory, limiting cost to the community of due diligence studies only, making each site certifiable
- Negotiated and executed the successful recruitment of more than \$300 million in advanced manufacturing and technology businesses, coupled with the oversight of over 1.5 million square feet in construction during the course of three years
- Developed a Business Retention Expansion program and position, that has resulted in \$43 million capital investment and created 1,242 new jobs in the first year
- Developed Director of Talent position responsible for community concierge services, creation of talent attraction website and target attraction strategy with high in-bound net migration locations
- Facilitated the successful implementation of a work-based learning/apprenticeship program with the school system and supported the successful completion of 4 grants resulting in \$1.25 million of new funds to help launch the program

McKenzie Economic Development Corporation – McKenzie, TN 2017 – 2018  
Economic Development Executive Director

Lead development and implementation of customized strategies, programs, and solutions to achieve growth and collaboration in crucial priority industry clusters of Manufacturing, Retail, Hospitality, and Tourism.

- Prospected and closed existing industry/attraction projects resulting in 150 jobs and \$8 million in capital investment for the first time in 10 years in this community, in the first year in the role
- Managed the organization and key relationships with local elected officials, business leaders, prospective clients, state entities, and national site selectors
- Developed a trend and community drive marketing/action plan, which led to an increased operating budget of \$220,000

- Coordinated and instituted an entrepreneur ecosystem by creating an Innovation and Entrepreneur space, funded through Federal and State grant dollars
- Created and executed the organization's media outreach, serving as the primary spokesperson, initiating all media content that resulted in various media hits and inquiries while raising the profile of the community
- Generated leads by presenting to multiple prospects and driving proposal development, established and maintained a growing network to increase prospect leads, hosting 8 site visits and improving the community's new business attraction by 80%

CABINET FOR ECONOMIC DEVELOPMENT – Madisonville, KY

2014 – 2017

Economic Development Representative

Facilitate and lead the expansion, start-up, and new business projects in Kentucky for companies participating in State incentive programs.

- Coordinated targeted marketing efforts with regional economic developers, elected officials, utility representatives, and transportation partners within a 5-state region
- Facilitated business start-up and successful projects across the state, resulting in \$230 million in capital investment and more than 2,000 new direct jobs
- Presented State economic development incentive programs to foreign direct investors from 50 countries and existing domestic business operations, encouraging 19% new Foreign Direct Investment in Kentucky over 2 years
- Developed and maintained working relationships with more than 300 government officials including legislators and economic development representatives
- Managed collaboration with up to 1,100 business executives and numerous site selection consultants from more than 10 countries worldwide in new business attraction and existing business retention projects

BLUE STAR CONSULTANTS – Owensboro, KY

2014

Consultant

Gathered and shared support material related to potential markets, companies, and opportunities for business growth to expand operations.

- Prepared and presented more than 100 briefings, including market briefs, county profiles, and related information to executive leadership and partners
- Collaborated with senior and executive leadership both in public and private organizations to assess project needs and provide strategy recommendations
- Reviewed and evaluated monthly activity reports as part of community strategy development, created newsletters, social media content, and branding materials to increase regional communication in attracting a skilled workforce
- Proactively sourced, conducted cold calls and courted high potential applicants to the organization to build talent pipelines for current and future organizational needs

UNITED STATES NAVY – Various Locations

2003 – 2013

NCIS Military Liaison

Identified and responded to security threats and vulnerabilities with Naval Criminal Investigative Services. Coordinated law enforcement efforts for internal investigations.

- Managed investigations, leading teams of up to 5 employees to gather and evaluate evidence and coordinate with local authorities
- Developed localized law enforcement partnerships, aiding both state and local detectives resulting in a more effective criminal investigations response
- Designed and implemented a financial fraud analysis report database for Department of Defense small business contracts, monitoring up to \$300 billion in government funds
- Tracked and updated the new database information to allocate small business contract expenditures over a 27-state region
- Maintained environmental compliance awareness and practice, mitigated risk by conducting meticulous research and operational investigations

Lead Investigator

Organized and facilitated investigations within the United States Navy, assessing vulnerabilities and risk. Researched and mitigated suspicious activity.

- Led an investigative department of 25 personnel, closed over 550 Federal warrant cases in 2.5 years and conducted

- 110 extraditions, saving the U.S Navy \$2.5 million in fees
- Completed background checks and provided detailed information to develop suspect profiles and anticipate next steps, ensured updated case information for archived operations
- Coordinated investigations with other local, state, and federal law enforcement where necessary to create a full perspective of each situation
- Oversaw the training and management of more than 300 personnel, developed core competencies and managed curriculum design in order to improve employee readiness and operational efficiency

## EDUCATION & CAREER DEVELOPMENT

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Bachelor of Science – Communications, Kaplan University  
Leadership Clarksville 2020  
TVA Rural Leadership 2018  
WestStar Leadership 2018  
CECD (Pursuing)

## MEMBERSHIPS

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International Economic Development Council – Member  
Southern Economic Development Council – Member  
Tennessee Economic Partnership – Marketing Member  
Southeastern Education Training Association – State Representative

## NOTABLE AWARDS

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Navy and Marine Corps Achievement Medal (x3)  
Volunteer Service Medal

## VOLUNTEER EXPERIENCE

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TN Promise Mentor  
Hire Heroes USA Career Transition Mentor

## TECHNICAL SKILLS

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Software: Microsoft Office Suite, SharePoint, Prezi, Blogger, Salesforce, Twitter, Facebook, LinkedIn, WordPress  
Operating Systems: Mac, Microsoft Windows





# FRANK TATE

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## BIOGRAPHY

### Executive Summary

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Frank Tate is a leader, and has never met a challenge he cannot overcome. From rising through the ranks as a young sailor, to piloting the economies of multiple localities to prosperity, Tate's tenacity, determination, and dynamic prowess are elite amongst his peers. His success is a direct result of his unmatched business acumen, unending enthusiasm, and his distinctive compassionate servant leadership style.

### The Foundation

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The American Dream and Tate's path are one in the same. Born and raised in the Bourbon Capital of the World, Bardstown, Kentucky, Tate grew up knowing the value of a hard day's work. Through the summers of his youth and adolescence, it was not uncommon for young Tate to be loaned out to milk cows, cut tobacco, toss chickens, or bush hog fence lines.

Tate firmly believes it takes a village to raise a child, and he is immensely grateful for his family and neighbors who created his ethic. Their direction, values, and dedication to industriousness were foundational to the themes unfolding in the path ahead.

### History

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Tate was taught to live off the land, and from an early age, he had a profound appreciation for it. Even as a child, Tate was a visionary, seeing immense potential in the world around him. Like many lessons instilled early on, love of the outdoors has remained core to who Tate is. He is an avid outdoorsman who finds frequently himself running, farming, gardening, hunting, and fishing.

Upon graduating from Apollo High School in Owensboro, Kentucky, Tate attended Western Kentucky University. During his education at WKU, the tragic events of September 11th took place. Feeling called to protect the land so formative to his youth and character, Tate enlisted in the United States Navy at age 20.

His 10-year tenure is defined by the last line of the Sailor's Creed: committed to excellence and the fair treatment of all. Serving in the US Navy remains Tate's most prized accomplishment.

