

Stephen A. Marro, EDFP, CMC, M.Ed.
70 Andora Street
St. Augustine, FL 32086

cell #: (386) 481-8456
email: cham54172bellsouth.net

"A High Energy, Efficient, Dedicated, and well Educated Professional"

August 22, 2013

TO: City of Bunnell
1769 East Moody Blvd.
Bunnell, FL 32110

ATN: Ms. Sandi Bolser, City Clerk

REF: City Manager Position,

Ms. Bolser,

I am both pleased and excited to once again apply to the City of Bunnell for your City Manager position. You will find demonstrated in the attached materials an ever-increasing list of responsible positions culminating in the County Manager's position in Georgia. I have deliberately structured my career in such a way as to gain government operations knowledge and the added experience to serve the citizens of any community as I went along. Although my most recent level of education is that of a **Master's Degree** in Economic Development, it provides many of my potential employers with an added capacity to enhance their community and economic growth and programming in ways most often never thought possible. I can see the same potential in Bunnell, a community in which I have discussed these opportunities before.

I have developed an extensive capacity in government administration in the following areas; Human Resources where I managed 135+ employees, Libraries, a huge community parks system, Budgetary issues in both designing them and administering them, Planning & Zoning by re-building and overhauling the effort, working with EMS & EMA concerns by securing a long term contract for Ems and by creating an festive county-wide department, TIF allocations by designing and promoting them, annexations by doing so in several locations, public works by streamlining and improving efficiencies, and improving both relations and communications between cities and the county. Service to the taxpayers and the provision of City services are the focal point of my management operations. To achieve a better delivery of service for Bunnell, it will be imperative that I fully comprehend the operations of each City department as it currently operates and study opportunities to improve those provisions utilizing the input from your department heads. I plan to do so by working with the department employees. As I succeeded in Georgia by lowering tax rates while improving service provisions, I would attempt the same tax lowering/improved service process in Bunnell. In one such case, I merged five city fire stations with three County stations creating a single county function thus allowing us additional training, increased professionalism, better working relationships and a lowering of the county-wide tax-rate as it affected each city. An added benefit to this initiative was an across-the-board lowering of Insurance Service Office (ISO) rates to the home-owners.

I secured funding to install a county water line in a significant areas of the county that also provided fire protection, finalized the building of new Road & Bridge facility that lowered our maintenance buildings. I designed budgets for 4-consecutive years, lowering the tax rate each year. It was necessary for me to compile a "**Pike County Finance Policy Manual**" effecting every facet of the county's operations as no finance policy existed prior to me. Along with this endeavor, I wrote and the Commissioners passed a

For a more in-depth view of Steve's training, education and accomplishments go to
<http://www.linkedin.com/pub/stephen-marro/8/517/b7b>

Stephen A. Marro, *EDFP, CMC, M.Ed.*
70 Andora Street
St. Augustine, FL 32086

cell #: (386) 481-8456
email: cham54172bellsouth.net

"A High Energy, Efficient, Dedicated, and well Educated Professional"

County **"Pike County Employee Manual"** also. My relationship with the employees was strong and open. Where discipline was needed, it was done according to the 'new' Personnel Policy setting a standardized process throughout the county. As you can well imagine, prior to this policy manual, employee relations were done on a non-standard basis and often times biased. I worked with finance department to build a "PO" system that did not exist thus standardizing purchasing. We negotiated employee benefit programs and insurances shifting benefits to more user friendly and stabilized scenarios thus controlling costs for the county. Prior to this, our benefit deductibles were so high that our employees were effectively uninsured as they could not pay the deductible. Proudly I can tell you that my successful projects as a government leader are far too numerous to list in this cover letter.

Prior to my working for the County, I managed and oversaw the Chamber of Commerce and the Industrial Development Authority in the same community. I enjoyed significant success in this role leading to the BOC requesting me to be the next County Manger. While working for the IDA, we built two industrial parks, accessed grant funds, installed water, sewer, fire protection, hi-speed internet, street lights and cleared land utilizing state and federal grant funds. We were fortunate to secure five new businesses investing over \$10 million in facilities and hiring over 250 new employees. Revenues' generated via the sale of these lands was used to pay back the loans issued to finalize the parks. My prior career in economic development is extensive as you can see by reviewing my attached resume.

As a point of information, I left the County Manager's position through a negotiated settlement with the BOC. They learned of my father's illness back in St. Augustine and realized that I needed to be there with him during his last days. I am most appreciative of this. Also, my current position has expired. It was a grant funded position that ran out of funding. Thus, I am available immediately to fill your needs. I am living in St. Augustine and can easily relocate or travel to Bunnell. Your entry level for salary offered is suitable to me also.

