

CARLO PILGRIM

7 Abenaki Road • Boothbay Harbor, Maine 04538
207-380-9751 • cpilgrim@roadrunner.com

Augusta 21, 2013

CITY OF BUNNELL CITY MANAGER SEARCH

Dear Sir / Dear Madam:

I'm applying for the City Manager job. As a competent, well-spoken and experienced professional, I have led communities like yours for nearly twenty years: twelve were in coastal communities with strong tourism-based economies and exceptional seasonal growth. I have shaped visions; aligned goals; planned strategies; prepared and managed budgets; improved the quality of life, and strengthened the tax base. I'm sensitive and responsive to the needs of others finding ways to help them develop expectations and hopes for the future.

I'm a visionary leader with strong collaborative approach who has the ability and experience to "turn-around" challenging situation and improve organizations. I'm not intimidated by a community's size, either. I can also provide excellent results your board and citizens like. First, however, I would like to explain the downtime in my resume.

The work in Holbrook, Arizona ended in late November 2009. Regretfully, after 16-months, my dealings with two-council members became unbearable, making it increasingly difficult for me to contribute to council goals, so I resigned and returned to Maine. The timing was convenient for me since I was never under contract, and my mom's health was rapidly declining.

In Maine, I wanted to take a break from management spending most of my time researching a book I'm writing, catching up on some long-overdue home projects and traveling. I also helped my brother with his consulting firm, and looked out for my mother until her death in 2012.

Now, I'm ready to start working.

Call me for more information, or to arrange an interview, including those with **Skype**. I would appreciate the opportunity to expand on my qualifications. Please feel free to contact me anytime.

I appreciate your attention in this matter. Thank you.

Sincerely,
Carlo Pilgrim

CAUTION: NOT TO BE USED FOR IDENTIFICATION PURPOSES

THIS IS AN IMPORTANT RECORD SAFEGUARD IT

ANY ALTERATIONS IN SHADED AREAS RENDER FORM VOID

DD FORM 1 JUL 79 214		PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.		CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY	
1. NAME (Last, first, middle) PILGRIM, Carlo Mario		2. DEPARTMENT, COMPONENT AND BRANCH NAVY - USNR		3. AL TY N	
4a. GRADE, RATE OR RANK LCDR	4b. PAY GRADE 04	5. DATE OF BIRTH 22 OCT 46	6. PLACE OF ENTRY INTO ACTIVE DUTY WARRINGTON FLORIDA		
7. LAST DUTY ASSIGNMENT AND MAJOR COMMAND NJROTC AREA MANAGER CNET GREAT LAKES ILLINOIS			8. STATION WHERE SEPARATED PERSUPPACTDET NTC GREAT LAKES IL		
9. COMMAND TO WHICH TRANSFERRED NAVAL RESERVE PERSONNEL CENTER NEW ORLEANS LOUISIANA 70149			10. SGLI COVERAGE AMOUNT \$ <u>50,000</u> <input type="checkbox"/> NONE		
11. PRIMARY SPECIALTY NUMBER, TITLE AND YEARS AND MONTHS IN SPECIALTY (Additional specialty numbers and titles involving periods of one or more years) 3283 - SCHOOL ADMINISTRATOR 19 MONTHS 3320 - HUMAN RESOURCE MANAGEMENT OFFICER 34 MONTHS 3525 - PERSONAL SERVICES/AFFAIRS OFFICER 18 MONTHS 9421 - COMMANDER/COMMANDING OFFICER, SHORE ACTIVITY 24 MONTHS		12. RECORD OF SERVICE			
		b. Date Entered AD This Period		YEAR (s)	MON (s)
		c. Separation Date This Period		DAY (s)	
		d. Net Active Service This Period			
		e. Total Prior Active Service			
		f. Foreign Service			
		g. Sea Service			
		h. Effective Date of Pay Grade			
		i. Reserve Oblig. Term. Date			
13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service) NATIONAL DEFENSE SERVICE MEDAL; NAVY EXPERT RIFLE; NAVY EXPERT PISTOL; NAVY OVERSEAS RIBBON (3); NAVY COMMENDATION					
14. MILITARY EDUCATION (Course Title, number weeks, and month and year completed) NONE					
15. MEMBER CONTRIBUTED TO POST-VIETNAM ERA VETERANS' EDUCATIONAL ASSISTANCE PROGRAM <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		16. HIGH SCHOOL GRADUATE OR EQUIVALENT <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		17. DAYS ACCRUED LEAVE PAID 43.3	
18. REMARKS DATE DETACHED SEPARATION ACTIVITY: 26 OCTOBER 1987. SIX DAYS TRAVEL TIME. RECEIVED COMPLETE DENTAL EXAMINATION, INCLUDING XRAYS ON 7 OCTOBER 1987. FURTHER DENTAL CARE IS NOT REQUIRED. MEMBER IS DENTAL CLASS 1 CONDITION. SEPARATION PAY PAID IN THE AMOUNT OF \$10,353.00; SEPARATION PAY PAID ON 27 OCT 87. DISBURSING OFFICER'S SYMBOL: 4354					
19. MAILING ADDRESS AFTER SEPARATION RFD 1 Box 1695 Corinna, Maine 04820			20. MEMBER REQUESTS COPY 6 BE SENT TO <u>MC</u> DIR. OF VET AFFAIRS <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
21. SIGNATURE OF MEMBER BEING SEPARATED		22. TYPED NAME, GRADE, TITLE AND SIGNATURE OF OFFICIAL AUTHORIZED TO SIGN A. B. GILMAN, PNC, DIRECTOR SEPARATIONS			

SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)

23. TYPE OF SEPARATION RELEASE TO INACTIVE DUTY		24. CHARACTER OF SERVICE (Includes upgrades) HONORABLE	
25. SEPARATION AUTHORITY BUPERS ORDER 2087	26. SEPARATION CODE LGB	27. REENLISTMENT CODE N/A	
28. NARRATIVE REASON FOR SEPARATION NON-SELECTION. PERMANENT PROMOTION			
29. DATES OF TIME LOST DURING THIS PERIOD PT. NONE		30. MEMBER REQUESTS COPY 4 INITIALS	

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SENIOR MANAGEMENT

Performance, results-driven professional, with extensive financial management and leadership experience, in local governments. Provides consistent, disciplined management of daily town business, selecting and supervising department heads, preparing and submitting annual and capital project budgets, and advising council on all financial and future needs of the city. Delivers sustainable economic growth and capital projects that improve the quality of life increasing employment opportunities and building community benefits. Improves organizational operations, revitalizes downtown areas, restructures departments, and negotiates labor disputes and contracts. Delivers organizational goals and outstanding community service results.

AREAS OF EXPERTISE

Leadership • Management • Communication • Decision-Making • Interpersonal Skills • Team Building • Strategy
Budgeting • Consensus Building • Mentoring • Problem-Solving • Customer Service • Project Management
Negotiations

PROFESSIONAL EXPERIENCE

Career Note: From 2010 to the present, supported AWP Production and Consulting, Inc (www.awpproject.com), and spent time on personal activities such as traveling, researching a book that I'm writing, and caring for a seriously ill mother until her death.

CITY OF HOLBROOK, Holbrook, Arizona (2008-2009)

A city government with a council / manager form of government

City Manager

As chief administrative officer responsible for the management, control of city business including 8-department heads and a \$15M operations budget, not including schools. Reported to 7-board members and responsible for more than 80 employees.

Major Achievements:

- Improved government relations collaborating with state, county, and peer organizations addressing community, economic development and transportation issues;
- Supported a regional branding strategy and inter-transit bus service across 5-towns;
- Saved \$50K by working with FEMA and the Army Corp of Engineers repairing a scouring problem on 6.5 mile levee;
- Encourage, promoted building a city medical service center;
- Planned, coordinated airport runways, security projects, historic preservation initiatives, water and sewer system upgrades, and recreational developments;
- Institute business and investment strategies, innovative business alternatives to address infrastructure, staff and services during difficult economic climates;
- Recommended, implemented adaptive reuse of old, run-down vacant motels and gas stations in collaboration with a state university and housing authority;
- Coordinated, promoted the use of \$1.5M in incentives using land, infrastructure, tax-exempt bonds, and other incentives to attract a bottling company to the area;
- Played a supporting role creating a college-based, employee, town, school, government subsidized education program for about 50 student trainees;
- Conceptualized, advanced a community-centric urban renewal plan designed to redevelop a historic downtown area with period signs, gas stations, restaurants and motels of 1950's / 60's.

TOWN OF BOOTHBAY HARBOR, Boothbay Harbor, Maine (2001-2007)

A town government with an annual town meeting, selectmen, manager form of government having a significant seasonal population influx

Town Manager

As chief executive officer reported to 5-board members and responsible for more than 50 employees. Managed day to day operations of various municipal departments, while working closely with the selectmen on policy development and long range planning. Prepared, managed budget development and management, as well as serving as chief purchasing agent and personnel director.