Tate held many roles, but every one led to him leading and building a team. Serving 4 years on the USS Robert G. Bradley, stationed in Mayport, Florida, Tate was a quartermaster by education, conducting counter-drug operations in the South and Central America regions of the Atlantic and the Pacific Ocean. Under his direction, he and his department completed the navigational feat of transiting 18 hours through the Chilean intercoastal waterways with zero casualties and passing through the Panama Canal more than five times.

During this time, Tate grew interested in special operations and federal law enforcement. At the end of his tour of duty, he applied and was accepted to be a founding member of the Riverines located in Virginia Beach, Virginia. Since the Vietnam War, this Riverine Squadron had not been in existence in the Navy, it was a small combatant craft unit whose new theatre was the Euphrates River in Iraq. Tate spent 3.5 years with Riverine Squadron 2 and conducted two deployments with zero incidents and casualties under his leadership.

After this tour, Tate set his sights on his career path and transitioned to the Naval Absentee Collections Information Center (NACIC) that led to his position with Naval Criminal Investigative Service located in the North Chicago, Great Lakes field office. While at NACIC, Tate was responsible for finding over 300 deserters and 2 NCIS most wanted fugitives. During his time at NCIS, he was charged with auditing the Small Business Administration's Department of Defense contracts, where he identified the leakage of grant deficiencies—leading to the identification of hundreds of contracts across multiple states. While with NACIC and NCIS, Tate completed his Bachelor of Science in Communications from Kaplan University.

Though no longer a sailor, Tate continues to carry with him the Navy's three core values: honor, courage, and commitment. Tate is calm under pressure, not afraid to make decisions, accept responsibility for his actions, and his work ethic speaks for itself. His personal and professional values are a direct result of, and defined by a childhood on a farm and his military experience.

## Path

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After he transitioned from the US Navy, Tate began working in the corporate setting under Larry Wheatley's guidance, principal owner of boutique headhunting and consulting firm, Blue Star Consultants. In this position, Tate learned of the essential benefits of Chambers of Commerce. Additionally, he helped develop and deliver a model called the Warrior Transition Program. During the implementation of this program, Tate attended job fairs, military hiring events, and educational seminars with the goal of recruiting military talent into the civilian workforce. During these events, Tate brought hiring materials and job postings from Chamber of Commerce members. Tate was sure to cultivate material to include businesses across a multitude of industries. A resume bank was then compiled from the applicants, and Blue Star Consultants conducted interviews which directly attributed to hiring increases and community growth. During his hiring pursuits, Tate became particularly fond of Fort Campbell Army Post.

The relationships in this position helped him land the Regional Economic Development Project Manager's job for the Kentucky Cabinet of Economic Development in Western Kentucky. Tate represented 27 counties, conducting business recruitment, board reviews, site evaluations, and offered elected leader training. Tate's communities that he had the most activity in were Bowling Green, Franklin, and Owensboro for prospect activity. He learned a lot about agency makeup from these locations, which helped him craft and direct his region to be better poised for success.

His most tremendous success while with the Cabinet was Kelley Beekeeping Company's retainment in Clarkson, Kentucky. A small family-owned business recently bought out by a company out of the Midwest who was closing the operation after 60 years and taking it to another community. This experience is where Tate negotiated an income tax abatement, offered a job training credit, guided the community leadership to conduct their first industrial revenue bonds, and helped keep over 150 jobs in the community of less than 2,000. During Tate's tenure, he completed over 55 business location and expansion projects in Western Kentucky, equating to over \$614,356,000 in investment.

With the Cabinet, Tate worked under Corky Peek, a seasoned economic developer, widely recognized as one of the top in the Southeast, and someone he considers his mentor. Peek encouraged Tate to seek further responsibilities, and after three years of working with him, Tate found a new role with the McKenzie Industrial Development Board which later became the McKenzie Chamber of Commerce and Industry.

After arriving in McKenzie, Tate worked with the leadership in every community within Carroll County, where he revitalized a program and organization that had been dormant for a few years. Following a carefully created strategic plan, the first task at hand was establishing and implementing a marketing and attraction campaign. After the campaign, executing a program for existing businesses was next. This included developing a coordinated system with Tate's board and mayor.

Tate would proceed to hold monthly meetings with industry managers to develop a diary log and an action plan to help the companies expand locally. A short ten weeks into the role, Tate conducted a strategic planning session and created an annual action plan for the community and board to consider. The details of this plan focused on residential development, training coordination, retail recruitment, and marketing efforts for new attraction projects. After two years in McKenzie, Tate heralded a number of new opportunities to include the establishment of an entrepreneurship program and tourism center. However, his two major successes were the recruitment of Pottery Direct, a Netherlands based operation, and redeveloping the entity of the IDB to be placed into a Chamber of Commerce and Industry organization.

## **Current Professional Accomplishments**

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Having a family, and being a successful economic developer, the need to settle down in a community to raise his family was imminently approaching on the horizon. Looking for sustainable opportunity in a growing community, Tate entered the applicant pool for Executive Director of the Clarksville-Montgomery County Industrial Development Board.

Tate entered the economic development industry swiftly, and was an immediate force to be reckoned with. Tate exuded excitement and enthusiasm immediately upon landing in Clarksville, and like a good economic developer does, he truly made Montgomery County his hometown. He ingrained himself in the diverse culture and gathered the intimate local knowledge necessary to know the area and its residents well. Tate believes it is necessary for economic developers to fully assimilate in order to serve each community to the fullest capacity.

Tate regularly leads strategic development efforts and provides guidance that generates positive outcomes for communities and organizations, centering on the core economic focus of fostering job growth in advanced manufacturing, aerospace & defense, data technology, and professional business services. He is active at the regional and national level with Economic Agencies including SEDC, IEDC, TEDC, SETA and Hire Heroes USA, utilizing each connection as an opportunity to realize the vision and goals of his current community.

As an example of practical application, while working to propel Clarksville-Montgomery County forward, Tate brought a long-standing 'bucket list' project back to life. Tate was able to initiate the development of a convention center and office park. Additionally, Tate worked to secure hotel, retail, and office developers for the multi-million dollar, 69-acre office park project. The motivation for each of these projects was to enhance the community's quality of life significantly through additional amenities to enjoy while providing opportunities for higher-paying jobs. Tate also set out to accomplish these goals in support of his organization's mission to provide prosperity and increase household income by 20% in the next 5 years.

Frank Tate is not a pioneer in this field of work, he is a progressive practitioner. Tate has learned economic development through functional, situational application, and he firmly believes there is no better way to learn than through sound experience. He is able to demonstrate the localization effect and orientate clients to recognize a successful business climate. Tate's understanding of economics and business acumen alongside strategic forecasting sets himself apart from his colleagues.

He can often be heard saying, "Our work today isn't for the past or the present, it is for the future," and that is why Tate continues to pursue a better community for all to enjoy.

## The Why

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As the South, Southeastern, and Midwest regions of the country see a resurgence of growth, revitalization, and industrialization, each area's demographic is becoming increasingly younger, more savvy, innovative, and eager to get to work. Likewise, Tate believes economic developers need to implement dynamic and progressive leadership in their communities.

