

Wayne A. Klotzbach, MBA

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CITY PLANNER, PALM COAST

Virtual & Local Leadership – Capital Projects Planning – Strategic Planning & Partnerships – Public Relations
Stakeholder Management - Operational Efficiencies - Continuous Process Improvements –
Discourse Management – Budget Oversight – Intra- & Interagency Coordination

Operational leader with over fifteen years of success in politically charged and public-facing roles. Maximizes productivity and development opportunities by creating sustainable processes, thinking and planning holistically, and proactively identifying and resolving potential barriers to success. Achieves operational excellence by monitoring KPIs, leveraging supporting resources, and establishing results-focused objectives and timetables. Consistently delivers successful outcomes during times of crisis, tension, uncertainty, and within the most challenging environments.

Serves as a trusted advisor and confidante to management teams, organizational partners, contractors, and staff. Delivers intuitive presentations tailored to audiences ranging from executives, public officials, contractors, staff, and community members. Conscientiously communicates priorities and objectives across business units and management teams to maintain continuity of operations. Values cross-functional collaborations, leveraging unique skills and strengths to maximize efficiency. Consistently pursues growth, innovation, and organizational evolution. Motivates underperforming individuals and groups to unite as dedicated teams driven to achieve ambitious goals. Competencies include:

- Personnel Management
- Short- & Long- Range Planning
- Technical, SOP, & Proposal Writing
- Contract Negotiations & Cost Analysis
- Consensus-Building & Change Management
- Facility Management & Resource Control
- Project | Program Management & Implementation
- Communication of Vision, Mission & Focus

CAREER SYNOPSIS

U.S. Army Active Guard Reserve National Guard, Various Locations 2005-Present

FORCE INTEGRATOR, FUTURES BRANCH CHIEF, ARLINGTON, VA (2020-Present)

Directs the efforts of four technical staff in building 10-year+ market and needs projections with an emphasis on predicting and mitigating risks and improving capabilities with a direct impact on organizational mission and goals. Accountable for accurate Force Accounting, ensuring maintenance of staffing levels within prescribed allowances, organizational stability and sustainability. Responsible for the Total Army Analysis and future Army National Guard force management initiatives and concepts. Operates in cooperation with the Office of the Secretary of the Army; Office of the Chief of Staff, Army; the Army Staff; and specifically designated staff support agencies to achieve operations and management objectives.

- Reduced overhead by several millions of dollars by reducing organizations and modernizing equipment.
- Fulfills ambitious recruitment and manpower needs by building effective recruiting strategies that leverage both staff and resources in locations demonstrating the most potential for ROI.

BRANCH CHIEF, MANEUVER SUPPORT, ARLINGTON, VA (2019-2020)

Led a team of five senior managers in coordinating personnel resources with Department of Army staff to fulfill Army National Guard structure requirements. Assisted in the development and execution of data analyses for determining location, equipping, and manning of a \$7.3 million new organization. Researches and presents unit divestiture proposals spanning the entirety of the ARNG based on specific metrics tracked across time including current staffing levels, location considerations, and performance. Led a five-person team focused on 10 different types of unit structures spread across the globe impacting over 50,000 personnel.

- Achieved large-scale internal restructuring one year ahead of schedule, having consolidated three engineering organizations into two reducing staff by 875, and modernizing equipment without interruption to mission objectives.
- Presented to senior decision makers, offering data on subjects including internal restructuring status updates, resource requirements for expansion plans and new initiatives, status updates and obstacles in equipping new departments and teams, and potential gaps in structure decisions.

ORGANIZATION INTEGRATOR, ARLINGTON, VA (2018-2019)

Reporting to the Vice President of Operations, accountable for road mapping a major internal restructure involving the repurposing and reassignment of 200 employees. Entrusted to promote organizational stability by creating tailored content and filtered messaging about organizational restructure for audiences spanning senior leadership and management to functional staff. Regarded as the internal and

external policy and regulatory affairs subject matter expert, reliably reviewing law and policy updates to ensure integration and compliance. Collaborated frequently with contractors and program managers, engaging a diverse group of stakeholders to ensure successful project end-states. Offered direct support to the Chief of National Guard Bureau with relevant analytics and real-time operational insights.

- Acknowledged for preempting and preventing negative outcomes from second and third order effects, a result of deep theoretical and practical understanding of internal change processes and cross-functional and enterprise-wide consequences.
- Saved a predicted \$ in maintenance and replacement costs over a 10-year span by championing the provisioning of troops with modernized armored vehicles.

DIRECTOR, MILITARY POLICE PROFESSIONAL DEVELOPMENT LEADER TRAINING PROGRAM, FORT LEONARD WOOD, MO (2016-2018)

Led a team of 20 in managing student enrollment and education outcomes of over 1,000 students annually. Reliably met safety, quality, cost and schedule expectations. Managed day to day operations within the school with relevant functions including admission, curriculum and course planning, special events, VIP site visits, and disciplinary actions. Maintained oversight \$80,000 incidental staff budget.

- Developed new curriculum impacting 400+ participants annually for a mid-level management training program preparing future officers to lead effectively in austere conditions, led by example against adversity, and tailored communications effectively for internal and external stakeholders, staff, and senior leader audiences.
- Achieved 100% compliance with accreditation inspection, reestablishing lapsed accreditation for two years running within 90 days of onboarding.
- Corrected long standing problems involving automation failures, unmotivated team members, and a senior leadership culture that did empower staff to resolve impediments to productivity; concurrently developed and formalized processes to prevent similar problems from reoccurring.

MILITARY POLICE BATTALION ADMINISTRATIVE DIRECTOR, GASSAWAY, WV (2011-2015)

Led a 400-person organization Managed \$700,000 operations budget in leading and fulfilling day to day operations of units spread across eight locations to include the prioritization of objectives and focus. Coordinated organized response efforts to multiple state emergencies involving wide-spread power outages, floods, and natural disasters across a four-year tenure. Reported to the Executive Director.

- Responsible for the recruiting, training, and development of five new hires annually.
- Achieved necessary consensus from internal hold outs while maintaining a high level of optimism regarding impending changes.
- Spearheaded technology updates and integrations that helped to phase out inefficient and outmoded practices that no longer served our mission; technology integrations served to reduce administrative errors, improve safety, and reduced redundancies in record keeping.

RECRUITING AND OPERATIONS OFFICER, WEST VIRGINIA STATE UNIVERSITY (2008-2011)

Accountable for the recruiting, education, and development of 100 new students annually across three separate colleges and universities. Built effective and reciprocal relationships with core and extended team members, logistics managers, senior education management executives, and customers.

- Exceeded recruitment expectations by 200% as the Primary Scholarship Officer for three campuses and 31 secondary schools, securing 11 service commitments annually against the required four.
- Successfully redeveloped internal unit after a massive 85% personnel turn over in less than one year.
- Developed new recruiting strategy which facilitated transparency between education administrators, teachers, and families.

EARLY CAREER INCLUDES FIVE YEARS AS AN ACTIVE DUTY MILITARY POLICE OFFICER AND AS A POLICE OFFICER WITHIN THE MONTGOMERY PD AND THE KANAWHA COUNTY SHERIFF'S DEPARTMENT.

EDUCATION, CERTIFICATIONS, LICENSES & TECHNICAL PROFICIENCIES

University of Charleston, Charleston, WV
Master of Business Administration

West Virginia Institute of Technology, Montgomery, WV
Regents Bachelor of Arts in General Studies

West Virginia State Police Academy, *Certified Law Enforcement Officer*

Zoom, Skype/Teams; MS Office Suite: Excel, Outlook, PowerPoint and Word.