

Alvin B. Jackson, Jr.
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Ms. Sandi Bolser, City Clerk,
City of Bunnell,
1769 E. Moody Blvd.
Bunnell, FL 32110

To City manager Search Committee:

I would like to thank you for the opportunity to be considered for the City Manager's position. This is a very exciting opportunity for me to utilize my previous experiences as a public manager and ED professional to lead the operations of the city and carrying out the Commissions policies and directives.

I have Over 27 years of experience in municipal, county and state government with more than 25 years at the senior management level, serving as a City Manager, Deputy County Manager, Deputy Executive Director of the state's largest Water Management Agency and Executive Director of a Community Redevelopment Agency. Functional experience: strong strategic planning, budget management (operating and financial), corporate structure implementation, procurement, local government relations, human resources, public relations, community outreach and managed budgets up to \$1.2 billion. Hired and managed all levels of personnel, systematically instilling corporate values into daily business practices. Dynamic at moving organizations forward by strategically establishing organizational cultures dedicated to corporate successes and break through accomplishments. Team leader with the skill to build relationships and manage the multi-faceted activities required for the successful implementation of the agency's objectives. Posse's proven ability to adapt my skills to new and different industries.

- Created a culture of process improvement through the utilization of cross-functional teams, benchmarking and creating best practices in operations in cost of programs to achieve the highest level of efficiency and all-around effectiveness. Over 50 operations re-engineered.
- Created Learning Institutes within agencies to articulate the corporate and leadership values of the organizations and to clearly define its value-driven leadership characteristics, which resulted in consistency of purpose when the leaders executed the organization's strategies by aligning the leadership and employees to common principles and goals for conducting business.
- Developed a 528-acre industrial park that attracted 15 new industries, added over two million square feet to the tax rolls and over \$57 million in gross sales in three years.
- Increased new job opportunities due to loss of primary industry (citrus). Implemented "*Job Investment Trust Fund*", where the county invested over \$2.1 million, creating over \$2,000 new jobs within a three-year period and resulted in a return investment of over \$80 million to the county.
- Directed business functions for largest water management district in the state of Florida with 3,000 employees (1,800 FTE and 1,200 consultants) and a budget of nearly \$1.2 billion dollars.
- Developed a quality customer service oriented culture. Hired and assembled team members based on commitment to incorporate values into daily business practices.
- Implemented a procurement diversification initiative and increased minority vendor expenditures from \$4 million to over \$200 million dollars in four years.
- Led expansion of County Library system.
- Initiated County "Elder Ready" Community initiative.
- Facilitated the expansion and transition of County Fire services from volunteer to paid services.
- Facilitated historic preservation projects from grant acquisition to overseeing restoration.
- Negotiated Fire Union contracts.

I believe that the ideal candidate for City Manager should be an exceptional manager, administrator, and a leader with a proven track record of noteworthy career accomplishments. This individual should also be an outstanding communicator with excellent verbal, written and listening skills. This individual should also be able to provide a high level of energy and enthusiasm for the Citizens and city staff. My experiences and accomplishments demonstrate that I possess these skills and attributes.

Once again, thank you for this exciting opportunity to be considered for the City Manager's position. I look forward to hearing from you soon. Please find attached my resume outlining my experience.

With the warmest regards,

Dr. Alvin B. Jackson, Jr.

DR. ALVIN B. JACKSON, JR.

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Senior Operating & Public Management Executive

Over 27 years of experience in municipal, county and state government with more than 25 years at the senior management level, serving as a City Manager, Deputy County Manager, Deputy Executive Director of the State's largest water management agency and Executive Director of a Community Redevelopment Agency. Functional experience: strong strategic planning, budget and financial management, corporate structure implementation, procurement, local government relations, human resources, public relations, community outreach and managed budgets up to \$1.2 billion. Hired and managed all levels of personnel, systematically instilling corporate values into daily business practices. Dynamic at moving organizations forward by strategically establishing organizational cultures dedicated to corporate successes and break through accomplishments. Team leader with the skill to build relationships and manage the multi-faceted activities required for the successful implementation of the agency's objectives. Posse's proven ability to adapt my skills to new and different industries.