To quote the late Pat Summitt, "Here's how I'm going to beat you, I'm going to outwork you. That's it. That's all there is to it." That is the perfect summation of Tate's philosophy, and core motivation. Throughout his military and professional career, he has worked in capacities that have required him to be a motivated silent professional. Doing the hard job and making the tough decisions to allow for the team to continue to progress. As the colloquial goes, the right path is not always the easy path. Tate has a track record of navigating diversity with grace, and it is something he has come to enjoy.

Economic development quite literally requires the person in the lead to move mountains and navigate inevitable uncertainties. True development for the good of the community is selfless, and it requires being a servant leader. In this field, selfless work in need of a dedicated and willing servant leader is quite common. Tate relishes the opportunity to positively effect change and create tangible growth in the community. For him, it is humbling and affirming to see a vision come to life and watch a hometown flourish as a direct result.

## The Experience

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### ***Economic Development Recruitment and Retention Efforts***

Business development is the primary focus of the majority of economic development organizations, and the range of assistance of services provided can vary greatly. Having completed over 70 business recruitment and expansion projects throughout nine years of economic development service, Tate has worked to establish multiple small businesses, and industries. His involvement includes assisting in the site location, due diligence, and construction processes through the certificate of occupancy acceptance for many existing operations.

As a professional practitioner, Tate has established economic principles in a multitude of communities ranging from urban environments to the most rural setting. His experience includes establishing TIF districts, supporting Industrial Revenue Bond development, coordinating Low Income Housing Tax Credit programs, conducting existing business programs such as wage and labor surveys, supplier outreach coordination, and export initiatives.

Tate emphasizes the importance of communication through Manufacturer Executive round table discussions. During those executive discussions, topics typically span a range between educational programs, introduction to local nonprofit agencies, industry best practices, wages and benefits, executive training, and cultural awareness. Additionally, Tate oversaw collaboration with State colleges, community colleges, and technical schools to help introduce them to industry human resource managers and training coordinators. He also established on the job training programs that evolved into work-based learning, as well as a high school-based apprenticeship.

### ***Working with and Reporting to a Board of Directors & Building Consensus with Diverse Constituencies***

With over eight years working with different boards, elected leadership, Tate has had the unique opportunity to work a myriad of diverse constituencies. Further, he has been able to work with each of the aforementioned groups in a variety of ways.

Throughout his time with the State of Kentucky, he answered to the Kentucky Economic Development Finance Authority. There he pitched incentives for multiple recruitment and expansion projects across the region, achieving a success rate of 100% throughout his time there. While with Kentucky, Tate supported the recruitment efforts of many projects and generated relationships with multiple foreign direct investors.

In his regional support role, through participating in community board meetings around budget season and strategic planning sessions, he was able to promote progressive growth to the stakeholders of the communities while offering education, ideas and assisting with implementing plans from a distance.

McKenzie is where the responsibility of conducting, administering board meetings really took shape. There he took on the opportunity to develop the board, helping to educate them in the importance of the roll of board members while providing vision, attainable goals, and strategy.

Regarding diverse constituencies, Clarksville-Montgomery County has over 17 foreign direct investors. Navigating the cultural awareness localization effect, and being an acclimation and orientation resource allowed Tate, as well as his department, to develop cohesive relationships. With those diverse businesses, each conversation provided Tate an opportunity to learn how to navigate negotiations and support new industries and their workforces in a way they feel at home.

Day to day, he leads an organization and operates on the front lines while managing a \$1.7 million tax-funded budget. Regularly initiating conversations and collaboration opportunities with key stakeholders that generate outreach in the community, are efforts that have led to Tate raising \$4.4 million in private foundation funding, supports 5 years of marketing and community opportunities. He is also responsible for the identification of sites, adding 1,300 acres to the community's industrial inventory, limiting cost to the community of due diligence studies only, and making each site certifiable.

### ***Preparing and Implementing Comprehensive Strategic Plans***

There are several approaches to strategic planning, many agencies choose different methods to identify the solution for their plan. Each agency, through the planning process, must determine what the action is following the results. Under Tate's 5 years of leadership championing two communities, he has crafted many comprehensive programs along with strategic action plans. During the time with Kentucky, contributing as a regional stakeholder to many of the region's local community growth strategies. Contributions include: discussing investment strategies, workforce programming, or providing insight into marketing efforts. The key factors are stakeholder involvement, the mission of the organization, and the mechanics utilized to fulfill the mission.

When working at the local level, strategic planning is often found being done on a large scale in partnership with an external consulting firm. The three reasons for this direction are: international and national oversight of best practices, creating cohesion among stakeholders and investors to establish a unified vision for community growth and to serve as a catalyst for investment to drive implementation.

Working with the consultant not only allows the community to develop a new strategy but it generates an organizational relationship as many firms are conducting both strategic planning and site location services.

More rural communities do conduct in house strategy sessions, coupled with infrastructure agencies and government leadership, but the likely reasoning often comes down to the financial stability of the agency. The execution of these plans inevitably comes down to the boards support of the overall goal for the community.

### ***Implementations include but are not limited to:***

#### ***Business Services (Chamber)***

Tate directed and organized the establishment of a Chamber of Commerce and Industry in McKenzie, Tennessee. Additionally, he coordinated a retail strategy program for a rural setting by working with independent landowners and brokers to draw interest for the community. Tate executed the implementation of an employee relocation resources package, business advocacy, job training, publication of marketing materials, and networking opportunities.



### *Business Retention Expansion*

Additionally, Tate identified the need for a Business Retention Expansion program and position. Both the program and position are great successes and have resulted in \$43 million capital investment and created 1,242 new jobs in the first year. Complimentary to the aforementioned, this most recent implementation builds on an entrepreneurial program designed and facilitated that resulted in grant coordination and construction of a facility in McKenzie. Efforts of the project in McKenzie resulted in significant grant funding from the Tennessee Valley Authority and state.

### *Workforce Development*

Tate has facilitated the successful implementation of a work-based learning and apprenticeship program with school systems and supported the successful completion of 4 grants resulting in \$1.25 million of new funds to help launch the program.

Tate facilitated the implementation of multiple workforce-based initiatives, to include the following six:

- ClarksvilleIsHiring
  - Targeted social media
  - High traffic website
  - +3.26 million reached
- Locate Here
  - Social media campaign targeting communities with higher costs of living
- Workforce Survey
  - Provide leaders with data to determine barriers to employment
- Mentorship Program
  - Communication, learning and guidance on retention and company culture
- Grad Hiring Expo
  - Industry hiring event for both high school graduates as well as college students
- Business Orientation
  - Business training on pools of candidates, education, and upskilling

### *Tourism*

Working with the department of Tourism through the Cabinet, Tate helped to market the 25% sales tax incentive for films that took place in the state. As he worked to market this program it led to the development of the southern Kentucky film commission with the elected leadership of Warren and Hart Counties.

Working with the Department of Tourism while in Carroll County, he was able to secure \$75,000 in funds for the rehabilitation of McKenzie Train Station, that has now been developed into a destination for Tennessee railroad history.

### *Grant Coordination*

Economic Development Authority, Delta Regional Authority, Community Development Block Grants, TVA Investprep and Investready, TNECD Site Development Grant, 3 Star Grant, Department of Tourism grants, TDOT SIA grants, Department of Labor OJT grants, and Appalachian Regional Council Grants are all organizations and their accompanying programs he pursued, as well as relationships he developed for the betterment of his community.

