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I am a seasoned executive with fifteen years of ICMA local government management experience as a city manager with six of those years as an ICMA "Credentialed Manager" who believes in ethical and transparent government. My key strengths are in the areas of intergovernmental relations and negotiations, community relations, administrative management, financial and budgeting accountability. I also have excellent communication skills at all levels in and outside of the organization. I have experience in working with economic development, re-development and establishing public and private partnerships. I also owned my own business for six years in addition with over twenty plus years working in the private business sector. Below is a summary of some of my key strengths in the following areas, customer service, community out reach, commission implementation of policy and programs and department and personnel management along with and capital project oversight.

- ICMA "Credentialed Manager" 2006-Present
- Organizational Development and Efficiency
- Operations and Project Management
- Labor Relations and Negotiations
- Customer Service, Public-Private Partnerships
- Intergovernmental Partnerships
- Strategic Planning and Operations
- Financial Accountability and Budgeting
- Stakeholder Involvement in Government
- Transparent Government and Media Relations

RELEVANT LOCAL GOVERNMENT EXPERIENCE-15 Years

City Manager Mascotte FL 2011-Present:

Mascotte is a city in Lake County, Florida, as of 2004, the population recorded by the U.S. Census Bureau is 4,500. It is part of the Orlando-Kissimmee Metropolitan Statistical Area. The racial makeup of the city was 67.03% White, 4.21% African American, 0.67% Native American, 0.48% Asian, 23.67% from other races, and 3.94% from two or more races. Hispanic or Latino of any race was 43.92% of the population. The city has an operating budget of \$4.5 million and a total of 50 employees. In addition to general administration the city has police, fire, recreation, water utility and storm water utility. Sanitation is contracted but oversight and billing is done by city staff. The city has established a CRA to encourage economic development which covers most of the commercial district on State Road 50.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 50 employees and a total budget of \$4.5 million dollars. (General Fund, Storm Water Fund and Sanitation, CRA, Infrastructure Tax)
- Oversight responsibility for the following functions: police, fire, public works, sanitation, parks and recreation, planning and zoning, building and code enforcement, finance, general services and personnel.
- Implementation of Council Policy. Administration of day-to-day operations as well as identification and resolution of short and long range issues.
- Preparation and administration of the city's operating, enterprise and capital budgets.
- Negotiation with public and private sector entities' on a variety of issues ranging from economic development and growth to service contracts.
- Media representations of the City including appearances on television, radio, and interviews with print media and coordination of press releases.
- Responsible for the city's compliance with County, State, and Federal regulations such as health, environmental and EEOC.

Achievements:

- City was in a very difficult financial condition not unlike many other cities in Florida. The city planned for growth to continue and bought land for storm water retention, planned for wastewater treatment plant and upgrades to the current water system, established a CRA. The growth stopped which means the impact fees, connection fees and new customers to pay for the planned infrastructure in addition to a 19% decline in property values 2010 has caused a drain on the city reserves to pay the debit and maintain debit limit reserves. Positions have gone unfilled or eliminated, employees have not received raises in three years and retirement contributions by the city have been cut 5%.
- As the Interim city manager took a salary \$35,000 lower than the previous city manager with no medical and or retirement benefits in order to assist the city through the financial transition.
- Appointed City Manager June 2011 with raise and full benefits.
- Assembled team of department heads to ensure all reductions that can be done without impacting public safety have been done. Merged duties from some vacancies to other departments to streamline the organization.
- Worked with finance director to propose a plan to ensure the city could meet the 2010-2011 and 2011-2012 debt payments and maintain required minimum reserves and be in compliance with loan documents.
- This will mean delaying the replacement and or repair of city equipment; at some point in the future this could be a problem if the city does not build up both general fund and enterprise fund reserves for repair and replacement. Not filling open positions and eliminating a few positions.
- If the council follows the payment plan and the city does not have any unforeseen emergencies it should be ok through 2012 in regards to the Enterprise Fund Debt. The council approved a water rate increase and raised water availability fee for 2011-2012 to maintain the system. The rates should allow the Enterprise Fund to start

paying back the General Fund on a \$400,000 loan, assure the loans are paid and meet all requirements as to loan reserves and start to build a capital fund for the Water Enterprise Fund.