Core Competencies & General Leadership Strengths

- ***Creative problem solver*** with extensive expertise in all facets of local, regional and state government.
- ***Unparalleled track record*** in strategic planning and transforming operations within marketing, media relations, Human resources, procurement, customer service, and economic development, etc.
- ***Exceptional leader*** with highly developed decision-making skills, adept in facilitating effective change management in dynamic environments.
- ***Developed leadership, communication and teamwork skills*** to enhance the effectiveness of teams.
- ***Empowered and trained staff*** to be systematic and flexible in problem solving.
- ***Developed rewards and recognition programs*** aligned with performance and great customer service.
- ***Enthusiastically moves organizations forward*** by strategically establishing organizational cultures dedicated to service, teamwork, process improvement and effective leadership.
- ***Proven track record for leading*** comprehensive economic and business development initiatives with the emphasis on creating jobs and expanding the tax base.
- ***Published author and skilled communicator*** known for strong interpersonal skills and ability to build high-performing, cohesive teams.

■ **SELECTED ACCOMPLISHMENTS** ■

Public Administration / Public Management

- Directed business functions for largest water management district in the state of Florida with 3,000 employees (1,800 FTE and 1,200 consultants) and a budget of nearly \$1.2 billion dollars.
- Recovered \$600,000 annually in ad valorem dollars through negotiation and development of a memorandum of understanding (MOU) with Broward County.
- Acquired funding for a variety of programs and projects where no funding previously existed. Secured over \$20 million in grant funding from federal and state governments at no cost to the City.
- Implemented a procurement diversification initiative and increased minority vendor expenditures from \$4 million to over \$200 million dollars in four years.
- Led expansion of County library system.
- Initiated County "Elder Ready" program.
- Facilitated expansion and transition of County fire services from volunteer to paid services.
- Facilitated historic preservation projects from grant acquisition to overseeing restoration.
- Negotiated fire union contracts.
- Drafted new personnel policies and procedures to be align with performance accomplishments.
- Implemented a new pay for performance program including a performance management tool and merit pay.
- Initiated and led strategic planning process to link programs and budgets into one comprehensive and integrated work plan. As a result, the strategic plan drove agency budget development and decision-making processes.
- Improved agency morale through development and implementation of a highly creative employee rewards and recognition program.

Leadership

- Organized one of Central Florida's premier cultural black arts festivals; the Zora Neal Hurston International Festival. Attendance was over 100,000.
- Devised internal communication processes that were timely and informative. Developed a just-in-time communication strategy consisting of weekly written communications from the Executive Office, group messages, video tapings and on-line announcements highlighting goals and accomplishments.
- Created Learning Institutes within agencies to articulate the corporate and leadership values of the organization and to clearly define its value-driven leadership characteristics, which resulted in consistency of purpose when the leaders executed the organization's strategies by aligning the leadership and employees to common principles and goals for conducting business.

Process and Quality Improvement

- Re-engineered the Media and Outreach Department. Reduced staff by 32.3% and increased productivity by. Increasing positive and accurate media coverage by over 57% with exposure in national print and broadcast media.
- Created a culture of process improvement through the utilization of cross-functional teams, benchmarking and creating best practices in operations in cost of programs to achieve the highest level of efficiency and all-around effectiveness. Over 50 operations re-engineered.

Economic / Business Development

- Led "*The Economic and Small Business Initiative*" for the Everglades restoration project, creating over \$200 million in opportunities for local businesses, creating a total of 700 jobs, \$33 million payroll, and economic impact of \$87 million into local economy.
- Increased new job opportunities due to loss of primary industry (citrus). Implemented "*Job Investment Trust Fund*", where the county invested over \$2.1 million, creating over \$2,000 new jobs within a three-year period and resulted in a return investment of over \$80 million to the county.
- Secured funding source for small businesses unable to secure small business loans. Developed "Downtown Eustis Revolving Loan Program" with Banks, securing loan commitments up to \$250,000 for ten businesses.
- Developed a 528-acre industrial park that attracted 15 new industries, added over 2 million square feet to the tax rolls and over \$57 million in gross sales in three years.
- Initiated Affordable Housing opportunities for Low-to-Moderate Income families, creating affordable housing partnerships with 14 local governments and 9 major banks, which resulted over 5,000 new homes built.