### *Downtown Development*

Tate coordinated the establishment of MainStreet America program for McKenzie, Tennessee, helping to revitalize the downtown district and offer grant support to small businesses that did not have the capacity to navigate the grant processes.

### *Fundraising Campaigns*

Tate has participated in 3 fundraising campaigns and has written policy for one campaign. Setting goals for these campaigns, started with stakeholders and industry leaders. More importantly, media and social platforms help generate unexpected funds. His preparation of the ROI models to help sell the community to the community was the biggest development needed to generate external interest for individual donations and philanthropic funds.

## **The Conclusion**

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The roll of an economic developer is: analyst, catalyst, advocate, a resource and educator, and Frank Tate embodies each.

Excellent marketing, speaking, and presentation skills have been developed through 19 years of experience in relationship development and team building roles cultivated through military, public and private employment. In conjunction, 9 years of Economic Development experience in Local, State, and Private organizations have given Tate a strong understanding of proposal development, budget forecasting, and workforce pipeline development.

As an economic developer at an executive level, Tate takes immense pride in having the opportunity to truly shape the future of bright, thriving communities. Recently, under his guidance, tutelage and servant leadership Clarksville, Tennessee was named the #1 Best Place to Live in America by money.com (2019). He also oversaw the completion and development of LG Electronics' first washing machine operation in the US. This project was the second-largest industrial investment in the community at \$250 million, creating over 660 jobs, with an additional indirect investment of \$33.4 million from industry-affiliated suppliers.

He has markedly improved the economy of each locality he has been part of as a direct result of his dedication to working hard to enhance the quality of life for residents through diligent business recruitment and business retention strategies.

Tate's 10-year personal goal was to accomplish \$1 billion in total capital investment, and he has encapsulated that goal, a year and a half ahead of schedule, in 2021.

# FRANK TATE

## CAREER ECONOMIC DEVELOPMENT PROJECTS

### **Blue Grass Supply Chain Services**

Investment: 5.2 Million  
Job Creation: 55  
Location: Bowling Green  
Date: January 2015

### **KapStone Container**

Investment: 4.5 Million  
Job Creation: 30  
Current Jobs: 112  
Location: Bowling Green  
Date: January 2015

### **Kimball International**

Investment: 318,000  
Job Creation: 42  
Current Jobs: 181  
Location: Fordsville  
Date: March 2015

### **Kentucky Chrome Works**

Investment: 707,000  
Job Creation: 63  
Current Jobs: 59  
Location: Horse Cave  
Date: March 2015

### **WPT Corporation**

Investment: 500,000  
Job Creation: 10  
Current Jobs: 60  
Location: Beaver Dam  
Date: April 2015

### **Striker Bilt**

Investment: 1.5 Million  
Job Creation: 10  
Location: Greenville  
Date: April 2015

### **Atlas Development Group**

*Startup*  
Location: Elizabethtown  
Date: April 2015

### **Computershare**

Investment: 12 Million  
Job Creation: 250  
Location: Louisville  
Date: April 2015

### **Halton Group**

Investment: 3.7 Million  
Location: Scottsville  
Date: May 2015

### **Hercules Manufacturing**

Job Creation: 14  
Location: Henderson  
Date: May 2015

### **ProCom Heating**

Investment: 19 Million  
Job Creation: 37  
Location: Bowling Green  
Date: May 2015

### **Tyson Foods**

Investment: 8.2 Million  
Job Creation: 91  
Current Jobs: 1200  
Location: Henderson  
Date: June 2015

### **TerrePure Distillery**

Investment: 25 Million  
Job Creation: 75  
Location: Owensboro  
Date: July 2015

### **Graham Packaging**

Investment: 22 Million  
Job Creation: 68  
Current Jobs: 230  
Location: Bowling Green  
Date: August 2015



**TMS Automotive**  
Investment: 5 Million  
Job Creation: 38  
Location: Bowling Green  
Date: September 2015

**Hollison**  
Investment: 1.2 Million  
Job Creation: 34  
Location: Owensboro  
Date: September 2015

**Kelley Beekeeping**  
Investment: 7.5 Million  
Job Creation: 50  
Current Jobs: 110  
Location: Clarkson  
Date: September 2015

**Swedish Match**  
Investment: 3 Million  
Current Jobs: 340  
Location: Owensboro  
Date: October 2015

**National Office Furniture**  
Investment: 530,000  
Job Creation: 40  
Current Jobs: 190  
Location: Danville  
Date: November 2015

**Pond River Enterprises**  
Investment: 1.3 Million  
Job Creation: 31  
Location: Greenville  
Date: November 2015

**Quad Graphics**  
Investment: 2.5 Million  
Job Creation: 20  
Current Jobs: 468  
Location: Lexington  
Date: December 2015

**Quad Graphics**  
Investment: 480,000  
Job Creation: 25  
Current Jobs: 148  
Location: Franklin  
Date: December 2015

**Precision Strip**  
Investment: 15.5 Million  
Job Creation: 15  
Current Jobs: 112  
Location: Bowling Green  
Date: February 2016

**Custom Resins**  
Investment: 12 Million  
Job Creation: 40  
Location: Henderson  
Date: February 2016

**TMM**  
Investment: 5.6 Million  
Job Creation: 42  
Location: Franklin  
Date: February 2016

**Thai Summitt**  
Investment: 110 Million  
Job Creation: 216  
Location: Bardstown  
Date: March 2016

**Eagle Press America**  
Investment: 1 Million  
Job Creation: 10  
Location: Franklin  
Date: April 2016

**Legend Lumber Lee**  
Investment: 3.5 Million  
Job Creation: 30  
Location: Bardstown  
Date: April 2016

**Halton Group Expansion**  
Investment: 2.95 Million  
Job Creation: 14  
Current Jobs: 166  
Location: Scottsville  
Date: May 2016

**Pride Industries**  
Investment: 150,000  
Job Creation: 10  
Location: Union  
Date: June 2016

**Rane Precision Die Casting**  
Investment: 5.8 Million  
Job Creation: 170  
Location: Russellville  
Date: July 2016

**Ervin Cable Construction**  
Investment: 511,000  
Job Creation: 20  
Current Jobs: 66  
Location: Union  
Date: July 2016

**Sumitomo**

Investment: 10.5 Million  
Job Creation: 145  
Location: Franklin  
Date: July 2016

**Brewco Marketing Group**

Investment: 600,000  
Job Creation: 18  
Location: Muhlenburg  
Date: July 2016

**Alorica Call Center**

Job Creation: 830  
Location: Owensboro  
Date: September 2016

**Unifirst**

Investment: 12 Million  
Job Creation: 25  
Current Jobs: 375  
Location: Owensboro  
Date: September 2016

**CR Machine Shop**

Investment: 1.05 Million  
Job Creation: 14  
Location: Greenville  
Date: October 2016

**Gibbs Die Casting**

Investment: 10 Million  
Job Creation: 46  
Location: Henderson  
Date: October 2016

**Bed Wood and Parts**

Investment: 3.7 Million  
Job Creation: 42  
Current Jobs: 6  
Location: Hopkinsville  
Date: October 2016

