

George M. Zoukee

GMZoukee@aol.com

November 15, 2020

Liz Mathis
City of Flagler Beach
PO Box 70
Flagler Beach, Florida 32136

Dear Ms. Mathis:

I would like to apply for the City Manager position with City of Flagler Beach, as posted on the International City/County Management Association's web site. Attached are my resume and a list of professional references. I can send a sample of my writing upon request.

It is important to mention that I have worked in the public sector during good times and bad times. There is a lot of uncertainty in the economy right now and government revenues are likely to be severely impacted. I have the experience to work on municipal budgets, municipal management and revenue forecasts in challenging times.

As you will note, my entire career has been in public sector and not-for-profit finance and executive management. After my economics and urban studies education at Hampshire College, I received my Master of Business Administration from the Boston University Graduate School of Management with a concentration in finance. My first professional position was Senior Financial Analyst with the Office of the Finance Director of the City of Boston. From there I was Capital Finance Manager at the Commonwealth of Massachusetts Department of Revenue, Division of Local Services. I then spent more than twelve years as Executive Director of the New Hampshire Municipal Bond Bank. In that role I was responsible for financing public improvements statewide and also I advised municipalities on budgeting, capital planning, capital budgeting and debt issuance and management.

My next role was Treasurer of the New York City Municipal Water Finance Authority. I was responsible for the investment of funds and a \$15 billion debt program that was growing by \$2 billion per year. I then joined a small investment bank/financial advisory firm (NW Financial) in which my primary focus was an international practice in environmental infrastructure development (water, sewer and landfill). I next was Director of Finance of the Transportation Corridor Agencies, a toll road authority in Orange County, California. My most recent role was Associate Administrator for Business and Finance Development with the U.S. Department of Transportation's Maritime Administration (salary over \$166,100). The position was part of the Senior Executive Service (S.E.S.) of the Federal Government. I managed five offices with over sixty employees. I left that role in 2013 in order to pursue real estate investments full-time. I have invested personal, family and investor's funds in real estate successfully since 1998.

Although it has been financially rewarding, I have decided that I am going to return to my career for many more years. Having lived in Florida, I would like to relocate to Flagler Beach. I am planning on making a 10+ year commitment to my next opportunity.

I have always operated with the highest degree of integrity, ethics and transparency and I would continue that at the City of Flagler Beach.

I would like to point out that my position with the federal government was part of the Senior Executive Service (S.E.S.), 0.75% of federal career employees. Rigorous screening is required before being admitted to the S.E.S. The concept behind S.E.S. is that its members can be transferred with minimal notice to any high-level management position within the federal government that does not require a medical, law or highly specialized degree. With my management and financial background I would be able to easily make the transition to Flagler Beach.

I have a great deal of experience in strategic planning, operating budgets (including zero-based budgets and budgeting during financially challenging times), capital planning and budgeting, debt issuance and management, tax and revenue collection, the bond/credit rating process, investments, human resources, managing change, improving morale, leading by example, short- and long-term financial modeling, facilities management, information technology, insurance and risk management, policy, and innovative management and planning within a diverse environment.

If you have any questions, please call me at _____ and I look forward to hearing from you.

Thank you for your consideration

Sincerely,

George M. Zoukee

George M. Zoukee

GMZoukee@aol.com

EDUCATION

Boston University Graduate School of Management

Master of Business Administration Concentration: Finance

Hampshire College

Amherst, Massachusetts

Bachelor of Arts

Concentration: Economics & Urban Studies

Summer Internships with The World Bank, Washington, DC

Princeton Day School

Princeton, New Jersey

EXPERIENCE

1998 to Present

Real Estate Investor

Darien, CT, Washington, DC, Fort Lauderdale, FL, Boston and Cape Cod, Mass, Columbia, Newbury, Rye, New Hampshire, Princeton, New Jersey, New York, New York, Pittsburgh, PA and Las Vegas, Nevada.