- The city had a 18% decrease in the 2011 tax roll (Gen Fund loss of \$198,836) which impacted 2011-2012 budget this was in addition to a 19% value drop for 2010-2011. This will made the preparation of the 2011-2012 budgets very challenging in addition to the county advising they would not pay a fire fee of \$104,000 for the city covering county property for fire and EMS for 2011-2012. With reduction in expenses, attrition, no raises and a fire payment from the county at \$78,000 we provided a balanced budget for 2011-2012.
- Lake County Property Appraiser advised the county and cities they expect a 10% reduction in values for 2012-. The city historically has seen greater decrease than the county in property values so we are planning for a 15 % reduction. I looked at what impact that plus no county fire fees would have on the 2012-2013 budget year. The total impact would be \$415,000 less revenue to the General Fund. Seeing that without serious action and policy decisions the city would not be able to cover the shot fall as it would wipe out the city reserves. I had each department go back and review the current budget (1011-2012) for savings or cuts we can do know to increase our cash reserves. We held a special budget workshop February 2012 to discuss what steps we would take now and what steps staff recommended to cover the 2-12-2013 revenue short fall. Through attrition and delaying certain expenses and purchase for 2011-2012 staff came up with \$265,000 in savings. Council was advised that there were two options to make up the expected difference of \$150,000, 1. Raise the current fire fee from \$60 per residential unit to \$120 per residential unit (the county fire assessment is (\$205) annually and impose a modest utility fee of \$3.00 per month per water account to cover the electrical cost for all city streetlights. If these two options are not considered the staff will have to cut an additional \$150,000 which will impact public safety to the point of debating whether this city can afford to provide 24/7 police and 24/7 ALS fire service.

City Manager Chamblee GA 2008-2010:

Chamblee is located in the north east metro region of Atlanta in DeKalb County. The city has an annual operating budget of \$15 million plus and has 100+ employees. The City of Chamblee is 6 square miles. According to the Atlanta Regional Commission the 2111 census for Chamblee is 19,500 residents of which 56% are Latino, 24% are White, 14% are Asian, 3% are African American, 2% are two or more races, and 1% is other ethnic minorities. The city had an annexation vote November 2, 2010 which passed and added over 6,000 people and business to the population and an additional 2.5 square miles to the city boundary on January 1, 2011. Those numbers are reflected above. The city was incorporated in 1908 and has a council-manager form of government with five council members representing three districts and two at large but all are elected city wide. The mayor is also elected city wide and votes in case of a tie. The terms of office are for four years.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 100+ employees and a total budget of \$17 million dollars. (General Fund, Storm Water Fund and Sanitation, E911, Court, Capital)
- Oversight responsibility for the following functions: police, public works, sanitation, parks and recreation, planning and zoning, building and code enforcement, finance, general services and personnel.
- Implementation of Council Policy. Administration of day-to-day operations as well as identification and resolution of short and long range issues.
- Preparation and administration of the city's operating, enterprise and capital budgets.
- Negotiation with public and private sector entities' on a variety of issues ranging from economic development and growth to service contracts.
- Media representations of the City including appearances on television, radio, and interviews with print media and coordination of press releases.
- Responsible for the city's compliance with County, State, and Federal regulations such as health, environmental and EEOC.

Achievements:

- After just a few months on the job discovered the city had very serious financial problems. The two years prior to my employment the city expenses had exceeded revenues by \$2.8 million dollars. In the prior nine years expenditures exceed revenue by 4.6 million. This had reduced the city surplus to less than \$200,000 when city policy required a 20% surplus which would have been \$2 plus million. This presented an immediate cash flow problem. The city fiscal year is January to December and property taxes are not billed until September and collected in October and December. In one month we secured a Tax Anticipation Note (the city's first) for \$1 million which provided cash flow security until the 2009 property taxes were due. We reduced spending by 5%, froze hiring for open positions, reviewed all fees, and made adjustments where appropriate. We avoided furloughs and layoffs. We finished 2009 with revenues exceeding expenses by \$700,000, paid the TAN in full by December 31 and started the 2010 year with an estimated surplus of \$1,200,000.
- The 2010 budget increased the surplus by another \$500,000 in addition we should created a dedicated capital equipment replacement fund of \$400,000 by years end. While there were no raises for 2009, 2010 and 2011 we did not layoff or furlough any employees.
- Successfully planned for annexation of over 6,000 residents and business and 3.5 square miles effective January 1, 2011. Staff prepared from June of 2010 through December 2010 once the legislation authorizing the annexation vote was approved by the state legislature. The city had six weeks after the citizen's vote approved

the annexation November 2, 2010 to implement the annexation as of January 1, 2011. The annexation has been a positive success for the city financially and the new residents are pleased with the services particularly police. I have received many compliments from the current city council for administration of the annexation and all of the preplanning with DeKalb County on a smooth transition.