**Blue Cotton**

Investment: 5.6 Million  
Job Creation: 94  
Current Jobs: 50  
Location: Bowling Green  
Date: November 2016

**Wink Manufacturing**

Investment: 1.55 Million  
Job Creation: 50  
Location: Dawson Springs  
Date: December 2016

**Tyson Foods**

Investment: 13.5 Million  
Job Creation: 66  
Current Jobs: 1200  
Location: Henderson  
Date: December 2016

**Performance Feeds**

Investment: 2.3 Million  
Job Creation: 30  
Location: Bowling Green  
Date: December 2016

**Builders First Source**

Investment: 6.4 Million  
Job Creation: 79  
Location: Bowling Green  
Date: December 2016

**Stark Truss**

Investment: 1.66 Million  
Job Creation: 22  
Location: Auburn  
Date: January 2017

**Whitworth Tool**

Investment: 3.58 Million  
Job Creation: 50  
Location: Hardinsburg  
Date: February 2017

**Traugher Mechanical Services**

Investment: 580,000  
Job Creation: 10  
Location: Franklin  
Date: March 2017

**PureCap Laboratories**

Investment: 2.5 Million  
Job Creation: 30  
Location: Franklin  
Date: March 2017

**TG Automotive Sealing**

Investment: 7.5 Million  
Location: Hopkinsville  
Date: March 2017

**BlueGrass Supply Chain Services**

Investment: 1.78 Million  
Job Creation: 24  
Location: Park City  
Date: June 2017

**Audubon Metals**

Investment: 8.3 Million  
Job Creation: 39  
Location: Henderson  
Date: July 2017

**Swedish Match**

Investment: 40.9 Million  
Job Creation: 36  
Location: Owensboro  
Date: August 2017

**Gryphon Environmental**

Investment: 1.76 Million  
Job Creation: 20  
Location: Owensboro  
Date: September 2017

**Metalsa**

Investment: 36.5 Million  
Job Creation: 113  
Location: Owensboro  
Date: September 2017

**WhiteRock Pigments**

Investment: 179 Million  
Job Creation: 124  
Location: Hancock  
Date: October 2017

**Allegion | Republic Lock and Door**

Investment: 4.5 Million  
Job Creation: 70  
Location: Carroll County, TN

**Pottery Direct**

Investment: 8 Million  
Job Creation: 40  
Location: Carroll County, TN

**LG Electronics**

Investment: 250 Million  
Job Creation: 660  
Location: Montgomery County, TN

**Google**

Investment: 0  
Job Creation: 100  
Location: Montgomery County, TN

**Bridgestone Metalpha**

Investment: 25 Million  
Job Creation: 52  
Location: Montgomery County, TN

**Multi-color**

Investment: 8.5 Million  
Job Creation: 40  
Location: Montgomery County, TN

**Hankook AtlasBX**

Investment: 75 Million  
Job Creation: 200  
Location: Montgomery County, TN

**Agero**

Investment: 2 Million  
Job Creation: 900  
Location: Montgomery County, TN

**FNS | Pantos**

Investment: 33.4 Million  
Job Creation: 67  
Location: Montgomery County, TN

**CBE Companies**

Investment: 1.5 Million  
Job Creation: 500  
Location: Montgomery County, TN

**Microvast Power Systems**

Investment: 220 Million  
Job Creation: 287  
Location: Montgomery County, TN

**VK Technologies**

Investment: 7 Million  
Job Creation: 50  
Location: Montgomery County, TN

**Retail Project Clarksville Commons, LLC**

Investment: 12 Million  
Location: Montgomery County, TN

**Montgomery Commons Greenway Housing**

Investment: 9.5 Million  
Location: Montgomery County, TN

**FieldStone Village, Housing**

Investment: 11.3 Million  
Location: Montgomery County, TN

**LG Electronics (2021)**

Investment: 20.5 Million  
Job Creation: 334  
Location: Montgomery County, TN

**Troy Industries**

Investment: 7 Million  
Job Creation: 75  
Location: Montgomery County, TN

## MARTIN K VANAGS

Experienced Chief Executive Officer with extensive economic, community development, private sector, city management and public administration background and achievement. Knowledgeable in all aspects of organizational development, fundraising, marketing, communication, strategic planning and execution, business recruitment, retention and entrepreneurial development.

### **Executive Management and CEO Experience**

- **Interim City Administrator, City of Moline IL** – Moline, Illinois, May 2020 to Present
- **President and CEO, Saratoga County Prosperity Partnership** – Saratoga County, NY, May 2015 to January 2015.
- **Vice President Regional Economic Development, Indy Chamber and Indy Partnership** -Indianapolis, Indiana, March 2013 to May 2015
- **Chief Executive Officer, Bloomington-Normal Economic Development Council** – Bloomington-Normal, McLean County, Illinois May 2004 to February 2013
- **Executive Director, Freeport Downtown Development Foundation** – Freeport, Illinois, August 2002 to April 2004
- **Executive Director, Rockford Area Economic Development Council**- August 1993 to November 1995
- **Director of Community and Economic Development-- Village of Machesney Park, IL --** September 1990 to July 1993

### **Organizational Leadership and Executive Function Experience**

- Appointed Interim Administrator of a full-service City (Moline) with 370 employees, \$127 million combined budget and 12 Directors in the midst of a pandemic and subsequent economic downturn. Developed a strategic plan to reorganize departments, undertook stalled union negotiations, developed a reporting dashboard, and implemented a communication program.
- Board member of QComm 911 Call Center Board and P25 Communications System Board
- Initiated a comprehensive study of 13 Tax Increment Finance Districts in the City of Moline and developed a strategy to energize and re-establish economic development in each.
- Conducted a review of all Intergovernmental agreements and Development agreements within the city of Moline for appropriateness and deficiencies.
- Revamped and launched a new multi-year \$75 million Capital Improvements Program for the City of Moline by creating a new prioritization process.
- Organized and implemented the startup of new or dormant non-profit economic development organizations, in Bloomington-Normal, Indianapolis and Saratoga County. This included Board development, implementation of Board mission and values declaration, by-laws development, committee structure. Managed re-development of stagnant economic development program including the development of new by-laws, Board of Directors and creation of a Strategic Plan.

- Brought the Bloomington-Normal EDC from a \$100,000 budget, 7-member board with 15 investors to a \$1,000,000, 30-member board, 130 investor organization between 2004 and 2013.
- Developed and launched new comprehensive strategies or multi-year funding programs in Bloomington-Normal (Navigating a New Direction), Indianapolis (Comprehensive CEDS), and in Saratoga County (Saratoga Strategy).
- Funding campaigns have raised over \$8 million over 10 years of programming.
- Launched the One Voice advocacy project (supporting federal appropriations requests) bringing together community and business leaders on an annual visit to Washington D.C. Successful in attracting over \$25 million in federal fund to the community (Bloomington-Normal). Recently completed the sixth annual trip in March of 2012 and currently planning 2013.
- Implemented NextWave Communities (Saratoga County) to provide customized “micro” economic development plans for Towns and Cities.