■ PROFESSIONAL EXPERIENCE ■

Hallandale Beach Community Redevelopment Agency (1/2011 – 1/2013)

Executive Director- Led City's Redevelopment and Economic Development initiatives to eliminate slum and blighted conditions, to create sustainable jobs and expand overall tax base; manages five employees and \$11 Mil annual budget.

- Updated 10 year old CRA plan, created a programmatic outcome driven implementation plan with success measures.
- Developed an Economic Development Strategic Plan for Hallandale Beach identifying targeted industries and outlining strategies for implementation.
- Administered an \$11 Mil affordable housing Private/Public partnership project -Highland Park Village Townhomes (52 units), certified buyers, marketed the units and coordinated bank mortgages- 95% sold in 1 year.
- Administered a \$1.1Mil affordable housing Neighborhood Stabilization Program (NSP) Rehabilitation project –Carver Heights Townhomes (8 units), construction management, certified buyers, marketed the units and coordinated bank mortgages.
- Constructed Foster Park Community Center, \$1.5 Mil project; 40% local vendors (\$640,000); 90% local labor (total payroll \$337,000); overall economic impact to community \$1 million.
- Secured over \$2 Mil for the City's Affordable Housing Program through negotiations with The Villages of Gulfstream (the city's premier thoroughbred racetrack, casino, and shopping and entertainment development.)
- Reassessed Cost allocation payments to the City, reducing financial impact to the CRA by 23% (from \$1 million to \$236,000.00).
- Formalized services provided by City through MOU's approved by the CRA Board totaling \$2 Mil.
- Serviced over 600 business and residential loans with a portfolio value of over \$1.8 million.

The Quantum Leadership Group, Inc. (8/2007 – 1/2011)

Principal Officer

- Led economic and small business initiatives for the Everglades restoration Project that created opportunities for over 4200 local businesses, 700 jobs with \$33 million payroll and local economic impact of \$87 million.
- Managed outreach, workforce and business development and facilitation services for the Everglades restoration Project.
- Facilitated the development of a workforce development program for one of the largest infrastructure projects currently being constructed, "Clean Water Atlanta".
- Facilitated strategic planning process and provided leadership training for Florida Keys Aqueduct Authority, Haines City CPLS, P.A., Lake Community Action Agency and Palm Beach Atlantic University.
- Secured \$100,000 for Grassy Waters Foundation from Wal-Mart for environmental education programming.
- Secured \$1.2 million from the South Florida Water management District for Everglades Restoration workforce training – Heavy Equipment and Craft Laborer – Palm Beach State College provided training.
- Secured \$600,000 for the South Florida Water Management District from Wal-Mart for Everglades' construction job creation.

Nova Consulting (8/2005 – 7/2007)

Outreach Manager

- Led development of a small business program, outreach efforts and workforce utilization program for Everglades' project as a consultant to the South Florida Water management District, which resulted in 300 new jobs, \$20 million payroll, and 350 construction graduates and over 4000 local businesses recruited.

South Florida Water Management District (7/2001 –8/2005)

Deputy Executive Director - Directed the agency's corporate resources, outreach and local government affairs for State's largest water management agency, serving over 16 counties, 7.1 million people, and 1800 employees with \$1.2 billion budget.

- Managed the following departments and functions: Human Resources, Budget and Finance, Procurement, Facilities, Public Information, Information Technology, Aviation, Security, Local Government Affairs, Clerk's Office and Governing Board Affairs.
- Recovered \$600,000 annually in ad valorem dollars through negotiation and development of a memorandum of understanding (MOU) with Broward County.
- Led strategic planning process to link programs and budgets into a single comprehensive, integrated work plan resulting in streamlined, cohesive budget development and decision-making processes agency-wide.
- Directed streamlining of procurement processes that resulted in 95% of contract documents being executed within 30 days.
- Guided procurement diversification initiative that increased minority vendor expenditures by over 168% for a total of \$60 million in one year.
- Facilitated agency's \$50 million Enterprise Resource Program (ERP) implementation.