Major Achievements:

- Obtained a \$35K state planning grant to improve, develop a commercial fishing pier exploring future terminal operations and service for cruise ships and ferry service;
- Played a key role in planning of a \$2M library expansion project;
- Partnered in redeveloping a business location as a "special" needs living spaces and social center. Project was a first of its kind in Maine;
- Developed town's first 5-year capital improvement plan;
- Initiated development of a web-based program offering credited college courses for high school students and adults in the area;
- Coordinated development, implementation of a new 1K marina harbor mooring system.

TOWN OF BOOTHBAY, Boothbay, Maine (1993-2000)

A town government with an annual town meeting, selectmen, manager form of government having a significant seasonal population influx

Town Manager

As chief executive officer reported to 5-board members and responsible for more than 25 employees. Managed day to day operations of various municipal departments, while working closely with the selectmen on policy development and long range planning. Prepared, managed budget development and management, as well as serving as chief purchasing agent and personnel director.

Major Achievements:

- Initiated a tax increment financing program (TIF) empowering a local, world renown shipbuilder to improve trade infrastructure and increase its workforce from 50 to 160 employees;
- Provided significant support for the development of a 2-town multi-million dollar water district;
- Decreased tax rates by 30% over a 3-year period, while maintaining high levels of service;
- Built agreement to undertake development of a 19-acre recreational facility proposing to keep the cost down by using national guard personnel and equipment;
- Proposed, organized 2-towns, and a school district consolidating its purchasing power and developing a gasoline, diesel municipal refueling station;
- Inspired healthy discussions between the boards of selectmen to consider the reunification of 2-towns that separated in the 1800's;
- Envisioned, promoted and implemented a comprehensive 4-town economic development program which obtained approval for a \$400K state grant for a service company projecting to employ about 250 employees;
- Recognized by a local newspaper as one of the area's most intriguing people.

EARLY CAREER HIGHLIGHTS

TOWN OF NEWPORT, Newport, Maine • 1987-1992

A town government with an annual town meeting / selectmen / manager form of government

Town Manager

- Implemented new budgetary controls and financial management slashing operating expenses and service charges 18%. Bought new computers and related service programs;
- Improved one of the nation's most polluted lakes' water quality working together with DEP on significant environmental cleanup programs;
- Restructured organizational departments guaranteeing efficiencies and effectiveness. Created new assessment systems that enabled supervisors and employees to assess progress completing necessary remedial actions;
- Designed, implemented meaningful performance standards educating department heads on the use of those models.

Career Note: Employed as a budget analyst for ACR, Inc. administrated a \$25M budget.

EDUCATION

Master of Business Administration
Chaminade University, Honolulu, Hawaii

Bachelor of Science in History
East Tennessee State University, Johnson City, Tennessee

PROFESSIONAL DEVELOPMENT

Business management & finance courses – University of Dallas

MILITARY SERVICE

Lieutenant Commander, USNR

- Personal Services / Affairs Officer; supervised over 100 civilian, military personnel
- Commanding Officer of a shore activity
- Assistant Human Resource Management Officer for a major command
- Area Manager for a Naval Junior ROTC Program in eight states
- Administration Officer for a Reserve Seabee Construction Battalion with 260 personnel
- Received Navy Commendation Medal for Meritorious Service while on active duty

TECHNICAL COMPETENCIES

Windows 7 • Word • Excel • Outlook • Access

CARLO M. PILGRIM

Profile of Education, Work Experience, Management Style and Personal Traits

Education and Experience: After graduating from college, I taught eighth and ninth grade science before reporting to Pensacola, Florida for Aviation Officers Candidate School where I received my commission in the U.S. Navy. After 4-years in the military, I sought release from active duty and opened two businesses. Later I sold the businesses and went to Dallas, Texas where I became a budget analyst for a \$25 million business, reporting directly to its president.

That experience taught me to keep municipal programs tight and trim.

I returned to military active duty and promoted to Lieutenant Commander. Since, I've held various positions of increasing responsibility, including Commanding Officer. Because of my training and education, I received a naval subspecialty coding in financial management. Later I transferred to Pearl Harbor where I served as the Assistant Human Resource Officer for the Commander in Chief of the Pacific Fleet. My job there included policy analysis and formulation. While living in Hawaii, I met my future wife, Cathy, and enrolled in Graduate Management School where I received an MBA degree. I then proceeded to Waukegan, Illinois where I served as the Area Manager for the Naval Junior ROTC Program in eight states. Because of my accomplishments there, I received the Navy Commendation Medal for Meritorious Service.

