

TROY D. WHITE

2603 Swansong Lane, Charlotte, NC 28213

(704) 701-6360

tdwhite1a@gmail.com

August 21, 2013

Ms. Sandi Bolser, City Clerk
City of Bunnell
1769 E. Moody Blvd.
Bunnell, FL 32110

Dear Ms. Bolser:

I noticed on the ICMA website that the City of Bunnell is searching for a City Manager. I am seeking an opportunity that embraces innovation, can build sustainability and has a meaningful and measured impact on the community. I would like to be considered for this opportunity. I have over twenty years of experience working for governmental agencies and the private sector overseeing the day-to-day program and internal business operations. I bring innovative and dynamic leadership, financial and budgeting oversight, exceptional customer service, strategic business planning, collaborative community engagement, project management, staff development, labor management real estate development, asset management, property management, oral and written communication skills, policies and procedures development, strong analytical skills, regulatory compliance and negotiation skills.

I have broad technical knowledge of government services delivery with experience in planning, economic development, redevelopment, community development, public safety, public works, building/zoning, human resource management and information technology. I interact effectively with a diverse citizenry a wide variety of socio-economic backgrounds and have extensive experience collaborating and communicating with elected officials, appointed board members, residents, non-profit agencies, community groups, general public, local, state and federal government officials, internal staff, development organizations, volunteers, private sector businesses and the media.

Currently, I am the President/CEO of TD Group LLC. The agency provides professional business consulting services designed to assist affordable housing and human service administrators and managers achieve their strategic goals. Our goal is to assist an organization to improve customer service, identify alternative funding opportunities, maximize revenue, minimize expenses and maintain a well-trained knowledgeable and productive workforce.

Prior to this opportunity I was the Director of Housing and Human Services for Fulton County Government in Georgia. The department operated 35 programs in 30 facilities. There were 350 budgeted staff members and a combined budget in excess of \$50 million in six divisions listed below. Fulton County is comprised of fourteen (14) municipal cities and an unincorporated area. There are 528 square miles in Fulton County and a population of 978,000. I reported directly to the County Manager and interacted with the seven elected County Commissioners routinely.

Sandi Bolser, City Clerk
August 20, 2013
Page two

- Housing and Community Development / Economic Development (CDBG, NSP and HOME)
- Workforce Development (Workforce Investment Act Training Programs)
- Emergency and Transitional Housing (Homeless Services/Emergency Shelter Grants)
- Senior/Aging Services (Older Americans Act Programs)
- Children and Youth Services
- Grants and Community Partnerships

During my employment at Fulton County, the Health and Human Services Agency was created to addressing health inequities and the social determinants of health and human services. The goal of the Health and Human Services Agency was to maximize service delivery between departments. Health and Human Services was the umbrella for departments such as Health and Wellness, Behavioral Health, Housing and Human Services, Library, Arts Council and Cooperative Extension. The integration of these departments benefited citizens by providing them with centralized access to government services in two newly constructed regional one-stop health centers.

In addition to working regularly with the above County departments, I routinely worked with the following County departments Finance and Budget, the Fulton County Police Department, Fulton county Fire Department, Parks & Recreation, Code Enforcement, Communications, Fulton County Government Television, Personnel, Information Technology, Internal Audit, Emergency Management, 911 and Facilities and Transportation.

I served as the Chief Operations Officer at the Charlotte Housing Authority in Charlotte, North Carolina. I oversaw 7,800 units of affordable housing and provided compliance for over 2,000 mixed income units. The division had 176 budgeted staff members in six departments and a combined budget in excess of \$75 million. Additional positions I have held include the Executive Director of the Housing Authority of the City of Meriden, the Executive Director of the Saginaw Housing Commission. I have also held positions at the Philadelphia Housing Authority, the Housing Authority of the City of New Haven and at a Commercial Real Estate Developer.