My resume is attached for your use. You can access and expanded version of it on the www.linkedin.com web site. The address is listed at the bottom of this cover letter and can be cut-n-pasted. Please note I have been working in the public government arena on an ever-increasing level of responsibility for over 20 years. There is also a list of significant references attached. I would enjoy the chance to bring my learned expertise to the City of Bunnell as your next City Manager. Thank you for this opportunity and until I hear back, I am,

Respectfully yours,

Stephen A. Marro, *EDFP, CMC, M.Ed.*

Stephen A. Marro, *EDFP, CMC, M.Ed.*
70 Andora Street
St. Augustine, FL 32086

Cell #: (386) 481-8456
email: cham5417@bellsouth.net

Objective

To work for a fast paced, ethical operation that strives to improve the quality of life for our constituents through improved job opportunities and to work diligently with the business we serve in assisting them to grow while seeking new and expanding opportunities for the area.

Summary

Government, Community Economic Development, and jobs creation have been the focus of this candidate's career goals for over 25 years! Mr. Marro moved to the economic development platform as a stage to approach public/private initiatives, job creation, and community revitalization projects. Much was accomplished by way of introducing and bringing both the private sector and the public sectors together to address the need for financial and project management resources. His expertise focused on leveraging the financial access of communities and the private sector creativity to accomplish time sensitive projects and to create new jobs. The attainment of an Economic Development Finance Professional Certification helped legitimized his presence in the realm of community partnering.

Educational Attainment

- **Master's Degree** – Economic Development, The University of Southern Mississippi, 2005
- **Bachelor's Degree** – Human Services, Southern New Hampshire University, 1983
- **Daytona Beach Community College**
 - Export/Import Financing
 - Economic Data Modeling
- **Georgia Tech**
 - Determining, Developing, and Financing Incubators
- **George Mason University**
 - Conducting Economic & Fiscal Impact Analysis
 - Assessing Local Labor Markets
- **University of Georgia's Carl Vinson Institute of Government**
 - Financial Management I
 - Economic Development
 - Ethics
 - Housing Issues
 - Regional Approaches to City/County cooperation
 - Conflict Resolution

Work Experience

| | |
|--|----------------|
| Micro-Loam Program of CRC | 10/2010-9/2012 |
| Business Development specialist/Loan Officer | |

Necessary Skills

*Strategic Planning *team leadership *interpersonal skills *public finance methods *proposal writing, *negotiations *small business knowledge *regional partnering *marketing *business budgeting *grant writing *administration, networking *building collaborations *analytics *collaborate *politically savvy *underwriting *Loan Originations *SBDC & SBA activity

Responsibilities

I was hired to create a small/disadvantaged business loan program utilizing U.S. Health & Human Services grant funding. To accomplish this, I had to create all lending procedure papers, loan documents, and Loan Committee guidelines. I performed in-take and counseling with over 250 clients in 24 months, while teaching small business training session in writing business plans, preparing for bank loans, marketing, inventory control issues, cash-flow management, and utilized the pro-bono services of lawyers and CPA's to teach legal and accounting issues. I worked tirelessly to create collaborative partnerships that would foster a deeper understanding of the need and the benefits of the program. We issued 15 small business loans of \$10,000.00 each. I performed client

For a more in-depth view of Steve's training, education and accomplishments go to
<http://www.linkedin.com/pub/stephen-marro/8/517/b7b>

Stephen A. Marro, EDFP, CMC, M.Ed.
70 Andora Street
St. Augustine, FL 32086

Cell #: (386) 481-8456
email: cham5417@bellsouth.net

intake, due diligence, loan presentations, loan monitoring, loan closing, and community partnering. Worked with S.C.O.R.E. and SDBDC's to achieve success.

Pike County Board of Commissioners 5/2007-05/2010
County Manager

Necessary Skills

*Personnel Management *budgeting *fiscal management *negotiations *strategic planning
*tax policy *visionary *team leadership *collaborate *legislative advocacy *regional
partnering *public finance *grant writing *reporting *fiscal impact analysis *ethics in
government *community leadership *regional co-operation *local database *human resources
*progressiveness *innovation *public *management *public finance *policy development
*negotiations *communications *interpersonal skills *long range planning

Responsibilities

I was solicited by the Board of Commissioners to take the position due to the high level of success at creating new business opportunities, expanding the tax base, and community partnering. This position oversaw 135 employees in the 7-departments. I developed and proposed \$10 million dollar budgets each year while improving the level of service provided by our staff. We achieved this via a budget development process I instituted. We prioritized each department's goals and brought on an outside auditor for the first time to review the Y/E financials. Our efficiencies resulted in merging of city and county fire functions into a single county unit providing for leadership, more professionalism, and training. We worked to install county-wide water systems and built new fire stations that resulted in lowering of the County's ISO ratings. As there were no personnel or financial policy in place at the time, I worked with the County Attorney to write a "*Personnel Handbook*" and a "*Pike County Finance Guide Book*".

