

Charles M. Jackson, MPA

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HR Representative,

Please accept this cover letter and resume for the position of *City Manager* as recently advertised on your website. Having worked for multiple North Carolina local governments (and now serving in city government), I understand the many factors that affect executive decision-making. I have over 15 years of governmental administrative experience at the federal, state and local level. In addition to this experience I have a Master's Degree in Public Administration from University of North Carolina at Charlotte. I have served as a budget analyst, (quality) management analyst, business analyst and policy analyst throughout my career. I have mastered the practice and balance of administering both budget and programmatic activities. Throughout my career I have dutifully served positions in:

- **Federal Government**-Federal Emergency Management Agency
- **State Government**-N.C. Dept. of Health & Human Services (Div. of Medical Assistance)
- **County Government**-Mecklenburg County (Charlotte, NC)
- **City Government**- City of Raleigh (NC) and City of Richmond (VA)
- **Legislative Body**- Richmond City Council (Chief-of-Staff Office)
- **Non-Profit**-Child Advocacy Commission
- **Academia**-Shaw University
- **Media**-Raycom Communications, NBC Affiliate WECT

This broad range of experience has taught me that an organization's success is a result of its financial accountability, policy priorities, program outcomes and inter-organization relations.

In closing, thank you for considering my interest. I hope you find my experience and credentials intriguing enough to warrant a face-to-face interview. I look forward to hearing from you soon.

Best regards,

Charles M. Jackson, MPA

Summary of Qualifications

Results-driven, detailed government manager with expertise in: Fiscal Analysis, Program Administration, Enterprise Fund Programs, Performance Measurement, Healthcare Policy, Inter-agency Service Coordination and Project Management. Background includes special appointments to statewide IT projects, legislative appropriation committees, and awards for innovative teaching methods in undergraduate education.

Areas of Expertise

- ◆ State & Local Government: Budget/Finance/Accounting/Financial Reporting/Capital Budgeting
- ◆ Program Administration: health services, social assistance (including budget/fiscal management, planning, evaluation)
- ◆ Organizational performance /productivity metrics and procedures & Utilization Management
- ◆ Total Quality Management (planning, control and improvement) & Benchmarking
- ◆ Health, Fiscal and Economic Policy Development & Interpretation
- ◆ Medicaid Managed Care and Fee-for-Service Programs
- ◆ Policy interpretation, writing, analysis, research, and development.
- ◆ Data Analytics, Longitudinal Analysis & Research Design

Systems Experience and Proficiencies

- ◆ Budget Software Applications
- ◆ Microsoft: Excel, Access, Visio, Publisher
- ◆ Geographical Information Systems (GIS)
- ◆ Statistical Analysis Software (ex. SPSS)

Professional Experience

Council Budget Analyst, City of Richmond, VA, 2017-Present

- ◆ Serve as Budget Analyst for City of Richmond City Council
- ◆ Evaluate the fiscal impact of legislative proposals. (Refunding bonds, Performance-Based Budgeting, Tax-Increment Financing, Affordable Housing, School Construction, and more).
- ◆ Review and analyze all appropriation items recommended in the proposed annual budget.
- ◆ Analyze the fiscal impact of actual and proposed changes in City agency programs.
- ◆ Assist the Council in setting budget priorities and making allocations based on performance.
- ◆ Analyze tax abatement and deferral programs to determine the fiscal impact on the City
- ◆ Conduct quarterly financial and performance reviews and submitting reports to the Council.
- ◆ Staff Member for Council Standing Committees on Finance, Economic Development and Governmental Operations.
- ◆ Staff Member for the City Capital Improvement Program Taskforce.

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- ◆ Oversee special projects at the request of the City Council. Projects span the interests of multiple city departments and often involve coordination with other governmental agencies, the private sector and/or the general public.
- ◆ Meet and negotiate with outside agencies and the public, including local developers, members of the business community, and citizen groups; explain city policies, procedures, goals and objectives.
- ◆ Build and maintain positive working relationships with co-workers, other city employees and the public using principles of good customer service.

Budget and Management Analyst, City of Raleigh, NC, 2015-2017

- ◆ Preparation, monitoring and maintenance of annual budget (base budget/supplemental requests)
- ◆ Budget Officer for \$36M Enterprise Fund
- ◆ Develop business case proposals cost and revenue estimates for all programs
- ◆ Manage department budget through PeopleSoft Financial Software
- ◆ Management budget transfers, amendments, requisitions, purchase orders
- ◆ Performance measurement analytics and reporting for program services
- ◆ Business Manager: manage requisitions, receipt invoices, resolve aged vendor report
- ◆ Monthly tracking of current year budget targets
- ◆ Developed over 40 key performance indicators (KPIs) for department programs
- ◆ Review and approve requisitions, budget transfers
- ◆ Establish bench-marking relationships with 15 municipalities with similar economic profile
- ◆ Develop department business plan (required for department budget submission process)
- ◆ Create 3-year Key Performance Indicator Trend Monitoring Report
- ◆ Co-lead on City of Raleigh Indirect Cost Plan Vendor Selection Committee
- ◆ Completion of Lean Six Sigma Yellow Belt Training
- ◆ Monitor contract performance of department vendors
- ◆ Completed National Incident Management System (NIMS) Training May 2016