I am currently pursuing a Doctorate in Public Administration from Capella University. I have a Masters of Business Administration degree with a concentration in finance from the University of Connecticut and a Bachelor of Science degree with a major in management and a minor in economics from Southern Connecticut State University.

I am certain I can be a valuable leader at the City of Bunnell. I look forward to hearing from you.

Sincerely,

Troy D. White

Troy D. White

SUMMARY OF QUALIFICATIONS

More than 20 years of experience in affordable housing, human services, municipal services and real estate development. Demonstrated ability to work well under pressure, ensures compliance of standards and manages budgets in excess of \$75 Million. Areas of expertise:

Asset Management
Staff Development
Labor Relations

Policy Development
Budget Development
Community Engagement

Strategic Planning
Contract Administration
Media Relations

Grant Management
Project Management
Customer Services

EXPERIENCE

President/CEO
TD White Group LLC

December 2012 to Present
Charlotte, North Carolina

TD White Group LLC provides professional business consulting services designed to assist affordable housing and human service administrators and managers achieve their strategic goals. Our goal is to assist an organization to improve customer service, identify alternative funding opportunities, maximize revenue, minimize expenses and maintain a well-trained knowledgeable and productive workforce. Consultant services offered:

Strategic Planning
Staff Training
Organizational Capacity Building
Conduct Business Operational Reviews

Affordable Housing Development
Agency and Annual Plan Development
Community and Supportive Services Development
Policy Development

Director, Housing and Human Services Department (Promotion)
Director, Housing and Community Development Department
Fulton County Government

July 2010 – September 2012
August 2009 – July 2010
Atlanta, Georgia

The Housing and Human Services department operated 35 programs in 30 facilities with a budget in excess of \$50 million and 350 budgeted staff members in six divisions: Housing and Community Development (Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP), HOME Investment; Workforce Development (Workforce Investment Act WIA); Emergency and Transitional Housing (Emergency Shelter Grants ESG); Senior/Aging (Older Americans Act); Children and Youth Services; Grants and Community Partnerships. The programs included youth programs, senior volunteer program, homeless services, senior programs, employment and training programs, food service programs, counseling services, senior transportation/fleet management, and housing services. Developed departmental standard operating procedures (SOP'S), program evaluation and policy research.

- Developed and implementing a three (3) year County-wide Aging Strategic Plan/ balance scorecard.
- Closed over 120 down payment assistance loans in 12 months.
- Obligated \$1 million of HOME funds to a 150 unit senior housing development with a cost of \$16 million.
- Using Neighborhood Stabilization Program funds to purchase 120 single family homes and sold 98%.
- Opened a 150 bed Women and Children Assessment Center (Homeless Shelter).
- Oversaw the development of the department budget and monitored expenditures.
- Assisted in the planning, development and opening of two regional one stop health/government centers.
- Improved the Housing staffs skill set through HUD certified HOME and CDBG training.
- HPRP/Housing First model of service delivery for homeless.

**Chief Operations Officer
Charlotte Housing Authority****October 2005 – July 2009
Charlotte, North Carolina**

Managed the implementation of policies and procedures for affordable housing programs, customer service initiatives and performance management measures. Oversaw a division, which had 176 budgeted staff members in six departments: Asset Management, Capital Assets, Client Services, Property Management, Resident Safety and Housing Choice Vouchers. The department had 7,800 units of affordable housing and provided compliance for over 2,000 mixed income units with a budget in excess of \$75 million. Developed, review and monitor the performance of departmental budgets. Developed and monitored the Operations Department's strategic business plan, which includes short and long-range goals. Established and maintaining effective relationships with board members, government officials, political officials, employees, residents, key business partners and the public. Promoted positive relations with residents, resident advisory organizations and community groups. Developed and implemented "Moving to Work" initiatives including: rent reform, asset building support service programs, educational initiatives and work requirements. Assisted on HOPE VI developments which included; affordable rental housing, public housing, market rate housing and homeownership housing.