- Successfully invested personal, family and investor's funds in real estate
- Investments have been made in single family homes, condominiums, vacant land, commercial & rental properties in the cities & towns mentioned above
- Performed complex financial analysis and feasibility studies

2011 to 2013

U.S. Department of Transportation (DOT), Maritime Administration Washington, D.C.

Associate Administrator for Business and Finance Development

- Senior Executive Service (SES) position, the top (less than) 1% of federal government career employees. Position held a security clearance.
- Managed 5 offices with over 60 employees:
 - Marine Financing** (including Title XI Federal Shipbuilding Loan Guarantees, a multi-billion dollar ship financing program that guarantees loans for ships built in the U.S. and loans to improve domestic shipyards)
 - Cargo Preference & Domestic Trade** (including Jones Act enforcement)
 - Marine Insurance and Financial Approvals** (War Risk Insurance & two multi-billion dollar tax deferral programs that promote US shipbuilding)
 - Shipyard Engineering** (including the Small Shipyard Grants program)
 - Workforce Development** (monitor the education programs at the six state Merchant Marine Colleges, enforcement of service obligations and monitor industry employment trends & the availability of mariners to staff vessels)
- Managed Credit Analysis and Credit Monitoring for the Title XI program
- Coordinated efforts with colleagues to finance the US marine highway system and finance efficient and cleaner repowered vessels
- Maintained relationships with investment banks, US shipbuilders, shipping firms, attorneys, financial consultants to the maritime industry and ports
- Member of Marine Transportation Systems National Advisory Committee
- Presentations to the U.S. Department of Transportation Credit Council

2009 to 2011

Transportation Corridor Agencies - The Toll Roads

Irvine, California

Director of Finance

- The Transportation Corridor Agencies (The Toll Roads) developed and operate four toll roads totaling 51 miles in Orange County, California
- Plan, organize and direct all financial functions of the Agencies including accounting, audit, budget (\$340+ million annually), treasury management, bond financing, cash flow, insurances, debt management & human resources

- Coordinate the activities of the TCA's financial advisors, investment banking firms, bond counsel, auditor, corporate trust bank, rating agencies, insurance, commercial banks and toll road feasibility and traffic consultants
- Manage communications with bondholders, investors and board members
- Oversee the development and monitoring of the annual budget
- Member of group working to restructure existing debt and covenants
- Investment of reserve funds and other funds. Portfolio of almost \$1 Billion
- Research and analyze methods of financing the final 16 miles of toll roads
- Department of 31 with 22 reporting directly and indirectly

2006 to 2008

NW Financial Group, LLC

Newbury, New Hampshire & Jersey City, New Jersey

Senior Vice President

- Developed and marketed a domestic and international consulting practice in the fields of pooled financing, water and sewer infrastructure financing, and drinking water and clean water revolving funds and other forms of tax-exempt and taxable bond issuance
- Provided financial advisory services to hotel/retail/stadium complex in VT
- Researched methods of funding OPEBs for public entities
- Created a financial model and related documents for the proposed Republic of Montenegro Environmental Revolving Fund (RMERF)
- Presented financial model and recommendations to Montenegrin officials
- Edited and co-authored a policies and procedures manual for the RMERF

2005 to 2006

New York City Municipal Water Finance Authority,

New York City Office of Management and Budget

Treasurer

- Managed and implemented bond issuances including fixed rate debt, variable rate debt and derivatives (over \$15 billion of debt outstanding)
- Issued new money debt totaling \$2.0 billion in one fiscal year including \$686 million issued through the New York State Environmental Facilities Corporation State Revolving Fund (SRF) program
- Issued Commercial Paper totaling over \$800 million in one fiscal year
- Issued refunding bonds totaling \$655 million, resulting in net present value savings of more than \$40 million (NPV savings of over 6.1%)
- Investment of funds/Managed a staff of 6
- Analyzed and reviewed numerous financing proposals
- Assisted in the planning of the Authority's annual Investors Conference
- Coordinated efforts of the financial advisors, investment banks, remarketing agents, bond counsel, inside counsel, trustees, arbitrage rebate consultant, rate consultant, rating agencies, New York City Department of Environmental Protection, NYC Office of the Comptroller and others
- Prepared annual budget (\$2 B) and cash flow certifications for the Authority
- Participated in the rate setting process with the Authority's Rate Consultant and the New York City Water Board, including attending public hearings
- Updated the Management's Discussion & Analysis (MD&A) section of the Authority's annual audit; maintained and updated various financial models

