

James Patrick Gleason

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City Manager

Results-driven local government manager, program developer versed in expansion, coordination, and implementation of all local government departments and policies. Exceptional organization, communication, and leadership skills to track, analyze, facilitate, and report response for local ordinances and policies impacting municipal and the private sector.

Core Competencies

- Grassroots Government Affairs
 - Legislative Engagement
 - Local, State & Federal Government Advocacy
 - Public Policy Developments
 - Intergovernmental Relations
 - Public Relations Operations
 - ICS-700: NIMS, An Introduction
 - Relationship Management
 - Social Media Content
 - Program Operations
 - Financial Accountability & Budgeting
 - Problem Solving
 - Economic Development
 - ICS-100: Introduction to the Incident Command System
 - Strategic Planning
 - Organizational Efficiency
 - Staff Training & Development
 - Grants
 - Non-Profit-Organization Management
 - Commercial/Residential Development
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Professional Experience

Town of Littleton in Grafton County, NH.

Town Manager, 2021 – Present

The Town of Littleton is located in northern New Hampshire in the White Mountains. The town has a permanent population of 6,000 due to the workforce (industrial Park) and tourist the day time population can reach 15,000.

Key Contributions:

- The town's 2018 audit identified several areas that needed corrections. When I arrive the 2019 and 2020 town audits had not been completed. These were completed in September of 21 and January of 2022. The 2021 town audit will be presented June 2022. Staff addressed all audit comments and updated policy and procedures. additional TAD.
- Managed all town operations with operating budget of \$9,593,608 and 87 FT/PT employees.
- Wastewater Treatment Plant-Emergency repair and replacements of two screw pumps, and bar rack for a cost of \$1.3 million-project will be completed by 6-30-22.
- Completed the purchase of river front property that will host a Welcome Center, passive park and outdoor event area. The \$1.4 million project is currently in design phase with construction anticipated April of 2023.
- Working with the North Country Council and a housing assessment study to address not only workforce housing but housing needs in general in the north country.
- 2021-General Fund was 5.79% under budget returning \$520,130.51
- 2022-General Fund was 6.22% under budget returning \$595,918.63
- 2021-Town reserves were \$525,077
- 2022-Town reserves were \$1,200,109
- 2023-Town reserves are estimated to be \$1,888,376
- Took the lead on regionalization discussions and early planning for EMS service to surrounding towns.

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- Received grants of \$700,000 for improvements of the towns wastewater system and asset capital improvement plan
- Worked with US Senator Shaheen in obtaining \$300,000 infrastructure funding for Riverfront Park in Littleton
- InvestNH-Award the town \$120,000 Streamlined Permit Process

Conveyed successful service delivery strategy with surrounding communities with EMS Services based out of Littleton Fire Department. Improved town employee morale, increased transparency and accountability with the Board of Selectmen and the public.

Efficient Municipal Solutions

James P Gleason-Consulting, 2016 – 2020

Consulting services to municipalities in the area of developing policy, procedures, outsourcing contracts for specific services (Building & Planning), capital projects and grants.

City of Mascotte in Lake County FL.

City Manager-CEO/Community Redevelopment Area (CRA) Director, 2011 – 2020

Recovered city from financial emergency by initiating strategic prevention and development plan. Adopted new tax rates, authored, and submitted grants, improved cash reserves, and negotiated departmental mergers. Researched, tracked, and analyzed public policy developments at local level that impacted financial status. Led meetings with elected officials by providing background research and talking points. Cultivated productive relationships with public policy makers to steer decision making. Lobby federal state and local representatives on policy and funding requests for projects.

Key Contributions:

- The city was in \$6 million debt when I started and on the brink of bankruptcy. Put a financial survival plan in place that prevented bankruptcy, paid 100% off the debt in August 2017. Some of the debt went to 2032, by paying off early saved the city \$500,000 in future interest payments and was able to recommend cutting and or lowering taxes the last 7 of the 9 years I was city manager.
- Created an environment that encouraged economic development; during nine-year and eight-month tenure, advised city to lower tax rates from 9.6147 to 7.123%; achieved zero debt within seven years after starting and the city had \$6 million in debt and built reserves from \$300,000 to \$2.5M.
- Administered operating budget of \$7.8M and directed 31 employees; led projects and authored policies and processes to streamline police, fire, parks, water and storm water, streetlight, and solid waste utilities operations; championed efficient workforce and negotiated contracts to outsource functions to save taxpayers \$200K annually.
- Generated \$2.5M in federal and state grants for city.
- Recommended contract development with Lake County to oversee fire department; boosted efficiency and improved public service to save city \$5.3M; eliminated need to hire six additional firefighters, purchase of new fire engine, and loan to build new fire station; negotiated annual contract with county for \$800K to add \$100K in additional annual savings.

