

## CLARENCE L. HULSE

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### KEY PERSONAL QUALITIES AND LEADERSHIP ATTRIBUTES

Demonstrated and Proven Leadership Skills

Consistent Performance within Budget

Strong Operating Manager

Objective, Data-Driven Decision Maker

Team Oriented Management Style, emphasizing personal accountability, team reliance, and strong development of subordinates.

Ethical, Honest, Leadership by Example

Diverse Career Background, Agent of Change

Visionary, Highly Motivated and Loyal

### PROFESSIONAL EXPERIENCE

**Director of Economic Development**  
**City of Jeffersonville IN – Pop. 45,000**

**04/2010-Current**

- Established Office of Economic Development and strategic planning process to develop city's future economic development goals and objectives
- Developed incentives and programs to recruit and retain retail/commercial businesses
- Core member of Canal District Development Team
- Established Jeffersonville Neighborhood Leadership Institute – Won State of Indiana Planning Association 2010 Community Planning Award
- Partnering with Redevelopment Commission to develop strategy to brand commercial corridors and gateways thru city wide signage program
- Developed marketing program to highlight city's business relocation/expansion assets
- Created 3,000+/- new jobs and approximately \$75 million in capital investment in past 18 months.
- Also serving as Executive Director of the Jeffersonville Urban Enterprise Association

**Managing Consultant (PT)**  
**Belize Real Estate Development Group, LLC**

**06/2008-12/2010**

- Work with land owners and developers to prepare documents/reports for land entitlements/permits and property inspections.
- Advise non-profits in workforce development strategies and operational efficiencies.

**Development Manager**  
**Intrawest Placemaking, Orlando FL**

**04/2005-05/2008**

- Owner's representative for international luxury resort developer. Responsible for the financial success and bottom line of assigned development projects, and all phases of residential real estate development up to and including Certificate of Occupancy and

property management of company owned (commercial and residential) property. Managed over \$150 million in construction projects.

- **Real Estate Development:** Coordinated the design process from land acquisition and strategy creation to grand opening - oversaw the site planning process and document technical due diligence quality (for e.g., geotechnical, environmental) during design and construction phases. Hired and managed all consultants from design through construction and delivery. Performed regular audits of all consultants to provide project quality control. Negotiated all contracts with consultants, utilities, brand partners, and local municipalities.
- **Construction Management:** Completed 2 luxury condo-hotel projects: *Luau Towers* - 2 high-rise residential towers (19 and 12 stories), 243 units – Budget \$100 million; *Elation*: 8 story, 118 units – Budget \$45 million.
- **Predevelopment and Design Management:** Directed consultants engineering and construction in coordination with legal, sales, marketing and finance teams.

**Community Development Administrator**

**08/2004-04/2005**

**Martin County Community Development, FL – Pop. 147,155**

- Managed 7 Community Redevelopment Districts, Historic Preservation and Affordable Housing (CDBG/SHIP) with staff of 7 and \$5 million budget.
- Coordinated inter-departmental team to streamline the 1st CRA mixed-use redevelopment project through developmental review/permitting, est. value \$35 million; initiated workforce housing policy development and managed sewer feasibility study for underserved areas.
- **Planning and Zoning/Urban Planning:** Updated mixed-use zoning regulations, commercial and residential design overlays, and developed policy and procedures for redevelopment projects.

**Deputy City Manager**

**04/2001-08/2004**

**City of Cocoa, FL – Pop. 17,500**

- Managed daily operations, including strategic planning, special projects, legislative agenda, capital projects and budget planning, personnel/union issues, and community relations. (\$22 million General Fund, \$75 million Utility Enterprise Fund, 445 employees.)
- Established city's 1st economic development department and developed marketing/business development strategy that led to the development of 2 business parks.
- Directed annexation of 1,800+ acres of property – city boundaries grew 80% - Reversed 10 year population decline with 14.2% increase and city tax valuation up 60% in 3 years.
- Coordinated the development of the 1<sup>st</sup> residential subdivision in 14 years - 5 new subdivisions planned over 5 years and multifamily units. Negotiated to procure properties, leases and financial agreements to facilitate the planning and execution of capital projects and created public/private partnerships with developers.
- Developed programs to solicit business owners, developers and investors to consider Cocoa as a location for investment. Directed aggressive marketing and public relations campaign that attracted \$90 million private investment to downtown retail district, including multi-family development and facilitated tourism development.

- Led strategy to achieve Enterprise Zone Designation, HUBZONE, Federal Brownfield Designation (\$200,000 grant) and activated Foreign Trade Sub-Zone with Port Canaveral.
- Managed 3 Community Redevelopment Agencies and developed strategy for urban renewal and downtown revitalization using TIF financing. Projects included \$3 million Waterfront Park, \$200,000 for new landscaping and \$500,000 in sidewalk improvements.
- Attracted the most retail/commercial development in the City of Cocoa in 30 years – for e.g. Super Wal-Mart, Long John Silver, Sonics, Durango Steakhouse, Cara Mia, Taco Bell, Community Bank of the South, Dollar Store, and Game Stop. Established retail incubator to nurture local entrepreneurship.
- Revised development review process, code compliance and permitting using technology; Implemented customer service training and online utility payment procedures.
- Revised CDBG programs and housing policies and procedures to ensure future compliance with HUD guidelines and updated city adopted ordinances (Finance and Purchasing).
- Spearheaded revitalization of public housing with Housing Authority attracting \$25 million public-private investment to construct 75 single-family affordable homes with commercial plaza and \$10 million investment to construct 200 unit mixed income apartment complex using federal and state tax credits.