Lake County Government (3/1996 – 7/2001)

Deputy County Manager – Directed the County's corporate resources, economic development and inter-government relations, with 750 employees and \$200 million Budget.

- Managed the following departments and functions: Human Resources, Information Technology, Procurement, Public Information, Fire Services, County Commissioners Office, Liaison to Sheriff, Property Appraiser and Tax Collector, University of Florida Extension Office, Human Services, Budget and Finance, Library Services, Economic Development, Legislative Affairs, Historic Museum and Liaison to Municipalities.
- Directed first countywide strategic planning initiative that engaged 3,000 citizens, raised over \$100,000 and resulted in comprehensive 10-year strategic plan.
- Developed and implemented continuous quality improvement processes that resulted in increased organizational efficiencies and greater customer service.

Lake County Government (3/1993 – 3/1996)

Economic Development Director – Led the County's economic development activities for County and 14 municipalities.

- Implemented \$2.1 million Job Investment Trust Fund to increase job opportunities after loss of primary industry (citrus), which created over 2,000 new jobs within three years and provided county with \$80 million return on investment.
- Attracted 50 new industries in three years as a result of county implementation of economic development policy created from an innovative planning initiative that brought together over 120 businesses, community partners and educational leaders.
- Attracted 15 new industries that added over two million square feet to tax rolls and generated gross sales over \$57 million in three years as a result of leading development of 528-acre industrial park.

City of Eustis (3/1990 – 3/1993)

Leisure Services Director – Directed the City's economic development, CRA, parks and recreation, library services, historic preservation, community development, grants administration and affordable housing.

- Acquired funding for programs and projects where no funding previously existed, including securing over \$20 million in federal and state grants.
- Initiated nationally recognized and award-winning affordable housing partnership with local municipalities and major bank, which created over 5,000 new homeowners (with fewer than five defaults in five years).
- Developed Downtown Eustis Loan program with First Union National bank, securing loan commitments up to \$250,000 for ten businesses unable to secure other small business loans.
- Restored city's deteriorated Downtown Park and Historic band shell.

City of Eatonville (10/1988 – 3/1990)

City Administrator – Service municipal government agency with over 50 employees, and a \$3 million Budget.

- Managed Human Resources, Budget and Finance, Procurement, Planning Department, Facilities, Police Department, Fire Department, City Council Affairs, Legislative Affairs and Local Government Relations.
- Led renegotiation and restructuring of franchise fee collections, resulting in additional annual revenues of \$1 million.
- Improved city's water/sewer infrastructure by securing grant funds of \$1.3 million to replace lines and connections for over 2,500 residents.

■ EDUCATION ■

Doctor of Ministry degree – Thomas Brown Bible College, Jacksonville, FL

Masters of Ministry degree – Thomas Brown Bible College, Jacksonville, FL

Bachelor of Arts degree in Government and Politics – University of Maryland, College Park, MD

■ PUBLICATIONS ■

It Is Another Great Day: An Inspiring Guide to Effective Leadership (2009)

www.itisanothergreatday.com

References

1. Mr. Henry Dean, *Former Executive Director-South Florida Water Management District*
Henry Dean & Associates
224 N. FOREST DUNE DRIVE
St. Augustine, Florida
904.814.0175
2. Mr. Sanford Minkoff, *County Attorney*
Lake County Board of County Commissioners
315 West Main Street
Tavares, Florida
352.343.9800
3. Mr. Rex Taylor, *City Manager*
Town of South Palm Beach
3577 South Ocean Blvd.
South Palm Beach, Florida 33480
561-588-8889
4. Ms. Lourdes Ramos, Human Resources Director
South Florida Water Management District
3301 Gun Club Road
West Palm Beach, Florida 33406
561.686.8800
5. Commissioner Anthony Sanders
City of Hallandale Beach
400 South Federal HWY
Hallandale Beach, Florida 33009
954.540.5100
6. Gail Bulfin, Vice President – Member Development, gbulfin@gflalliance.org
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7. Mike Bobroff,
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