1993 to 2005

New Hampshire Municipal Bond Bank Concord, New Hampshire

Executive Director

- Coordinated the daily financial & administrative functions of the Bond Bank
- Issued over \$1.25 billion of long-term debt on behalf of New Hampshire cities, towns, counties, school districts and special districts
- Issued \$440 million of refunding and advanced refunding bonds, returning more than \$13.5 million of present value savings to past participants

- Marketed the Bond Bank to all potential participants, including speaking at conferences and seminars, attended Board of Selectmen, City Council and School Board meetings and made frequent presentations
- Invested reserve funds and other funds. Total portfolio over \$100 million
- Authored annually the Bond Bank's marketing brochure and Annual Report
- Authored annually the Bond Bank's Management's Discussion & Analysis (MD&A) section of the annual audit
- Represented the Bond Bank at conferences and trade shows
- Financed Private School bond issues and small scale power developments
- Prepared for approval by the Board of Directors annual operating budgets during thirteen budget cycles
- Improved the scope and quality of services delivered while maintaining average annual budget growth of 0.25% over thirteen fiscal years
- Managed investor and press relations; Created and maintained the web site
- Analyzed the credit of participants
- Monitored the financial markets and interest rate trends and forecasts
- Received two upgrades each from Moody's Investors Service and Standard & Poor's ('Aa2' and 'AA') and received 'AAA' rating from Fitch Ratings
- Successfully defended market share against aggressive attempts by banks
- Increased utilization of the Bond Bank's services
- Expanded the Bond Bank's short-term debt program for communities
- Developed innovative financing method for public schools to accelerate state school building aid by issuing "synthetic" capital appreciation bonds (CABs), allowing the schools to issue CABs and receive the benefits of the accelerated state building aid, but at lower serial bond interest rates
- Functioned as financial advisor for debt management and as an advocate for many of New Hampshire's communities and school districts
- Human Resources Director for the agency

1988 to 1993

Massachusetts Department of Revenue Boston, Massachusetts
Capital Finance Manager, Division of Local Services

- Provided advisory/regulatory services and information to local officials, Finance Directors and financial institutions regarding debt management, long- and short-term debt issuance, investments and other fiscal affairs
- Conducted analysis of cash flows, financial documents and budgets
- Evaluated and certified borrowings by towns, cities, counties, school districts and other districts, averaging over \$1 billion per year
- Analyzed towns' borrowing capacity & evaluated ability to repay loans
- Taught classes on public financial management to public officials and others
- Co-authored legislation on municipal debt/Managed a staff of 6
- Designed and implemented computerized system for certifying borrowings, financial record keeping and municipal debt management

1986 to 1988

Office of the Finance Director/Treasurer/Tax Collector
City of Boston, Massachusetts

Senior Financial Analyst (City Budget over \$3.0 Billion)

- Managed a staff of six professionals and led special projects team
- Issued general obligation bonds and maintained the City's bond ratings
- Member of Boston City Hospital Reconstruction Financial Working Group
- Co-authored investment policy manual and policies & procedures manual
- Performed monthly & annual budget & cash flow analysis and trust analysis

AFFILIATIONS

-Past Member of the Government Finance Officers Association (GFOA) & past memberships in regional chapters in N.H., New England, N.Y. & CA.
 -Past Member New Hampshire Municipal Management Assoc. & NHASBO
 -Past Member (and former member of Board of Directors) of the Council of Infrastructure Financing Authorities (CIFA) (1993-2008) and other groups.