Senior Policy Analyst, NC Div. of Medical Assistance, Raleigh, NC, 2007-2015

- ◆ Manager of the At-Risk Case Management (Fee-for-Service) Program (\$13M budget)
- ◆ Finance Analyst (fiscal analysis) for PACE Program (\$60M budget)
- ◆ Lead Program Designer CAP-Choice Program Waiver
- ◆ Health Policy Analyst for Adult Care Home Program (\$120M budget)
- ◆ Program Administrator for Medicaid Administrative Claiming (MAC) Initiative
- ◆ Provide leadership in setting program goals and objectives of long-term care, managed care and fee-for-service health programs
- ◆ Analyze and evaluate financial and programmatic performance issues; made recommendations for improvement
- ◆ Develop automated data reports and performance metrics to evaluate quality of care and program expenditures
- ◆ Develop knowledge of federal and state law and policies impacting health programs
- ◆ Interpret federal and state statutes for division-wide programs
- ◆ Prepare and collected data to project/forecast short and long-term program expenditures, used in budget(fund) requests/worksheets

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- ◆ Develop dashboards to collect and analyze historical utilization and program expenditure data (based on key performance indicators)
- ◆ Monitor program budgets and utilization data throughout the fiscal year
- ◆ Develop organizational impact studies/issue papers for administrative and operational/business processes
- ◆ Draft administrative rulemaking procedures and activities for health programs
- ◆ Statistical analysis of service claims for long-term and managed care health programs
- ◆ Serve as liaison on stakeholder committees with public, private and civic groups
- ◆ Research best practices to develop recommendations to improve business processes and reduce costs
- ◆ Creating, managing, and monitoring contracts
- ◆ Ensure compliance with Federal healthcare law, regulations and procedures
- ◆ Respond to requests by the N.C. General Assembly and Office of the DHHS Secretary
- ◆ Conduct formative and summative evaluation projects/audits of programs
- ◆ Monitor funded private providers and public agencies for compliance with relevant state and federal regulations

Business Analyst, NC Div. of Information Resource Management, Raleigh, NC 2005-2006

- ◆ Promoted for one-year special assignment based on recommendation from Mecklenburg County Department of Human Services Executive Team
- ◆ Liaison between Mecklenburg County and the NC Division of Information Resource Management (DIRM) in development statewide NCFAST system
- ◆ Consultant in business analysis and systems requirements documentation
- ◆ Resolve day-to-day technology needs of the department with a focus on the analysis of processes, dissecting problems and suggesting solutions
- ◆ Develop technical documentation business software requirements for statewide web-based case management system
- ◆ Consult higher level business leaders, IT Managers, users, vendors, and technical teams to understand the business problem to be solved
- ◆ Prepare technical documentation of project requirements, procedures, execution, and implementation plans
- ◆ Provide recommendations to management and stakeholders about how to best solve their business need/issue/opportunity to include options, risks and impact to the systems
- ◆ Working with test team to document test cases
- ◆ Reviewing test plans and coordinating/leading User Acceptance Testing

Senior Quality Management Analyst, Mecklenburg County, Charlotte, NC, 2000-2007

- ◆ Provide training, technical assistance and supervision for new hires on department rules, procedures and activities
- ◆ Monitor employee work performance indicators of workload quantity and quality on assigned projects, including work and time measurement
- ◆ Assist in establishing operational and administrative benchmarks for measuring improvements in process and operational procedures.
- ◆ Oversee evaluation, tracking and reporting on various State-mandated programs impacting department functions, programs, services and operations
- ◆ Developed knowledge of federal and state law and policies impacting economic/social assistance programs

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- ♦ Develop automated data reports and performance metrics to evaluate utilization review and program expenditures
- ♦ Analyze problem areas in service delivery and researched and/or recommend changes in policy, procedures and development to management.
- ♦ Develop dashboards to collect and analyze historical utilization and program expenditure data (based on key performance indicators)
- ♦ Perform interpretation and analysis of legislative proposals
- ♦ Prepare detailed and comprehensive written reports and studies, including committee agenda reports, contracts, memoranda, and correspondence.

Education and Professional Association Involvement

Education:

- ♦ University of North Carolina at Charlotte, Masters; Public Administration.

Government Finance Officers Association (GFOA)

- ♦ Attended 2018, Annual Conference

North Carolina Local Government Budget Association:

- ♦ Attended 2015, 2016 Summer Conference
- ♦ Served on 2011 Summer Conference Social Planning Committee
- ♦ Served on 2009 Summer Conference Economic Recovery Planning Committee
- ♦ Served as On-site Coordinator for 2009 Winter Conference

References

Charles Williams (NC Division of Aging) 919.855.3465
Talbatha Myatt (Centers for Medicare and Medicaid) 919.302.1061
Joyce Davis (City of Richmond) 804.646.5009
Kris Horton (State of N.C. Government) 919.802.7785
Keith Glenn, MPA (Wachovia Bank): 704.840.7427 or 704-890-6779
Dr. William Lawrence (Duke Hospital): 240.305.5747
Andrea Phillips (State of N.C. Government) 919.489.7403