

Richard Sheola

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Professional Profile

Possess over 36 years of diverse public sector experience working with governing bodies, employees, unions and customers.

Extensive experience developing budgets and closing deficits, developing non-traditional revenue sources, labor relations, managing and planning capital projects, creating practical approaches to service delivery issues and streamlining and benchmarking service delivery systems.

Executive/Leadership

Over 22 years in a Chief Executive Officer or Chief Administrative Officer role responsible for all local government functions, including, but not limited to:

- Manage day to day operations of local government agencies ranging in size from 3,500 to 27,500 population; from rural to tourist destination to suburban.
- Provide guidance and wrote internal operating policies ranging from purchasing to personnel and cash management.
- Facilitated goal setting sessions with governing body and draft vision statement for organization.
- Reorganized staff responsibilities without reducing staffing
- Developed overall action plan for the management of local government agency along with succession planning.

Financial & Risk Management

- Develop and manage annual operating budgets ranging from \$5M to \$100M.
- Planned and implemented capital budgets addressing long term physical plant and equipment needs for 10 years using non-tax revenue whenever possible.
- Directed funding of an \$18M upgrade to a wastewater treatment facility using Improvement Authority and Environmental Infrastructure Trust funding.
- Coordinated emergency fiscal planning in restructuring of municipal agency finances, including early payoff of \$4.0M short term financing and implementation of modern financial management tools.
- Initial presentation to rating agency resulting in an A1 rating and a savings of \$100,000 annually in debt costs.
- Authored numerous grants for various purposes with a 75% success rate.
- Solicited proposals for Risk Management services resulting in premium savings of \$400,000 while increasing level of coverage and decreasing deductibles.

Public Safety

- Managed large-scale disaster recovery operation (Hurricane Floyd) that inundated municipal building and disrupting all emergency services including 9-1-1.
- Project manager for construction of \$3.5M (26,000 sq. ft) Fire Headquarters and Emergency Operation Center. Project completed with 2% change orders.
- In charge of managing day-to-day operations of a 20 member police department.
- Liaison to Executive Committee for 2005 PGA Tournament at Baltusrol Golf Club.
- Initiated a Crime Prevention Unit within a suburban Police Department and recruited 500 volunteers for a Crime Watch program.
- Initiated independent review of 43 member Police Department using outside consultant; deliverable included report outlining 100 recommendations with 55 used in overall Management Plan.

Service Delivery Enhancements & Benchmarking

- Participated in a 14 town benchmarking study that reviewed police, court, public works/roads, finance and recreation departments with resulting realignment of certain functions and tasks.
- Implemented a three (3) year integration plan for technology including a Technology Master Plan.
- Developed and implemented Request for Service tracking software system that established standard criteria for completion of normal tasks and provided various management reports on results.
- Established road improvement program that funded design work in initial year and construction in subsequent budget year; provided for an early start to projects when contractors are least busy, thereby providing opportunity for lower costs.
- Founding member of seven (7) town Council of Governments pursuing shared services for the member communities. Options reviewed included police, construction inspection, animal control and technology.
- Completed design and funding for an 18,000 sq ft public works facility including salt dome and regional fueling facility. Entered in to negotiations with other communities for financial participation and sharing of services.

Labor Relations & Human Resources

- Negotiate numerous labor contracts covering police, fire, clerical and blue-collar employees with givebacks covering majority of increases.
- Addressed staffing issues within a career Fire Department using an independent consulting firm resulting in a short and long-term plan that increased tour strength incrementally over several years and maintaining ISO rating.
- Established personnel policies and practices including a “modified duty” program for all employees that reduced workers comp recovery time by 40%.
- Instituted written performance evaluations that tied pay to performance.
- Planned for a reduction in force by 16% through attrition, job-sharing and use of part-time employees without impacting service levels.

Economic Development

- Negotiated an additional \$500,000 from NJ Department of Transportation for a Downtown Streetscape project that is fully funded by NJDoT and HUD (\$1.6M total funding).
- Completed several capacity build-out analyses for wastewater treatment facilities in conjunction with Master Plan review.
- Member of Board of Directors of Business Improvement District whose mission is to invigorate an aging downtown center; assisted with increasing occupancy by 35% in two years.
- Assisted in attracting new 60,000 sq ft mixed use building in to the downtown area consisting of 48 market rate condos and 7,000 sq ft of retail space replacing four (4) marginal properties.

Employment History

- Township Administrator/Chief Financial Officer, Township of Long Hill, NJ
- Borough Manager, Borough of Washington, NJ
- Township Administrator, Springfield, NJ
- Township Manager, Vernon, NJ
- Township Administrator/Director of Public Safety, Clinton Twp, NJ
- Township Administrator, Mendham, NJ
- Municipal Assessor, Assistant to Township Manager, Chief Financial Officer/Treasurer
Livingston, NJ
- Assistant Director of Budget – Union County

Education

- Rutgers University Graduate School – Newark – MPA – Finance & Management 1983
- Glassboro College (now Rowan University) – BA – Public Administration 1975
- Certified Municipal Assessor – State of New Jersey – Dormant 1981
- Certified Municipal Financial Officer – State of New Jersey 1988
- Qualified Purchasing Agent – State of New Jersey 2002

Adjunct University Faculty

- Kean University – Undergraduate Public Administration 1984 – 1988
 - Responsible for course development and lecturing in Undergraduate Public Administration, Organizational Behavior and State & Local Government.
- Seton Hall University - Center for Public Service – Graduate Program 1988
 - Lecturer in Graduate level Public Finance
- Centenary College – Graduate School - Public Administration 2009
 - Lecturer in Graduate level Public Management

Certifications

- Introduction to National Incident Management System – ISC -100
- Incident Command system – IS-402
- National Incident Management System – IS-700
- Emergency Support Function #5 – Emergency Management – IS-805
- Emergency Support Function #7 – Logistics Management – IS-807
- Continuity of Operations – IS-547

Awards

New Jersey Deputy Fire Chiefs Association – President Award for Contributions to the Career Fire Service

Statewide Joint Insurance Fund – Loss Control Award – 2001/2002/2004 [150 member cooperative liability insurance program].

Local Hero Award – Long Hill Elks

Also recognized by NJ State Senate and Assembly, US Senator & US Congressman for contributions in local government excellence and management.

Appointments

NJ Governor's Local Government Ethics Task Force 2009-2010

Member of 11 person group charged via Executive Order with reviewing current laws and practices and recommending changes to the Local Government Ethics Laws. Nominated by Senate Minority Leader and confirmed by Governor [two different political parties]. Report Submitted to Governor September 2010, Governor has approved report and assigned staff and appointees to draft legislation to implement.

Memberships

International City/County Management Association – Member since 1981

New Jersey Municipal Management Association – Member since 1980

Executive Committee – Statewide Joint Insurance Fund – 1996-2004

Vice Chair – 2001-2003

Chair – 2004

Conference

Presenter: New Jersey State League of Municipalities
American Society for Public Administration
National & Regional Conferences
New Jersey Municipal Management Association
International City/County Management Association
Regional Conference

Leisure Activities

Warren County Habitat for Humanity - Board of Directors – 2006 -2007

Golf Classic Chair – 2006 -2007

Building & Construction Committee – 2007

West Morris Central HS Ice Hockey Booster Club – Club President – 2003 – 2004

Long Valley Ice Hockey Club - Founding Member & Various Leadership Positions 1998 - 2002

Hackettstown In-line Hockey – Coach & Team Manager – 1996 – 2003

Avid golfer, owner/mechanic of classic auto, enjoy reading political history

References - Available upon request