City of Chamblee in DeKalb County GA.

City Manager-CEO, 2008 – 2010

Formulated plan to relieve financial issues faced by city. Posted all city budgets, quarterly budget reports, and audits on web page to increase transparency for stakeholders. Initiated recognition by ICMA as Council-Manager form of government.

Key Contributions:

- The city had paid for all capital projects so they had no debt, but after 2 months on the job I was advised city would not be able to make payroll in two months. Developed and had approved a plan for a TAD-Tax Allocation District.

The state would lend the city 70% of last year's state revenue but the note had to be paid by 12-31-2009. This was accomplished and the new budget was adjusted to ensure payment of loan and no need for an additional TAD.

- Managed all city operations with operating budget of \$15M and 100+ employees.
- Conveyed successful service delivery strategy with DeKalb County in Parks & Recreation and Police Services; elevated savings for Chamblee taxpayers by .56 mils on county tax bill; plummeting duplication of services and double taxation.

Kirkuk, Iraq.

ICMA Local Government Advisor-Trainer: (US State Department and US Military in Kirkuk, Iraq) 2007 – 2008

Worked under a contract with ICMA 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" in Iraq. I was promoted to supervisor of ICMA and RTI ex-patriots in Kirkuk as well as the Iraqi staff of 25. Kirkuk is a city located 120 miles north of Baghdad with an estimated population of 1.6 million residents with a budget of \$400,000 million.

- 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 million for 4 Districts (counties) and 12 Sub-Districts (12 cities) that was used for public works projects of which 75% went to roads and bridges.
- 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 of Woodstock Cherokee GA.GA

City Manager- 2004 – 2007

Woodstock is a city located north of Atlanta in Cherokee County. The city has a total area of 8.8 miles with an estimated population of 25,000 residents. The total budget for the city was \$15 million with 200 employees.

- Completed \$2.5-million-gallon expansion of the wastewater treatment plant. Worked with CH2MHILL and the Mayor and Council to get the project back online, within budget and at full capacity. (\$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 projects.
- Completed Interchange Justification Report in partnership with Federal Highway Administration and Georgia Department of Transportation, Private Business and Local Landowners for a new interchange for I-575 in Woodstock (\$43 million)
- Initiated city participation in the ICMA 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)
- Implemented a comprehensive storm water utility system.
- 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.
- 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.
- Chaired Cherokee NIMS-COOP City-County Coordination Plan

City of Ocoee Orange County Fl. 2001 - 2004

City Manager

The City of Ocoee is in the west part of Orange County close to Winter Garden and Orlando, Florida. The total budget was \$35 million with a population was 30,654. I served as a City Commissioner in the City of Ocoee 1993 – 1997.

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.
- Provided budgets to the City Commission with tax cuts 2001 and 2002 and held the line in 2003.

*Additional experience as **Vice President of Governmental and Community Relations** with Florida Healthcare State Tax District - HealthCentral in Orlando, FL.*

Education & Certifications

Master of Arts in Public Administration, Webster University – Orlando, FL

Bachelor of Professional Studies in Liberal Arts, Barry University – Orlando, FL

Associates in Science in Business, Management & Marketing, Valencia College – Orlando, FL

Certifications

ICMA-Credentialed City County Manager since 2006-2021

Public Management, Georgia Institute of Government

Professional Training

National League of Cities – Silver, Leadership Training Institute

Leadership Florida, Florida Chamber of Commerce

Leadership Orlando, Greater Orlando Chamber of Commerce

Leadership West Orange County, West Orange Chamber of Commerce

Florida Institute of Government - Basic and Advanced Course, Florida League of Cities