### **Business Attraction and Retention Accomplishments & Experience**

- Led the economic development team in securing 2,100 new and retained jobs during Saratoga County tenure 2015 to present day with Capital investment approaching \$100 million.
- In 2013-14 helped to secure over 21,362 jobs and over \$1.95 billion in new capital investment in the Indy region.
- Secured the creation and retention of over 1,300 jobs and \$1 billion in new capital investment between 2006-2012 in Bloomington-Normal
- Created and managed two successful Business Retention outreach programs in Bloomington-Normal (BizBam!) and Saratoga County (BusinessFirst Saratoga) with outreach to over 300 business and 260 businesses respectively on an annual basis.
- Created and managed marketing award winning marketing campaigns for attraction, business retention and entrepreneurship

### **Entrepreneurship and Small Business Development**

- Created the small business infrastructure program launching a Business Retention program, establishing Community Development Corporation, secured \$800K in federal funding for a community business incubator, and implemented a business mentoring program (Circles of 7) serving over 250 entrepreneurs.
- Established and acquired funding (\$800K) for a Business Incubator in cooperation with Illinois State University (Bloomington-Normal)
- Developed the Freeport Downtown Advantage—A small business development and attraction program; Initiated the request and ultimately received a \$200,000 federal appropriation for this program

- Managed and built a small business revolving loan fund that has grown over 120% in funds loaned and portfolio growth. Also qualified organizations as CDFI and created a micro-loan program for small businesses (Bloomington-Normal). International Trade and Export

### **International Trade and Export**

- Developed an International Trade and Export assistance program for Saratoga County and the Capital Region in 2019. Already assisting three businesses with export and trade assistance
- Led the Brookings/JPMorgan Chase Global Cities Export Project in Indianapolis creating a regional export plan which is currently part of their economic development programming.
- Created, organized and implemented reverse trade mission programs, hosted and developed with Commercial attaches, Consuls General during tenures in Rockford, Bloomington-Normal, Indianapolis, and Saratoga County.

### **Related Experience**

- Launched Next Wave Network, a real estate referral system supporting the technology sector (Saratoga).
- Led the process to secure and develop the Twin Groves and White Oak Wind Farms resulting in over 300 Wind Energy Turbines in McLean County producing 546 megawatts of energy (Bloomington-Normal)
- Successfully established a National Historic District and Historic Preservation commission for the downtown area. (Freeport, IL)
- Leased retail and office space to local, regional and national tenants. Spaces ranged from 750 square feet to in excess of 100,000 square feet. Developed and leased new greenfield development sites, including sites in Colorado, and Texas.

### **Other Related Work Experience Vice President**

- Leasing & Development Manager—Rubloff Development Group, Rockford IL; May 1997 to January 2002
- Assistant to the City Manager, City of Crystal Lake, IL; November 1985 to March 1989

### **Education**

- Certified Economic Developer (CECD) – October 2016
- Masters of Public Administration -- Northern Illinois University, DeKalb, IL 1986
- Bachelors of Science –Political Science Major, Illinois State University, Normal, IL 1984

## Related Activities and Memberships

- Board Member Quad Cities Chamber of Commerce
- Board Member TaxSlayer Center (Quad Cities Arena and Civic Center)
- International Economic Development Council --Board member as of January 2013 to present
  - Member of Business Development Committee
  - Chair Public Policy Advisory committee and member of the Economic Development Research Partners. 2009-2011
  - Assisted with Hurricane Katrina Business Relief under the International Economic Development Council in 2006.
- Founding Member of the Board of @Midwest Social Media Conference (Bloomington-Normal)
- Named as one "Top 50 Economic Development Professionals" in the United States by Consultant Connect – January 2015
- Illinois State University of Alumni Board of Directors 2010
- Advisory Board Member, Means Center for Entrepreneurship
- Founder and Advisory Board Member, Center for Emerging Entrepreneurs
- Advisory Board Member, Alternative Energy Program
- Member Industrial Asset Management Association
- Member and former chair of the Central Illinois Development Partnership
- Former (2010-2011) Chair of Board Illinois Development Council
  - Member Public Affairs Committee (Chair, 2006) Member Conference Committee (2005-2007), Board Member 2007-2010, three year term.
- Local Workforce Investment Board Member 2005-2007, 2011-2013 (Bloomington-Normal) 2015-2018 Saratoga County
- Illinois Chamber Economic Development Council
- Board Member Mid-Central Community Action Agency (2005-2008)
- Former Board Member of Illinois Green Business Association (2007-2010)

# CLAY WALKER, CEcD

## SUMMARY

A respected, successful economic development professional through nearly 25 years of creating and utilizing holistic and collaborative strategies and purpose, whose work has led to the generation of nearly 17,000 direct jobs and well over a half billion dollars in private investment in the communities he has served. Has demonstrated a grasp of all disciplines and nuances of his profession and the need for consistency and cohesion among IDBs, chambers, CVBs, workforce development, and other partners; created several award-winning brands and collaborative programs of work.

## WORK HISTORY

### **NETWORKS Sullivan Partnership** Sullivan County, TN

#### **Chief Executive Officer**

**January 2014-Present**

Lead Sullivan and Hawkins counties' economic development organization. Responsible for marketing, recruitment, expansion and retention of existing industry, land development, and other community development projects. As the face of the organization, must build strong relationships with investors and stakeholders from public and private sectors and work closely with local, regional, and state organizations.

- Currently in a leading role in the unification of the two EDOs in Tri-Cities; authored a business plan, program of work, funding model, and structure options
- Coordinate local chambers of commerce in the Retire Tennessee program
- Created rebrand of "Where Tennessee Begins Its Business Day" promoting region's history of pro-business initiatives often replicated across the state
- Working with cities and local utilities, secured more than \$7 million in grants for infrastructure and marketing
- Recruited companies totaling more than 3,000 primary jobs and \$68 million in investment and oversaw expansion projects totaling 2,800 primary jobs and \$105 million in investment; with some 4,000 secondary jobs resulting from these projects, the total is just under 10,000 new jobs brought into the region
- Recruitment wins include: Alpha Natural Resources (HQ/coal industry), Contura Energy (HQ/energy resources), Agero (roadside assistance call center), Anita's Snacks (food processing), Meade Tractor (regional HQ), Leclerc Foods (US HQ, food processing), IntelliHARTx (call center), and Miyake Forging (automotive)
- Expansion wins include: KPS Global (walk-in coolers), HSN (distribution), Bell (aeronautics), FedEx (distribution), Teleperformance (call center), ElectroMotor (appliance), Bharat Forge (automotive), Microporous (battery separators)



**The Walker Group, LLC**  
Nashville, TN

**President & CEO**

**April 2012-January 2014**

Headed company that offered consulting services to chambers of commerce and economic development organizations in areas such as strategic planning, member/investor relations, strategic planning, establishing target industry sectors, marketing and branding, community development, connecting workforce development to chambers of commerce and EDOs, website and social media strategies, existing industry services.

**Gallatin Economic Development Agency**  
Gallatin, TN

**Executive Director**

**August 2005-April 2012**

Responsible for the marketing, recruitment, and expansion and retention of businesses and industries in targeted sectors: headquarters, distribution, advanced manufacturing, and big box retail. Created entrepreneurship program.

