

STEPHEN. A. MARRO, *MED, CMC, EDFP*

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“A High Energy, Successful, dedicated, and well educated professional”

SUMMARY

A creative and innovative “change-agent” who has stimulated thought in policy and public policy review! Mr. Marro has worked for public agencies stimulating, both consciously and sub-consciously, clearer understandings of service provisions and public policy discussions leading to cooperative revisions. Government, Community Economic Development, and jobs creation has been the focus of this candidate’s career goals for over 20 years! Mr. Marro utilized the economic development platform as a stage to approach public/private initiatives, collaborative undertakings, jobs creation, and community revitalization projects. Much has been accomplished by way of introducing and bringing the private and public sectors together to address financial needs and project management. His expertise focused on leveraging both public and private sector assets to achieve successful time-sensitive projects and to create new jobs. The attainment of an Economic Development Finance Professional Certification helped legitimized his presence in the game of community partnering. Significant recognition of, and the expansion of Regional Revolving Loans program funds while in New Hampshire can be viewed as one of the highlights to his career. Many successful projects were under-written thru this program.

ABILITY

- Personnel Management
- Budgeting/Finance
- Marketing
- Business Recruitment
- Negotiations & Admin.
- Strategic Planning
- Team Building
- Business-to-Business
- Workforce Development
- Legislative Advocacy
- Regional Partnering
- Computer/Database Proficiency
- Public/Private Financing
- Grant writing & Admin.

EDUCATION and CERTIFICATIONS

Masters Degree - Masters of Science Degree, Economic Development – University of Southern Miss. 2002

Under Graduate Degree – Bachelor of Science – Southern New Hampshire University, Manchester, NH

High School Graduation - White Mountains Regional High School, Whitefield, NH Graduate, College Prep.

Certifications;

Certified Economic Development Finance Professional (EDFP), National Development Council

Certified Master Consultant (CMC), Business Retention & Expansion International

CAREER

Jacksonville, FL

Loan Officer/Business Development Specialist

10/2010 –present

I was sought by the Community Rehabilitation Center to create a “Micro-Loan” small business lending program. Interestingly enough, I was the **only** candidate out of several hundred who possessed this type of public sector financing ability! I took over a non-existent program that had been funded by Health and Human Services a year ago and that needed to institute policy and programs that would allow them to make some loans as soon as possible to meet the grant criteria. My prior experience with public funding and matching it with private sector dollars allowed me ‘ramp’ this program up very quickly. Our first loan was issued on November 16, 2010! Since this first issuance, I have been collaborating with bankers, small business, community organizers, and Chambers of Commerce to market the program.

The program is based on \$250,000 to lend in small increments of \$10,000 over the next 24-months.

Terms are 36-month maximum and fixed interest rates of 2.5% over prime. Attractive!

Career cont'd.

Pike County, GA. **County Manager** **Zebulon, GA** **2006 – 4/2010**

The overall function of this position is to manage the day-to-day operations of a county-wide governmental entity including the following departments; Emergency Management, Fire, Finance, Planning and Zoning, Road and Bridge maintenance and construction. Strengthening on-going collaborations with Tax Appraiser, establish and enhance relationships with Court Systems, Magistrate, Sheriff's operations and all other constitutional officers were key objectives.

The County Manager for Pike County, Georgia serves as the chief administrative officer for the Board of Commissioners and is responsible for the administration of department heads for which Georgia law allows. I executed all county-wide policies, orders, and resolutions issued by the Board of Commissioners. The position provides strategic guidance and facilitation in the understanding and policy direction of those actions on ethical and moral grounds. It was my duty to exercise sound fiscal policy in the management of a \$10 million budget while improving the efficiency and provision of all county services. To accomplish this, I wrote and received adoption approval for a Pike County Finance Policy.

I served as the County Budget Officer and in so-doing oversaw the operating budget day-by-day; *worked with all department heads and constitutional officer in the building of new and propose budgets for up-coming years *oversaw the establishment and creation of funding safety nets for the county's operations* brought the county into compliance with the Georgia Chart of Accounts Law * reduced the millage rate each year for our consecutive years *consolidated 8 fire departments into one cohesive unit *wrote and established a purchasing policy. I managed such with total overall consideration of taxes applied to the citizens.

It was my duty to adhere to my strong ethical and moral code in the implementation of local, county, state and federal policies. On an on-going basis I supplied the Commissioners with proposals, facts, data, and advice to better prepare them for public deliberations and discussions that would provide for a fair and open discussion with the citizens. It was my duty to continually inform the public while maintaining the integrity of the elected office.

I handled all personnel matters including job postings, interviews, hiring, discipline, and termination of personnel. Again, to accomplish this I wrote and designed the Pike County Personnel Policy. I hired personnel to assist me in the re-writing the zoning code and development guidelines of the Planning and Zoning office allowing it to become a well functioning unit of government. I managed the mandated review of the county's Comprehensive Plan bring it into state compliance. I handled all complaints on policy adopted by the Board. Responsible for the implementation of the H1N1 vaccine program and the FEMA Emergency Preparedness Plan for the County. Review and negotiate all contracts annually.

Pike County Industrial Development Authority **Executive Director** **Zebulon, GA** **2005-2006**
Pike County Chamber of Commerce **Executive Director** *(shared position)*

I was recruited to Georgia to promote and expand the economic development program there. I conducted a **Location Quotient Analysis (LQA)** of the area thus providing us the necessary targeted industry data we needed to get moving.

