

Marla P. Marcinko
52 Hathaway Court
Pittsburgh PA 15235
(724) 624-6249 (cellular)
(412) 793-1183 (home)
mmarcinko52@comcast.net

April 5, 2012

Colin Baenziger Associates
12970 Dartford Trail - Suite 8
Wellington FL 33414

Dear Mr. Baenziger:

Enclosed please find a copy of my resume in order that I may be considered for the position of City Manager for the City of Key West, FL.

I currently serve as the Borough Manager for the Borough of Wilksburg in Allegheny County, Pennsylvania. The Borough was declared a financially distressed municipality in 1988 and remained categorized under this status for the next 10 years. Since that time, the Borough has worked hard to improve its financial standing. I am pleased to have been a part of those efforts for the past nearly 6 years.

During my tenure, spending has been held to an average annual increase of 1.5%. More aggressive efforts have been made to increase revenues which included a comprehensive review of all fee structures and an innovative approach to returning vacant, unproductive properties to the tax rolls through tax compromise and tax exemption. Finally, Wilksburg has been a model to many other Allegheny County communities in its commitment to sustainability.

I appreciate your careful consideration. I am confident that my educational background, experience and personal qualities provide me the necessary skills to competently perform the duties required of the position. I would be delighted to have the opportunity to discuss my qualifications in greater detail in a personal interview.

Should you require further information, please do not hesitate to contact me.

I look forward to hearing from you.

Sincerely,



Marla P. Marcinko
MPM/
Enclosure

MARLA P. MARCINKO

52 Hathaway Court
Pittsburgh PA 15235
(412) 793-1183

mmarcinko52@comcast.net

EDUCATION

- 1988 *Masters in Public Administration*
San Diego State University
Emphasis in Human Resources and Public Financial Management
- 1983 *Bachelors of Science in Psychology*
Northern Arizona University
- 1979 *Kofa High School*
Yuma, Arizona

PROFESSIONAL HISTORY

Manager, Borough of Wilkinsburg, Wilkinsburg PA June 2007 - Present
www.wilkinsburgpa.gov
Annual Salary: \$82,400

Diverse, urban community bordering the City of Pittsburgh. Financially distressed from 1988-1998. Experienced significant out-migration during this time which resulted in a dangerous erosion of the tax base – loss of revenue and increase in crime. Opportunities included stabilizing the financial position by increasing revenues and decreasing costs, stabilizing the tax base by returning abandoned properties to the tax rolls, planning for the future and developing strategies to attract public and private investment, building consensus within a factional Council, building internal capacity through improved systems and processes to carry out implementation.

❖ Cut Costs and Increase Revenues

Contract with the City of Pittsburgh for the collection of refuse resulting in annual cost savings of approximately \$300,000. Partnered with the City of Pittsburgh for cooperative purchasing of electricity for Borough facilities. Contract with the City of Pittsburgh to provide contracted fire protection and related services which included securing positions with the City for all Borough firefighters. Solicit and evaluate proposals for all municipal insurances resulting in an annual cost savings in excess of \$100,000. Upgrade

financial management system to include updating the utility billing database to increase collections. Control personnel costs through successful negotiation and arbitration of collective bargaining agreements. Close out long-outstanding grants to receive reimbursement for prior expenditures (in excess of \$130,000).

❖ BUILD the Tax Base

Partner with Allegheny County on a 12-lot residential development and renovation of a six-unit rowhouse. Partner with Pittsburgh History and Landmarks Foundation on renovation of 6 single family dwellings, 17 shell rehabilitation projects, a \$9,000,000 29-unit townhouse renovation project and redevelopment of a vacant, key anchor building in the Borough's business district. Secured funding to develop strategies for property-specific disposition of Borough-owned properties. Worked with community, Borough, school district and County representatives to develop an administrative process to reclaim vacant properties which included enacting legislation providing for tax exemption and tax compromise. Identify and evaluate properties which could be successfully sold at sheriff's sale.