- Worked with City departments and Chamber of Commerce on pro-business programs such as fast-track permitting and improvements of codes approval processes as well as downtown development.
- Created “GEAR” Program to better serve existing businesses and industries; collaborated with Chamber of Commerce to parallel program for retailers
- Collaborated with existing businesses and partners such as Chamber of Commerce to create the “Work in Gallatin” talent attraction program.
- Created “Gallatin Gets It” branding campaign, emphasizing City’s pro-business policies and priorities, including the creation of a new logo and website
- Developed an award-winning entrepreneur resource website
- Wrote articles that were published in *Expansion Solutions* magazine (about regional economic development) and *Trade & Industry Development* magazine (featuring best practice in existing industry programs)
- Recruited companies that created some 2,500 jobs and nearly \$100 million in investment and assisted expansion projects for nearly 3,500 jobs and \$175 million in investment; when factoring in the resulting secondary job creation, the total increase was more than 14,000 new jobs in the region
- Recruitment wins included: Samick Music Corporation (headquarters, regional distribution of musical instruments), Shoals Technologies Group (headquarters, R&D, manufacturing of solar panel components), Alliance Distribution Partners (industrial supplies), GF Puhl Manufacturing (machinery of the paper industry)
- Expansion wins included: ServPro Industries (HQ, training center, DC of cleaning services, products), ITW-CIP (automotive, aeronautical fasteners), ABC Fuel Systems (automotive), Salga Plastics (automotive parts), Simpson Strong Tie (industrial screwdriving equipment), Converting Solutions (medical devices)

## **West Kentucky Corporation**

Murray, KY

### **Vice President of Economic Development**

**August 2000-April 2005**

Working with more than 30 chambers of commerce and community EDOs, let marketing and recruitment efforts other economic and community development functions of a 45-county EDO. Worked with local and state government to advance pro-business policy.

- Organized “West Kentucky Surf ’n Turf” event bringing site selectors to the area and various outbound events. Created quarterly newsletter for consultants
- Created/organized outbound marketing and recruitment trips and events targeting select industry sectors and site location consultants, primarily in Chicago, Atlanta, New York and Northern Ohio
- Worked with state legislature to establish funding source for its public riverports
- Published articles in *Area Development* magazine (about Right-To-Work issues) *Expansion Solutions* magazine (describing methods of evaluating communities’ workforces)
- Worked and coordinated messaging with our organization’s tourism department
- Assisted community chambers and EDOs with strategic plans
- Recruitment projects that I directly impacted totaled more than 3,000 jobs and \$200 million invested

## **Fulton County Economic Development Partnership**

Fulton, KY

### **Executive Director**

**September 1997-August 2000**

Led a small, rural county’s economic development program. Recruited several companies, creating 400 jobs, preserved 188 jobs, and expanded three existing companies. Formed an existing industry board of county’s major employers to improve retention and expansion, and promote business-friendly legislation.

## **EARLY WORK HISTORY**

Prior to finding his calling in economic and community development, gained valuable related skills and knowledge base in areas such as management, marketing, organization and multi-tasking, public relations, and small business.

**May 1995-August 1997**

**Clinics Director**

**Parkway Regional Hospital**

Recruited physicians to and managed seven rural health clinics in Fulton, KY

**May 1992-May 1995**

**Manager**

**Med-Plan, Inc.**

Managed staff of 30 at third-party medical bill collection agency in Paducah, KY

**January 1990-May 1992**

**Collections**

**Credit Bureau Systems**

Located consumers and assets for payment of delinquent debts in Paducah, KY

**November 1988-January 1990**                      **Marketing/PR**                      **Operation Bass**  
Associate editor of nationally-distributed magazine; writer/co-producer of a nationally-syndicated television series; PR and marketing in Gilbertsville, KY

**November 1986-November 1988**    **Sports Editor**    **Murray Ledger & Times**  
Managed sports department, covered intercollegiate and high school athletics and assembled section for daily newspaper in Murray, KY

## **EDUCATION**

**Murray State University** – 1986- BS, Journalism Major/Political Science Minor  
**Oklahoma University's Economic Development Institute** -2003  
**IEDC Certified Economic Developer (CEcD)** – 2011

## **ASSOCIATIONS AND ACCOLADES**

Board Member (Past President, 2017), **Tennessee Economic Partnership**  
Board Member, **Tennessee Economic Development Council**  
Member, **Southern Economic Development Council**  
Member, **International Economic Development Council**  
Named, **North America's Top 50 Economic Developers** by **Consultant Connect** (2017)  
Member, **TVA Regional Energy Resource Council**  
Board Member, **Northeast State Community College Foundation**  
Member, **Kingsport Higher Education Center** Steering Committee  
Member, **Kingsport Chamber's Move to Kingsport Committee**  
Member, **Bristol Chamber's Government Relations Committee**

# JONATHAN WATKINS, CEcD

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## ECONOMIC DEVELOPMENT ENTHUSIAST

### CONTACT



### OVERVIEW

Over 15 years of work in economic development.

Economic developer with strong experience working with economic board of directors, city council, City Manager and external stakeholders.

Interned with the Economic Development Corporation of Kansas City working as an assistant to the Director of the Land Clearance Redevelopment Agency

Strategic thinker and planner working to improve programs and create efficiencies to ensure stronger partnerships with local businesses, jurisdictions and economic development corporation.

### ABOUT ME

Love to learn and keep up with current economic development, incentives and federal programs.

Love to build productive teams and organizations to best serve our community.

Believes in giving back by mentoring and volunteering in community and professional organizations.

Believes a vision is best created by cherishing the community and embracing its culture and diversity as a link to the future.

### WORK EXPERIENCE

#### Department of Homeland Security - United States Citizenship & Immigration Services, EB-5 Immigrant Investor Program

- **Branch Chief, EB-5 Adjudications; March 2016 - Current**
  - Administer Immigrant Investor Program adjudications and economic development project reviews to determine project credibility, verify actual project job creation and sustainment of petitioner's investment. Projects range from \$500,000 to \$5 billion+
  - Proposed virtual site visit program (Feb 2020) and adopted as virtual verification program (June 2021) to improve program security, efficiency and reduce costs.
  - Create officewide programs to boost employee morale, team building and productivity.
  - Collaborate with Fraud Detection and National Security, Office of Chief Counsel, Auditors, and USCIS leadership

- **Special Assistant to Transformation Program Director (Detail); January 2016 – March 2016**

- Ensured Program Director was prepared for internal and external meetings by creating visual displays and drafting talking points.
- Prepared responses for DHS Strategic Goals (annual report) and assist with responses to General Accountability Office and Office of Inspector General reports.
- Assist with the rollout of Agency's electronic filing system for two form types.

- **Economist, EB-5 Program; August 2013 – December 2016**

- Assisted Standing Up Immigrant Investor Program Office in Washington, DC
- Reviewed applications and petitions for project credibility and program eligibility.
- Panelist for EB-5 nationwide stakeholder engagement (2015)

#### Development Finance Division, City of Kansas City Missouri

- **Financial Analyst, June 2007 – August 2013**

- Create 10-year Aggregate Incentive Data Report for presentation to Finance Director, City Manager & City Council
- Restructured City's economic development budget method, tax abatement billing and collection.