- Completed all negotiations and presented council with IGA and memorandums of understanding to facilitate the implementation of the annexation of over 6,000 residents and business plus an additional 3.5 square miles as of January 1, 2011. This annexation made Chamblee the second largest city in DeKalb County. (Sanitation-Planning & Zoning and Business Tax Certificates).
- Negotiated successful Service Delivery Strategy with DeKalb County in the area of Parks & Recreation and Police Services savings Chamblee taxpayers .56 mils on their 2011 county tax bill reducing duplication of services and double taxation.
- Completed 2011 Budget (January-December) on November 16, 2010 with an estimated \$600,000 surplus, \$85,000 in contingency fund and \$400,000 capital fund surplus with the potential of a modest tax decrease in June of 2011, all without layoffs, furloughs and a 2% onetime bonus in lieu of employee raise
- Posted all city budgets, quarterly budget reports and audits on web page to increase transparency for the public.
- Initiated the city's recognition by ICMA as a Council-Manager form of government.

City Manager-City and County Advisor to US Government for ICMA in Kirkuk, Iraq 2007–2008:

ICMA, contracted to work as a Local City-County Manager Advisor with the State Department and USAID the federal agency implementing and monitoring a contract titled "Local Governance Project II" (LGP II) in Iraq. I served in the capacity in the position City-County Manager Advisor and Trainer. I was promoted to supervisor all ex-patriots in Kirkuk along with an Iraqi staff of 25. Kirkuk is a city located 120 miles north of Baghdad with an estimated population of 1.6 million residents.

Duties and Responsibilities:

- City-County Manager Advisor to the State Department, USAID and the local Iraqi officials on the principles for establishment, administration, and operation of decentralized local government in Kirkuk Iraq.
- Provided oversight and training to Iraqis in the following areas of local governance: public participation, budget preparation and implementation, project development and implementation and strategic development.
- Served as the lead advisor for ICMA, RTI in addition as the liaison to the State Department and USAID at the Provincial Reconstruction Team based in Kirkuk Iraq.
- Estimated Provincial Budget of \$400,000 million for 4 Districts (counties) and 12 Sub-Districts (12 cities)
- Improved intergovernmental relations between provincial, district and sub-district elected councils that involved Sunni, Shiite and Kurdish representatives in one of the most ethnically volatile regions of Iraq.

City Manager, City of Woodstock GA 2004 – 2007:

Woodstock is a city located north of Atlanta in Cherokee County. According to the Atlanta Regional Commission the city has a total area of 8.8 miles with an estimated population of 2500 residents. The racial demographics for the city are 89.42% White, 5.05% African American, and 4.94% Latino. The city was one of the top growth cities located in one of the top growth counties in the state. The city was incorporated in 1897 and has a council-manager form of government with six council members representing a ward but are elected city wide. The mayor is also elected city wide and votes in case of a tie. The terms of office are for four years.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 200 employees and a total budget of \$35 million dollars. (General Fund, Wastewater/Water Fund, Storm water Fund and *SPLOST Sales Tax Funds) *special local option sales tax
- Oversight responsibility for the following functions: fire, police, public works, streets & parks, water and sewer utility, community relations-recreation, planning and zoning, building and code enforcement, finance, general services and personnel.
- Implementation of Council Policy. Administration of day-to-day operations as well as identification and resolution of short and long range issues.
- Preparation and administration of the city's operating, enterprise and capital budgets.
- Negotiation with public and private sector entities' on a variety of issues ranging from economic development, redevelopment and service contracts.
- Media representations of the City including appearances on television, radio, and interviews with print media and coordination of press releases.
- Responsible for the city's compliance with County, State, and Federal regulations such as health, environmental and EEOC.