I was responsible for researching and developing policy recommendations and working with interested parties to achieve unified proposals. We reviewed and brought all Comprehensive Plans up to date, built a "Purchase Order" program, instituted the model program for "*HINI preparedness*" which became the U.S. model for rural counties, instituted a system of supervisory training programs using the Carl Vinson Institute program which was not performed before, standardized employee benefits and pay schedules, and conducted the County's first Long Range Planning session as a part of the overall budget process.

Pike County C. of C. & Industrial Development Authority 12/2005 -5/2007
Executive Director

Necessary Skills

*Budget/finance *business marketing *business recruitment *negotiations *planning leadership
*collaboration skills *business retention issues *workforce knowledge *legislative advocacy
*community partnering *CDBG *grant writing/administration *economic and fiscal impact
*ethics in government *demographic assessment *regional co-operation *business credit
analysis *economic development *marketing principals *membership recruitment *developing
goals and objectives *Strategic planning *reporting *tax policy

Responsibilities

I was hired by the Board of Directors to expand and create a greater visibility for both the Chamber of Commerce and the County's economic development initiatives. We secured new office space on the Main Street which we owned, built budgets, and sought new and expanded operational dollars. We expanded membership participation by increasing avenues for the members to participate, instituted small business training programs, and hired a consultant to create our marketing program to promote the county as a place to setup your business. I built collaborations with other cities, state and federal relations to improve the visibility of the county.

We worked to get two new industrial parks built with infrastructure, recruiting five new businesses into them and investing over \$10 million dollars in improvements. In total they created over 350

For a more in-depth view of Steve's training, education and accomplishments go to
<http://www.linkedin.com/pub/stephen-marro/8/517/b7b>

Stephen A. Marro, *EDFP, CMC, M.Ed.*
70 Andora Street
St. Augustine, FL 32086

Cell #: (386) 481-8456
email: cham5417@bellsouth.net

new jobs. I worked to institute a business retention and expansion program to strengthen local businesses and to promote downtown development in Zebulon and historical preservation in other communities.

Enterprise Flagler, Inc.
Executive Director

9/1999 – 5/2005

Necessary Skills

*Professionalism *administration *business recruitment *grant writing & administration
*Community Reinvestment Act *CDBG *building working relationships *goals and objectives
*Managing staff *develop 5 year fiscal plan *reporting *public speaking *legislative policy
*leadership *build Collaborations *create budgets *economic development marketing
*negotiate *strategic planning *business retention & expansion *regional partnering *public finance *economic & fiscal impact Analysis *real estate development *business credit

Responsibilities

I was asked by the Board of Commissioners to enhance this program with greater public visibility and more concentrated business recruitment efforts. I managed a staff of four including marketing, finance/budgeting, business retention & expansion, grant applications and building effective collaborations. We created a target market study and focused our initiatives on targeted recruitment efforts at trade shows. Staff installed GIS and assisted the other cities with their databases. We designed our own client tracking system and a “desirability” rating system to utilize in determining if each client was a good match for the county. We wrote grants to train personnel, build facilities, and assist business in relocations. Staff worked with the city and county staff on legislative agendas that promoted business growth and strengthened private sector involvement and stabilized incentive programs to be competitive with other areas. Co-opted new business recruitment with city and county personnel.

Sullivan County Economic Development Council
Executive Director

10/1994 – 6/1999

Necessary Skills

*Economic development finance *personnel management *budget proposals *securing additional *financing *regional marketing plans *setting goals w/objectives *loan closing *negotiations *due Diligence *underwriting skills *strategic planning *leadership *building regional collaborations *legislative advocacy *business retention & expansion issues *Main Street *public finance *grant writing & administration *economic and fiscal impact analysis *ethics in government *export/import finance *regional co-operation *real estate development *under writing *loan originating *work with SBA, HUD, EDA, state & local revenue sources

Responsibilities

After a successful session with the Legislature as a lobbyist, I was recruited to expand, re-capitalize, and make more small business loans for the SCEDC while promoting the region as a site to locate for manufacturing. I was hired by the SCEDC Board of Directors to enhance economic development initiatives and promote publicly the Regional Revolving Loan Fund Program. While there, we created a Main Street Program, a Business Retention & Expansion Program and began conducting a series of on-going surveys to sample our effectiveness with the business base. Staff applied for a minimum of 10 grants each year, winning 4-6 of them each time. My job was to performed administration and reporting of grant compliance and to oversee the entire operation for effectiveness. We expanded the Loan Pool from \$186,000 to about a million while building collaborated with both banks and federal funding agencies to re-capitalize the loan pool. We set recruitment priorities including goals and objectives to seeks “who fits” our profile. Our loans expanded from a mere few to over 27 performing loans. We successfully landed East Coast Steel thru a \$17 million deal that created 450 new welding positions among other successful retention and expansion projects by securing and assisting them to access financing and grants.