# JONATHAN WATKINS, CEcD

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## ECONOMIC DEVELOPMENT ENTHUSIAST

### PROFESSIONAL SUMMARY

- Develop strong relationships with internal and external organizations to create strong mutual partnerships.
- Create management reports.
- Advise on clawback and waterfall language.
- Meet with constituents to assist their understanding of available economic development programs in Kansas City.
- Negotiated with County stakeholders to conduct billing and collection for Kansas City tax abatement properties.
- Create employee recognition programs.
- Nominate projects for economic development awards.
- Minimize organizational liability through strategic planning.
- Lead Subject Matter Expert for June 2015 Stakeholder Engagement meeting on economic development project adjudication. Presented agency's economic policy and operational information to 690+ external stakeholders.
- Earned Certified Economic Developer designation through the International Economic Development Council in June 2019

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### ACTIVITIES

#### **International Economic Development Council, Member**

Participating member of Awards and Membership committees

#### **Brambleton HOA Co-Chair Finance**

Advise HOA Board on oversight of \$10 million+ annual budget, 6,500+ homes

**Coach/Assist Little League Baseball (2019-2021) and Soccer (2018-2019)**

### WORK EXPERIENCE

#### **Metropolitan Community Colleges of Kansas City**

- **Adjunct Faculty (Economics), August 2003 – July 2013**
  - Taught Microeconomics and Macroeconomics

#### **Economic Development Corporation of Kansas City (Missouri)**

- **Intern-Urban Development, August 2005 – May 2006**
  - Work with area businesses and EDC staff to prepare presentations for tax incentives to the Tax Increment Financing (TIF) Board.
  - Advise senior management on potential impact of policy proposals; interpret legislative statutes.
  - Assist Business Development Officers with preparing and finalizing proposals.
  - Conduct blight studies
  - Completed test scripts and test reports for all the tests.

#### **City of Kansas City Missouri Office of City Councilman Troy Nash**

- **Intern – Economic Development and Community Relations, May 2005 – August 2005**
  - Conduct community outreach with constituents to assist Councilman Nash prioritize concerns.
  - Assist Councilman Nash develop economic policy for a largely economically distressed district.
  - Assist Councilman Nash discussing the importance of economic development with City staff.
  - Lead efforts to help constituents prepare economic development project presentations.

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### EDUCATION

#### **University of Missouri-Kansas City**

- Economics, ABD, interdisciplinary Ph.D., May 2013
- Economics, Master of Arts, May 2002
- Economics (Finance emphasis), Bachelor of Arts, Dec 2000

#### **University of Oklahoma (Fort Worth, TX; New Orleans, LA)**

- Economic Development Institute, Jan - Nov 2018

#### **St. John's University (Queens, NY)**

- General Business-Finance (No Degree), Aug 1995 – Sept 1996



## Troy L. Wayman, CEcD Economic Development Leadership

### Objective

To utilize my extensive economic development experience, training, and skills to lead a world-class organization in realization of its fullest potential. To work with stakeholders, community leaders, elected officials, and clients to affect positive economic and quality of life change in a community through the creation and preservation of jobs.

### Skills

Leadership, job creation, financial stewardship/management, marketing, relationship building, consensus building, strategic planning, visioning,

### Experience

#### *President and CEO • One Acadiana • February 2018 – Present*

Responsible for the full operations of a 9 Parish regional economic development organization with a staff of 12. The organization is responsible for governmental affairs, public policy, business development, business retention and expansion, membership and investor relations, and other advocacy issues for the entire Acadiana region.

Under my leadership, responsible for creation of 2400 new jobs, over \$440 million in new capital investment, and \$117 million in new annual payroll across the 9-parish region.

#### *Vice President, Economic Development • Mobile Area Chamber of Commerce • January 2009 – February 2018*

Responsible for management of economic development department with a staff of ten. The department consists of International Trade Division, Workforce Development Division, Research Division, Business retention and Expansion Division, Recruitment Division and administrative. Responsible for external affairs/networking and relationship building with project multipliers including, state agencies, utilities, and consultants. Responsible for working relationships with state and local governmental entities including, county commission, city council and other elected officials. Responsible for complete budgeting and marketing decisions as well as representing Mobile at various economic development conferences, event-based marketing opportunities and educational seminars. Responsible for speaking engagements, media coverage, and various other tasks.

Under my leadership, responsible for the creation of over 8000 jobs and nearly \$3 Billion in capital investment for the Mobile area.

#### *Director, Corporate Development and Recruitment • Montgomery Area Chamber of Commerce • August 2004 – January 2009*

Responsible for industrial and commercial recruiting efforts including complete project management. Responsible for external



## Troy L. Wayman, CEcD

affairs/networking and relationship building with project multipliers including, state agencies, utilities, and consultants. Responsible for working relationships with state and local governmental entities including, county commission, city council and other elected officials. Responsible for budgeting and marketing decisions as well as representing Montgomery at various economic development conferences, event-based marketing opportunities and educational seminars. Responsible for speaking engagements, media coverage, and various other tasks.

My project management at the Montgomery chamber resulted in over 3,000 jobs and well over 1 billion in capital investment.

### *Manager, Business Development • JESCO, Inc. A Yates Company • June 2001 – August 2004*

Responsible for production of proposals and presentations, including research and delivery, for the purpose of new client development and retention. Responsible for relationship marketing. Responsible for budgeting and marketing decisions as well as representing JESCO at various economic development conferences, event-based marketing opportunities and tradeshows. Primarily responsible for Alabama, but also handled the Florida panhandle and other areas as projects dictated.

### *Director, Industrial Affairs • Montgomery Area Chamber of Commerce • January 1996 – June 2001*

Responsible for production of proposals in recruitment activities as well as complete project management. Responsible for relationship Marketing. Responsible for retention and expansion efforts for existing industry in the Montgomery, Elmore, and Autauga County area. Responsible for budgeting and marketing decisions as well as representing Montgomery at various economic development conferences, event-based marketing opportunities and educational seminars. Responsible for Montgomery's Industrial Affairs Steering



## Troy L. Wayman, CEcD

Committee made up of local manufacturing and industrial professionals. Responsible for Montgomery's Workforce Development/Education Task Force.

### Career Related Education and Certifications

- Certified Economic Developer (CED/CEcD)  
International Economic Development Council
- Economic Development Basic Course  
Georgia Tech
- Economic Development Institute  
University of Oklahoma Department of Continuing Education
- Certified Travel Industry Specialist (CTIS), American Bus Association  
Indiana University-Purdue University at Indianapolis

### Career Related Professional Associations

- Louisiana Industrial Development Executives Association
- Southern Economic Development Council
- International Economic Development Council
- IAMC
- ACCE
- REGIONAL ECONOMIC ALLIANCE OF LOUISIANA (REAL), CHAIRMAN 2021

### Career Related Committees and Boards

- Acadiana Planning Commission (APC)





## Troy L. Wayman, CEcD

- Southwest Alabama Workforce Development Council, Past President
- Coastal recovery Commission, Economic Development Subcommittee
- Economic Development Association of Alabama, Past President
- Assistant Secretary, Mobile Industrial Development Board and Industrial Development Authority
- Montgomery County Strategic Plan Committee, 2005
- Chairman, EDAA Summer Conference Committee, 2004
- Envision 2020 Economic Development Task Force Member, 2002
- Chairman, EDAA Winter Conference Committee, 1998
- Board member, Goodwill Easter Seals of the Gulf Coast



Troy L. Wayman, CEcD

## References

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