❖ Plan for the Future

Update the Borough's comprehensive plan, prepare a business district revitalization plan and a five-year plan and financial management study to include a management audit of all Borough operations through a \$243,000 grant secured from the State. Secured funding to update the Zoning Ordinance and Zoning Map as well as monies to implement key recommendations contained in the financial management study. Prepare an inventory of abandoned structures in order to prioritize the allocation of resources for demolition. Prepare a pavement management system to prioritize the allocation of resources for roadway improvements.

❖ Market a Community Committed to Sustainability

Demonstrate progressive leadership through support of sustainable practices. Enhance the municipal recycling program through the purchase of new equipment, establish drop-off locations, install curbside recycling containers and increase public education efforts. Partner with Sustainable Pittsburgh on a study of vacant lot renewal strategies which included demolition, salvage, redevelopment and community reuse and secured funding to conduct a sustainability assessment which would include the development of sustainability principles, a sustainability audit of community facilities and a sustainability review of land use. Partner with Pittsburgh History and Landmarks Foundation on a study exploring the continued deterioration of the local tax base and strategies to reverse the trend. Replace all traffic signal bulbs with LED bulbs. Work with a local construction material recycling

facility on a pilot building deconstruction project as an alternative to traditional demolition. Partnered with a local wood recycling facility on reuse of tree material for furniture, millwork and firewood which significantly reduced tree removal costs. Redesign the Borough's website, the primary vehicle by which projects and initiatives are communicated to the public.

❖ Build Consensus

Organized strategic visioning sessions for the newly-seated Council in an effort to prioritize legislative objectives for all functional areas of the Borough operation. Facilitated the restructuring of the Council Committee system to increase effectiveness, cooperation and ownership.

❖ Build Capacity

Recruit and retain professional, qualified staff to lead key departments. Develop systems and processes to implement the recommendations provided in recent planning studies. Obtained State funding for implementation.

❖ Commitment of Resources to Public Safety

Led the restructuring effort of the Borough's Weed and Seed program to reinstate funding and develop a plan to ensure a viable and sustainable program to secure future funding for community policing and blight elimination initiatives. Secured grant monies for the development of a public security camera system to increase public safety.

Manager, Municipality of Penn Hills, Pittsburgh PA Aug. 2005 – Apr. 2007

Annual Salary: \$88,000

The second largest municipality in Allegheny County and a community in transition with a high tax burden and utility rates. Facing significant and costly improvements to a deteriorated sanitary sewer system and regulatory pressures. An inefficient organizational structure and political climate exacerbated challenges.

- ❖ Hold the Line on Taxes and Utility Rates: Develop and implement a policy on the processing of payment plans and an amnesty program, whereby penalty and interest charges were waived, for delinquent sewage accounts in an effort to increase collections. Negotiate with State and County regulators to terminate a costly federal Consent Decree relating to inflow and infiltration of the sanitary sewer system which prohibited the Municipality from efficiently and cost-effectively managing this infrastructure. Initiated transition of collection

services for sewer usage fees from a contracted third party agency to the two water companies serving the community.

- ❖ Strengthen the Organizational Structure and Accountability: Restructure the Emergency Medical Services Division to provide for a civilian supervisor with direct EMS experience in order to improve operations. Develop an annual performance appraisal system for all Department Heads. Develop and implement a policy for municipal vehicle usage to decrease liability to the Municipality and reduce costs of operation. Develop and implement a policy for the earning and usage of compensatory time for management employees to reduce liability and increase accountability. Develop and implement a transitional work and reasonable accommodation policy to establish guidelines and a process for returning employees to modified duty. Obtained funding to conduct a Five-Year Plan and Financial Management Study which included a Financial Condition Assessment, Financial Trend Analysis, Management Audit of all municipal operations and a plan for implementation of the recommendations. Initiated application for funding to conduct a strategic planning process which would provide for the development of a shared vision for the community to include the identification of short- and long-term goals and a plan for implementation.