#### **Senior Business Development Manager**

**10/1994-08/2000**

#### **Pinellas County, FL- Department of Economic Development – Pop. 944,199**

- Supervised business recruitment/expansion division, managed a staff of 5, particular emphasis in the electronic technology, medical manufacturing and software clusters.
- Assisted in the Department of Energy Pinellas Plant transition to Science Technology and Research Center, first successful conversion in the U S; over 25 businesses (high tech and emerging technologies) now at former military manufacturing site.
- Coordinated the 1st successful Corporate Brownfield Redevelopment project in the State of Florida with Information Management Resource global headquarters expansion; created 1000 jobs averaging \$44,000 per annum and \$63 million private investment.
- Created new programs to train low-income job seekers/ex-felons in employment and life skills. Developed partnerships with 500 businesses to create job bank and hire graduates of STARS/STEPS programs - achieved a placement rate of 62% - twice state average.
- Established relationships with 24 municipalities and 12 chambers of commerce to implement countywide business retention programs
- Developed Business Development Plan for Pinellas County using Industry Cluster strategy focusing on emerging technologies. Relocated/retained 200+ businesses, creating 16,000+ new jobs, absorbing over 4 million s.f. and \$500 million new capital investment in 5 years.
- Coordinated Pinellas County Delegation Trade Mission to Mexico; achieved \$5 million sales
- Successfully secured \$20+ million in incentive on behalf of new and existing businesses from the State of Florida, Pinellas County and municipalities

- Promoted and assisted technology transfer and commercialization of intellectual property from NASA to local manufacturers.
- Formulated strategies as a member of Tampa Bay Partnership Marketing Team (6 Counties) for the implementation of economic development plans; conducted site selection, location and labor analysis and increased prospect leads by 50% for the region. Assisted the Tampa Bay Partnership and Florida High-Tech Council (23 Counties) to market employment opportunities in Central Florida to NY/NJ university graduates.
- Developed economic development and trade policy for the State of Florida as a gubernatorial appointee to the International Trade and Economic Development Board.

## **EDUCATION AND AWARDS**

University of Oklahoma – Economic Development Institute Certificate expected 11/2011  
 University of Southern Mississippi, Master of Science - Economic Development  
 Harding University, Bachelor of Science - Public Administration, **Magna cum Laude**

**NAACP Community Award 2011** – Southern Indiana

**Man of Distinction 2011 – CASI** – Southern Indiana

**Outstanding New Developer of the Year**, International Economic Development Council, 1999  
**Economic Development Award**, National Forum for Black Public Administrators

## **COMPUTER & LANGUAGE SKILLS**

MS Office Professional Suite, MS Project, PageMaker, ArcView, KIVA, POET, ACT, Goldmine  
 Conversational Spanish

## **PROFESSIONAL AND COMMUNITY AFFILIATIONS**

International Economic Development Council, (1992- ) Board of Dir. (2005-07, 2010-)

One Southern Indiana, Economic Development Council (2010-)

Leadership Southern Indiana – Class of 2012

Southeast Economic Development Council (2011-)

Midwest Economic Development Council (2010-)

Indiana Planning and Zoning Association (2010-)

International Council of Shopping Centers (2010-)

Jeffersonville Urban Enterprise Zone Commission (2010-11)

Jeffersonville Main Street Association (2010-)

10 St. Area Business Association (2010-)

Workforce One – Region 10 Workforce Board (2010-)

Jeffersonville Rotary Club (2010-)

Urban Land Institute, (2001- )

Leadership Florida, Class of XXII (2004- )

Leadership Pinellas, Class of 1999

## **Past**

Florida Planning and Zoning Association

World Future Society

International City/County Managers Association

Florida City/County Managers Association

US Green Building Council

Habitat for Humanity Volunteer

Florida Economic Development Council  
Florida Redevelopment Association  
Caribbean-American Chamber of Commerce  
City of Largo Main Street. Board of Directors  
Tampa Bay Partnership – Various Committees  
Space Coast Economic Development Council Board of Directors, Tax Abatement Committee  
MyRegion.Org, CEO Roundtable, Economic Development Committee  
Cocoa Beach Area Chamber of Commerce, Gov. Relations Committee  
Cocoa Rotary Club, Chairman-Community Partnerships  
World Trade Center – Tampa Bay  
St. Petersburg/Clearwater Film Commission  
St. Petersburg/Clearwater Tourism Council, Alternate Board Member  
Pinellas County Workforce Board, Alternate Board Member  
St. Petersburg Enterprise Zone Commission Board Member  
Enterprise Florida, International Trade and Economic Development Board