Achievements:

- Inherited a 2.5 million gallon expansion of the wastewater treatment plant, contract was in chaos and had been value engineering without council awareness which had reduced the potential capacity of the plant. Worked with CH2MHILL and the Mayor and Council to get the project back online and within budget. (\$18 million dollar project)
- Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated bureaucracy to ensure the organization became more responsive to all stakeholders. Initiated a new

Development Review Committee to streamline development issues and create a one-stop process for landowners and developers for proposed city projects.

- Completed partnership with Federal Highway Administration and Georgia Department of Transportation, Private Business and Local Land owners for a new interchange for I-575 in Woodstock (\$43 million)
- Initiated city participation in the Metro-Atlanta Performance Measurement Consortium
- Complete makeover of city web page (www.woodstockga.gov)
- Initiated E-Better Place and We Care Hotline - online and 24 hour customer telephone access to report problems or concerns as well as requests for information.
- Revamped budget and financial systems, shifted organizational focus from "budgeting to cut corners" to investing in the future and thereby minimizing long-run costs.
- Successful citywide referendum and negotiation with Cherokee County and Cherokee School Board for implementation of TAD (tax allocation district) for redevelopment of downtown Woodstock. (\$18million) (CRA in Florida)
- Implemented a comprehensive storm water utility system.
- Implemented revamping development review process and fees.
- Restored financial integrity to the water and sewer enterprise fund with the implementation of new rate structure designed to keep pace with cost increases and inflation. New contract with Cherokee County Water and Sewer Authority to ensure water purchases and future wastewater treatment capacity. Initiated discussion and negotiations concerning consolidation with the Cherokee County Water & Sewer Authority-(ongoing)
- Led county initiative in the administration and coordination of the various cities plans for preparation of the pandemic flu threat. (COOP Plan)
- Provided budget to the City Council with a tax cut for 2005 and held the tax rate for 2006.
- Initiated the city's first Five Year Strategic Plan with annual goals and objectives.
- Initiated city's membership into the National league of Cities.
- Serve as ex-officio member to the Cherokee Chamber of Commerce.

City Manager, City of Ocoee FL 2001– 2004:

The City of Ocoee is located in the west part of Orange County, Florida. The 2006 estimated population was 30,654. The demographics for the city are 81.47% White, 6.59% African American, and 15.20% Latino. The city was incorporated in 1923. It has a council-manager form of government with four commissioners elected by district and a mayor/commissioner elected city wide. I also served as a City Commissioner in the City of Ocoee 1993 – 1997

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 330 employees and a \$32 million budget.
- Oversight responsibility for the following functions: fire, police, roads, storm water drainage, water and sewer utility, parks, solid waste sanitation, recreation, planning, zoning, finance, general services and personnel.
- Implementation of Council directed policy. Administration of the city's day-to-day operations as well as identification and resolution of long range issues.
- Preparation and administration of the City's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representations of the City including appearances on television, radio, and interviews with the print media and preparation of press releases.
- Responsible for the City's compliance with County, State, and Federal regulations such as health, environmental and EEOC.

Achievements:

- Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated a layer of bureaucracy to become more responsive to resident's needs.
- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated this survey into the budget and the performance monitoring process.
- Cut operating budget by 6% while maintaining the existing level of service. Revamped budget and financial systems. Shifted organizational focus from "budgeting to cut corners" to investing in the future and thereby minimizing long-run costs.
- Restored financial integrity to the water and sewer utility fund by implementing a new rate structure to encourage conservation and restore a \$2 million depleted reserve fund.
- Refinanced bonds with lower rates to obtain savings of approximately \$400,000 annually.
- Refinanced the Water-Wastewater Utility Bond to obtain \$7.5 million of new additional funding. This new revenue will allow the city to meet DEP and SJRWMD mandates on reuse system expansion, wet weather discharge, and storage of reuse water. We also will take down an outdated water tower and replace a Force Main on SR 50, in addition to funding a connection to the County's Conserve 11 reuse system. This will allow the city to provide reuse water on the south side of town.
- Provided budgets to the City Commission with tax cuts 2001 and 2002 and held the line in 2003.