For a more in-depth view of Steve's training, education and accomplishments go to
<http://www.linkedin.com/pub/stephen-marro/8/517/b7b>

Stephen A. Marro, *EDFP, CMC, M.Ed.*
70 Andora Street
St. Augustine, FL 32086

Cell #: (386) 481-8456
email: cham5417@bellsouth.net

Town of Gorham, NH
Acting Town Manager

1994

Necessary Skills

*Public finance *personnel management *municipal operations *negotiations *strategic operations *legislative advocacy *taxation policy *fiscal management *knowledge of municipal functions to include roads, bridges, EMS & EMA, front office operations, water and sewer operations

Responsibilities

As an "acting Manager" it was not my function to work with the budget rather than oversee expense and revenues applied to the already adopted budget. I was charged with all the functions that any Town Manger would have included hiring, firing, discipline, reporting, representing the town at political functions and in the Stet House. I oversaw the installation of the "911" numbering system and the re-naming of new streets where and when needed. I was hired due to my ethical and political background.

Professional Development

- Conducting Economic and Fiscal Impact Analysis, ACCRA
- Assessing Your Labor Market, ACCRA
- Determining, Developing, & Financing Incubators, Georgia Tech.
- Import/Export Finance Program, Daytona Beach Community College, Florida,
- Real Estate Financing, National Development Council, October
- Business Credit Analysis, National Development Council, October
- Marketing, Council on Urban Economic Development
- Basic Economic Development, New York State E.D.C.
- Local Assessment Tactics, Council on Urban Economic Development

Professional Boards

- Governor's Committee on Emergency Preparedness in legislation
- Re-activate the Pike County Emergency Services Committee
- West Central GA Workforce Board
- Chairman, McIntosh Trail Regional Development Council of City/County Managers
- McIntosh Trail Regional Development Council committee on regional transportation
- McIntosh Trail Regional Development Council budget committee 2008 & 09
- McIntosh Trail Regional Development Council merger committee
- Board of Directors, Advanced Technology Center, Volusia/Flagler Counties,
- Workforce Housing Coalition, Palm Coast, Bunnell and Flagler County
- Workforce Development Board of Volusia/Flagler Counties
- Northeast Florida Comprehensive Economic Strategy Committee
- Flagler County Economic Development Commission
- Board of Directors, Youth Organizations United, Inc.
- Board of Directors, Northeast Business Development Council, Florida
- Treasurer and Member, New Hampshire Association of Industrial Agents
- President, New Hampshire Alliance of Regional Development Councils
- American Chamber of Commerce Research Association
- Governor's Housing and Community Development Council
- Member, N.H. Community Technical College Advisory Committee
- Board of Trustees, Littleton Hospital, Littleton, NH
- Selectperson, Town of Whitefield
- NH Municipal Association, Legislative Affairs Committee
- Board of Directors, Northeast Delta Dental Corporation

For a more in-depth view of Steve's training, education and accomplishments go to
<http://www.linkedin.com/pub/stephen-marro/8/517/b7b>

Stephen A. Marro, EDFP, M.EcD
70 Andora Street
St. Augustine, FL 32086

Cell # (386) 481-8456
email: cham5417@bellsouth.net

"A High Energy, Successful, Dedicated, and well Educated Professional."

REFERENCES

Rob or Tom Morton
Morton & Morton, LLC
200 Jackson Street

Legal Council
770- 567-8534 wk.
678-603-9021

P.O. Box 700
Zebulon, GA 30295

rob@mortonattorneys.com

Ben Silberman
Ameriprise Financial Consultant
11300 US Highway 1
Palm Beach Gardens, FL 33408-3200

561-383-3632
Ben.Silberman@ampf.com

Mr. Donald G. Gaffney
Attorney
5633 Cleveland Road
Jacksonville, FL 32209

904-333-5529
dggaffney@yahoo.com

Joseph Walters
Precision Planning Eng.
400 Pike Boulevard
Lawrenceville, Ga. 30046

478-994-3239 wk.
770-468-8096 hm.
jwalter@ppi.us

Steve Fry – former Board Chairman
4751 Williamson Road
Williamson, GA 30292

770- 233-0340
678-725-8033
blairmoor@aol.com

Mr. Chris Nwasike
Wells Fargo Investments
225 Water Street
Jacksonville, FL 32202-5179

904-489-4688
800-342-0689
chris.nwasike@wfadvisors.com

Joshua D. Knight, Esq.
Cotton/Knight. P.A.
1354 North Laura Street
Jacksonville, FL 32206

904-482-4233 off.
904-562-0197 cell
JKnight@CottonKnightLaw.com

For a more in-depth view of Steve's training, education and accomplishments go to
<http://www.linkedin.com/pub/stephen-marro/8/517/b7b>