In 17 short months I built a partnership with a local developer to build and locate several businesses into his park. I secured a roadway and water into the park. I took an industrial park that had nothing to a fully functioning park with roads, water, sewer, high-speed internet access, street lighting, and three new businesses employing approximately 128 new employees and investing \$8 million in taxable structures.

To do so, I applied for and was granted a \$300,000 Economic Incentive Program (**EIP**) grant for infrastructure from the State of Georgia, applied for and received a \$500,000 OneGA grant for water and sewer line expansions, accessed \$500,000 from the Georgia Special Purpose Local Option Sales Tax program (**S.P.L.O.S.T.**) Instituted the Georgia Certified Work Ready Program county-wide.

We accomplished this providing 'match' funds by re-investing monies from land sold within the park back into the park.

Career cont'd.**Enterprise Flagler, Inc. Executive Director Palm Coast, FL 9/1999-2005**

In this position I was charged with complete managerial oversight, design, marketing, and financing of the functions including on-going fund raising, building governmental support for dollars, seeking private sector support through strong relationships and formal requests of on-going memberships. Staff of 4.

Tasks performed most often in this position;

Establishing county-wide business-to-business program that promoted each other's assets thus providing mechanisms to promote, support, and work together.

Recruit business and industry in five primary targeted areas. Act as a city/county business liaison to work with incumbent businesses on the resolution of issues with local/state/federal regulations. Structure land/asset settlements agreeable to parties.

Successfully recruited a Target Distribution Center, a Wal-Mart Refrigerated Distribution Center, Polaroid Digital Solutions, and commercial developer from Tennessee. (*City ultimately denied the projects*)

Work with Planning Departments in the city and county to create ease of compliance and applications, thus assisting businesses thru the processes. Provide contact support with the Cornerstone Alliance for the County.

Strengthen community, state, and federal relations by on-going relationship building, lobbying efforts (*when allowed*), providing achievable job creation undertakings from the private sector, and monitoring programs for positive and accountable results.

Work directly with business' to assist them in growth initiatives, public/private sector investments like building industrial parks, expanding business and jobs, creating avenues to access federal dollars from federal purchase programs, and building a hurricane restoration program.

Provide progress reports to Board members, elected officials, state and federal partners, and involved business partners on the business climate improvements being made.

Sullivan County Economic Development Council Executive Director Claremont, NH 10/94 to 6/99

As with the prior Executive Director positions, I was charged with complete managerial oversight, design, marketing, and financing of the functions including on-going fund raising, seeking governmental support with dollars, seeking private sector support along with the acquisition of grants and/or public dollars available to the group through strong relationships and formal requests of on-going alliances. This included federal as well as private sector funding streams. This position was also the manager of a locally controlled loan program for business as well as a "*MainStreet*" program and a business retention program. I managed a staff of 7 in this position.

Tasks performed most often in this position;

Establishing county-wide business-retention program that surveyed members regularly on issues "holding-them-back" from expanding or forcing them to consider relocating. Act as a city/county business liaison to work with incumbent businesses to resolve issues with local/state/federal regulations

Access data to build databases from which each department and city could target and recruit new/or expanding business opportunities.

Oversee sponsored programs offered to our business community such as our own **Revolving Loan Fund** programs, access to the Small Business Administration, Economic Development Agency, Business & Industry Loans, Community Development Block Grant writing and administration in support of business growth. Write supporting grants.

Re-capitalized our **RLF** thru Business & Industry funds and Community Development Block Grants. Write loan fund policy and procedures to operate.

Create a multi-bank "high-risk lending pool" for risky loans.

Recruit business and industry into all areas worked.. Structure land/asset settlements agreeable to parties. Work with Planning Departments in all areas to create ease of compliance and applications, assist businesses thru the processes.

Strengthen community, state, and federal relations by on-going relationship building, lobbying efforts (*when allowed*), providing achievable job creation undertakings from the private sector, and monitoring programs for positive and accountable results.

Career cont'd.

Work directly with business' to assist them in growth initiatives, public/private sector investments like building industrial parks, expanding business and jobs, and creating avenues to access federal dollars from federal purchase contracts.

Provide progress reports to Board members, elected officials, state and federal partners, and involved business partners.

Negotiate with private sector for investment positioning, state and federal contract provisions, suppliers for federal compliances, and joint activities with cities and other counties.

Oversee and conduct land purchases for industrial development. Performed and project management of facilities and land development projects for the group.

Prepare financial reports on operational expenditures for the Boards, banks, loan fund activity including default rates, investment proceeds, and other program undertakings.

Direct the activities of staff in areas of marketing, loan activity, investments, grants, business relations, trade show participation and working with our partners.

The position was responsible for securing partners to attend trade shows, market each locality individually with specified branding programs, and support the county/area to state departments.

City of Gorham, NH

City Manager

Reporting to three-member Board of Selectmen on the operation of the city's functions. This position oversees the day-to-day operations of a city-wide government entity and a \$3.5 million budget including the following departments; Emergency Management, Fire, Finance, Planning and Zoning, Road and Bridge maintenance and construction, sewer and water operations. Work to collaborate with county all functions. I implemented the "911" system while here.

Oversight of 35+ employees, Human Resource functions, and constituent relations including city, state and federal governments.

PROFESSIONAL DEVELOPMENT

- On-going ICMA classes as cost allow
- 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

Professional Brds. cont'd.

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- 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