Florida State Healthcare Tax District: Vice President of Governmental and Community Relations 1997-2001:

The West Orange Healthcare District was established by the Florida legislature in 1947 with the purpose of providing healthcare services to residents of West Orange County. The District operates very much like a County or City Government. The Governor of the State of Florida appoints the Board of Directors (Commissioners-Council Members). They in turn appoint a CEO/President (County-City Administrator) to manage the day-to-day operations and administration while the Board of Directors sets Policy and provides oversight of administration.

Duties and Responsibilities

- Responsible for inter-governmental relations with federal, state, county and city elected and appointed officials.
- Managed 50 employees and a budget of \$15 million.
- Served as the District's primary spokesperson to consumer groups, industry associations and the media. Also prepared press releases for distribution to the local media.
- Responsible for all marketing and community outreach programs in addition to the district's Volunteer Program with over 250 active volunteers, saving the district \$500,000 in labor hours a year.

Achievements:

- Taught the departments under my supervision to operate like a business. Introduced sound management practices and a strategic plan for long-range involvement.
- Developed and implemented an innovative customer satisfaction program – improved internal and external customer service satisfaction by 50%.
- Reduced outstanding delinquent receivables by 50%.
- Over a three year period, turned both the Walk-In Clinic and Ambulance/Paramedic Service into profitable entities. Improved the West Orange Healthcare District's image and awareness in this fast growing West Orange community with community health and wellness outreach programs.
- Took on responsibility of employee satisfaction and implemented several programs that had a significant measurable improvement in work environment and employee morale.

Barry University Adjunct Professor, Bachelor of Public Administration 2002-2004:

Barry University located in Miami, Florida offers Adult Continuing Education opportunities at various campuses around the state. The program is designed for working adults to complete their Bachelor and Master Degrees.

Duties and Responsibilities

- Certified to teach POS 303: Public Policy and Administration Based Local Area Network
- Certified to teach PUB 402: Values and Ethics in Public Administration
- Certified to teach PUB 403: Public Budgeting and Finance.

Achievements:

Consistently rated as one of the best and most informative instructors, brings real world experience to the classroom

Kelly Services/Orange County Public Schools: 2011 to Present

- I am serving as "Certified" Orange County Public School High School Substitute Teacher. The City of Mascotte has a Ten Hour Day-Four Day work week, Monday through Thursday. I substitute teach for Orange County Public Schools at the High School level on Fridays as needed. Kelly Services is the contract provider for OCPS but it is the OCPS school system and schools who decide and choose the substitutes. I have worked every Friday I have been available to substitute for OCPS at Wekiva High School.

Private Sector Business Experience-21 Years

Education

- **Masters of Arts-Public Administration**-Webster University – 1997
- **Bachelor of Professional Studies (Liberal Arts)**-Barry University – 1995
- **Associates in Science in Business – Management and Marketing**-Valencia Community College – 1985

Seminars and Leadership Training Programs

- **National Incident Management Systems-FEMA**-2006 -2007-ICS-700-ICS 100-ICS 200
- **National League of Cities "Leadership Training Institute"**-2006 Silver Level, 2005 Bronze Level
- **Leadership Florida Institute**-1997 – Florida League of Cities Leadership Program
- **Leadership Orlando**-1997-Class # 42
- **Leadership West Orange**-1995
- **Florida Institute of Government**-1994- Advanced Institute for Elected Municipal Officials
- **Florida Institute of Government**-1994 – Basic Institute for Elected Municipal Officials

Professional Affiliations/Memberships:

- ICMA Credentialed Manager 2006 to Present
- FCCMA and/or GCCM Associate Member-2001-2010
- Government Finance Officers Association-GFOA-Special Review Committee ID: 300157238
- Tri-County League of Cities-1993-1997 & 2001-2004
- Leadership Florida Class-2007
- Florida League of Cities–Vice Chairman of Ethics and Personnel Committee-1995-1997

Community Involvement

- Chamblee Business Association-Cherokee County Chamber-West Orange County Chamber
- Ocoee City Commissioner-1993-1997
- State of Florida-Division for Children and Families (DCF)-District 7 Advisory Board
- Senior Resource Alliance Advisory Board
- Mobility 2020 Campaign– Orange County Chairman/Mayor Richard Crotty
- Ax Gridlock Campaign– Orange County Council of Mayors
- Campaign “Penney for Schools”-Dick Bachelor
- World Class Academy – World Class Schools
- Substitute Teacher Orange County Public Schools-High Schools