Borough Manager, Borough of Zelienople, Zelienople PA Feb. 1994 - Aug. 2005
Annual Salary: \$58,000

Stable Main Street community in Butler County, PA with a population of 4,200 and 2.2 square miles in size. Challenged by outdated, inefficient systems and processes and a culture accepting of status quo. Significant regulatory issues relating to operation of the water treatment system. Need to gain a competitive advantage for a small municipal electric utility in a new "consumer choice" market. Incentivize a human resources management system for a productive and stable staff at reduced costs to the Borough.

- ❖ Improve Outdated and Inefficient Systems and Processes: Restructured the municipality's financial reporting process from a cash basis to modified accrual in order to achieve a more accurate representation of the Borough's financial position. Automated all aspects of the utility billing process to improve efficiency which included an automated meter reading system and integration of the utility billing program to the financial analysis program. Implemented a Geographic Information System to assist in more effective capital planning and data management.

- ❖ Address Regulatory Issues Relating to the Operation of the Water Treatment Facility: Completed \$5,000,000 in water system improvement projects. Partnered with Clean Water Action to obtain protective limits for nitrate discharges from a specialty steel manufacturing plant upstream from the Borough's secondary public water source.
- ❖ Improve the Competitive Advantage of a Small Municipal Electric Utility: Completed a \$2,000,000 electric substation construction project. First community in the State to purchase power outside of its service territory.
- ❖ Improve Incentives for Human Resources: Recommended a schedule of compensation to the Borough Council for each appointed office and position in the Borough's service following an extensive salary and benefits survey of similar positions in comparable municipalities. Developed an annual performance appraisal system for all Borough positions. Prepared a comprehensive employee policy manual. Participated in the development of a Section 125 Cafeteria Plan for employees.

Township Manager, West Deer Township, Russellton PA May 1989 - Dec. 1991
 Annual Salary: \$34,500

Suburban community adjacent to the City of Pittsburgh with a stagnant tax base, lacking infrastructure and facing significant development.

- ❖ Careful Fiscal Management: Automated the financial reporting process.
- ❖ Address the Crumbling Infrastructure: Prioritize funding to appropriate and expend nearly \$700,000 to repair Township roadways. Secured grants and loans totalling nearly \$600,000 to extend public water service to area residents who lacked a potable water source as the result of contamination in private wells. Secure grants and a long-term, low-interest loan in order to construct a waterline to the largest commercial/industrial district in the Township.

Administrative Assistant, City of Oceanside, Oceanside CA Sep. 1987 - Apr. 1989

A large, stable community located in northern San Diego County challenged with controlling significant development. Provided administrative support to the Deputy City Manager as well as the Planning, Engineering, Building and Housing Departments. Represented the City on a technical advisory board

assigned to develop and implement a regional traffic management program for North San Diego County.

PROFESSIONAL ATTRIBUTES

- Ethical
- Effective in managing multiple priorities.
- Bright, energetic, dependable and highly motivated.
- Impeccable organizational skills.
- Supportive communication style.
- Excellent written and verbal communication skills.

PROFESSIONAL AFFILIATIONS, APPOINTMENTS, CERTIFICATIONS

- International City and County Management Association
- The Association for Pennsylvania Municipal Management
 - Executive Committee - Past Vice President At-Large (West)
 - Co-Chair, Program Committee - 2008 Annual Conference
 - Member - Professional Development Program - 90 credits received
- Municipal Employers Insurance Trust
 - Executive Committee Member
- Basic Course in Economic Development
 - PA Department of Community and Economic Development
- Congress of Neighboring Communities (CONNECT) Representative
- Butler County Adopt-a-School Program
- Technical Advisory Committee for the Zelienople Area Traffic Study
- Administrative Task Force for the restructuring of the Councils of Governments of Beaver and Butler Counties
- Pennsylvania Municipal Electric Association
 - Former Director - Western Region

PROFESSIONAL REFERENCES AVAILABLE UPON REQUEST