I received an honorable discharge on release from active duty, and went to Newport, Maine where I started my career as a town manager. I continued my navy career as a naval reservist. During that time, I served as Administration Officer for a Reserve Seabee Construction Battalion, consisting of about 260 personnel.

As Chief Administrative Officer / Manager, I served 4 full-service communities. During those years of service, I also served as Road Commissioner, Tax Collector, Treasurer, and, in two towns, Police Commissioner.

Management Style: I lead by example demanding better operational performance, always keeping the bigger picture in mind. I thrive under pressure being honest in my discussions, convincing in my approach, and clear in my dealings with people. I listen closely to what people have to say, especially staff, and encourage them to be forthright—even blunt, if necessary. I do not ignore problems, either. In fact, my style is straightforward and effective. Before I make any decision, I break down the elements of what I'm faced with examining all the evidence, alternatives and possible outcomes, but once I get the right decision, I need employees to go with it. I'm easygoing, never looking over people's shoulder, and my communication style is also easy and to the point. In fact, I encourage diverse viewpoints, supporting people to build consensus and strong collaborative working relations ... and teams.

I'm a visionary leader, believing that strategic planning is foundational to everything we do, and developing strategies that make things happen. I also develop innovative cultures that support environments that recognize and rewards outstanding performance. I do services efficiently and effectively, being a fiscal conservative with a solid grounding in budgeting and financial management. I love delegating authority, and place a high value on loyalty and dedication. People know I do what is right and trust in me. I'm a strong team leader (and a player), who believes effective, strong leadership, communication and trust are essential to sound management. Because I have a strong sense of purpose and direction, people look to me for advice. I listen carefully to what they say and learn. I also have well-developed political instincts, resulting from my long, active involvement in the community. I think people should see their manager out-and-about regularly.

I'm sensitive to what people want and find ways to help them because I take genuine concern for the community.

Personal Traits: I want to be the best possible, sharing what I've learned so far with others, so they can be better. I keep myself to a higher level having a strong sense of dedication, moral duty and honor. In fact, my actions influence public confidence and trust. I make sure everyone feels respected and valued and connected. In my mind, people always come first. That is why I'm approachable and responsive—just a regular guy who enjoys laughing at his own expense. People feel relaxed around me because I genuinely want to know what's on their mind. I rapidly develop trusting, friendly relations. However, this does not mean that I'm pushover because I still want outstanding performance.

The bottom line: I'm one helluva manager!

CARLO M. PILGRIM

7 ABENAKI ROAD
BOOTHBAY HARBOR, ME 04538

207-380-9751
cpilgrim@roadrunner.com

PROFESSIONAL REFERENCES

REFERENCE CONTACT:

John Ziegler
Manager, Boothbay Region Water District

RELATIONSHIP:

Personally & Professionally
I have known John for 14-years. He manages the water district for Boothbay and Boothbay Harbor.

CELL PHONE:

207-380-6723

REFERENCE CONTACT:

Al Worden
Former Board of Selectmen
Town of Newport

RELATIONSHIP:

Board Member & Friend
I have known Al for 24-years. He served the Board for 21-years, as Chairman.

HOME PHONE:

207-368-4934

E-MAIL ADDRESS:

alandmal@midmaine.com

REFERENCE CONTACT:

Mark Keegan
Superintendent of Schools (Retired)
Boothbay Region Schools

RELATIONSHIP:

Personally & Professionally
I have known Mark for 24- years. We served together on Community LINK, a nonprofit organization that met regularly to share information.

HOME PHONE:

207-633-7692

MOBILE PHONE:

207-380-7855 (Best number to reach Mark)

E-MAIL ADDRESS:

markk@tindalandcallahan.com

PROFESSIONAL REFERENCES

REFERENCE CONTACT:

Scott Adams, Esq., CPA
Port Committee/Zoning Board
Town of Boothbay

RELATIONSHIP:

Personally & Professionally
I have known Scott for 18- years.

BUSINESS PHONE:

207-633-0800

REFERENCE CONTACT:

John Van Orsdell
Planning Board/Boothbay Region Economic Development Corp. (BRED)/Coastal College
Development Board (CCDB)
Town of Boothbay

RELATIONSHIP:

Personally & Professionally
I have known John for 17- years. We served together on BRED and CCDB

HOME PHONE:

207-633-7336

REFERENCE CONTACT:

Joe Orchulli
Reporter

RELATIONSHIP:

Personally & Professionally
I have known Joe for nine years. He covered the Selectmen's meetings in Boothbay Harbor.

MOBILE PHONE:

207-315-5340