- Improved the workforce skill set through Accredited Residential Manager training (IREM).
- Developed and tracked the Operations Division's Balance Score Card.
- Developed and managed the annual Operations Department budget.
- Achieved HUD high performer status for the Public Housing Assessment System for two years.
- Achieved HUD high performer status for the Section Eight Management Assessment for three years.
- Address media relations concerns for the department.
- Oversaw Family Self-Sufficiency Programs
- Assisted in the CSS plan for the Boulevard Homes HOPE VI.
- Applied for and received VASH Vouchers for Veterans.
- Presented monthly at the Board of Commissioner meeting.

**Executive Director
Housing Authority of the City of Meriden****July 2003 – September 2005
Meriden, Connecticut**

Directed the daily operations of a Connecticut Housing Authority with 1,300 affordable housing units, annual funding over \$8 million and 34 unionized staff members. Responsible for all personnel administration for the Housing Authority including: interviewing and hiring, appointing key positions, completing performance evaluations and staff discipline as provided by the Housing Authority personnel policies. Served as the Secretary of the Board of Commissioners. Revised policies and procedures in compliance with federal, state and local laws. Directed the preparation of budgets, financial reporting and the monitoring of all expenditures. Established and monitor short and long-range strategic goals.

- Developed, tracked and implemented the annual and five year agency strategic plan.
- Improved the marketability and community's negative perception of the Housing Authority.
- Spokesperson on all media relations concerns for the agency.
- Presented monthly at the Board of Commissioner meeting.
- Achieved HUD high performer status for the Section Eight Management Assessment for two years.
- Developed and managed the annual budget.
- Oversaw Family Self-Sufficiency Programs
- Negotiated two collective bargaining agreements.
- Issued TEFRA for a Bond financing redevelopment of 124 units.
- Applied for and received Housing Choice Vouchers as replacement units from HUD.

PREVIOUS POSITIONS

Saginaw Housing Commission - Executive Director ♦ Philadelphia Housing Authority - Manager – Asset Management ♦ Housing Authority of the City of New Haven - Hope VI Coordinator / Director of Program Development / Acting Vacancy Coordinator / Property Manager ♦ Fusco Corporation - Commercial Property Manager / Financial Analyst

EDUCATION / CERTIFICATIONS

Doctorate of Public Administration Capella University, Minneapolis, MN	Expected 2017
Masters of Business Administration - Majored in finance University of Connecticut, Storrs, CT	1995
Bachelor of Science - Majored in management and minored in economics Southern Connecticut State University, New Haven, CT	1991
Certified Public Housing Manager National Association of Housing and Redevelopment Officials	1992

BOARDS / ASSOCIATIONS

National Association of Housing and Redevelopment Officials – Individual Member, 2012 – Present.

Public Housing Authorities Directors Association – Member of the Board of Trustee, 2003 – 2009.

Belmont Community Development Corporation – Member of the Board of Directors, 2005 – 2008.

MidState Medical Center – Member of the Board of Governors and Community Advisory Council, 2004 – 2005.

Federal Home Loan Bank of Indianapolis – Council member on the Affordable Housing Advisory Council, 2001 – 2003. Served as Chairperson, 2002 - 2003.

City of Saginaw – Commissioner on the Riverfront Development Commission, 2000 – 2003.

References of Troy D. White

Ericka Davis, Director
Office of Communications
Fulton County Government
141 Pryor Street, SW, Suite 3090
Atlanta, GA 30303
(404) 612-8305
ericka.davis@fultoncountyga.gov

Christine Greene, Project Officer
Office of the Chief of Staff
State of Georgia Department of Public Health
Two Peachtree Street, NW
Atlanta, Georgia 30303
(404) 863-6682
Green129@bellsouth.net

Maria Á. Colón, Administrator
Administrative Services Division
Alachua County Library District
401 East University Avenue
Gainesville, FL 32601
(352) 334-3914
mcolon@aclib.us

