

# PAUL D. WHITE

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## Profile

Proven strategic leader with a visionary mindset. Coaching professionals and supporting departments while delivering on objectives that support the Mission and Vision of the organization.

## CORE COMPETENCES

|   |   |                                      |
|---|---|--------------------------------------|
| County/City Senior Mgt.                       | Implementation of major capital initiatives | Strategic/Visionary Leadership       |
| Management of municipal operating departments | Performance based management                | Sustainable planning and development |
| Coastal Mgt. Experience                       | Servant Leadership                          | Skilled problem solver               |

## KEY ACCOMPLISHMENTS

- Developed recommendation to the Superintendent and Board a ½ cent sales tax initiative. This strategic initiative \$500 million over 12-years is the largest capital outlay effort in the history of Alachua County.
- Created non-CRA redevelopment strategy: valued at \$150 million, it featured new residential development, infill housing, and commercial redevelopment.
- Implemented a strategic plan that included addressing, budget cutbacks, revenue, technology, and development. Increased revenues by 12% in the approved budget, significantly closing the projected deficit. Identified \$7 million in combined revenue and cuts for the City Manager's consideration.
- Implemented strategic Fleet Management Program resulting in cost savings in excess of \$720,000 and reduce cost per mile by \$.81
- Manage 5,000,000 sq. ft. of facilities
- Comprehensive recreational park redevelopment including a beach front park

## PROFESSIONAL EXPERIENCE

Assistant Superintendent Operations  
2015 to Present

Alachua County School District  
Gainesville, Fla.

- Responsible for Human Resources, Transportation, Food Services, Risk Management, Facilities and Safety. Coached a staff of 7 senior leaders with 600 employees.
- Identified and implemented over \$120 million for the construction/redevelopment of six schools within three years funded through a \$110 million bond
- Created a Story Board and Dashboard for full transparency of the sales tax plans and expenditures
- Improved transportation efficiency by 16% by reducing routes and improving the capacity
- Implemented District-wide ALICE safety training for faculty, teachers, and students
- Implemented yellow fleet replacement program resulting in \$700,000+ in savings to the District

Principal  
2011 to 2015

PDWA Management Consultants  
Riviera Beach, Fl.

- Provide management and business development services to private and public sector clients: Project Management services for Catholic Charities of Palm Beach & business development services for Skyline Technologies.
- Developed Community Development Corporation as a CHODO; developed property database for SR 710.
- Coordinated master plan activities with neighborhood residents and architects

Assistant City Manager  
2002- 2011

City of Riviera Beach  
Riviera Beach, Florida

- Served as lead manager for strategic planning, budget cutbacks, revenue, technology, and development.
- Supervised Human Resources, Parks and Recreation, Community Development, Library, and Purchasing, as well as various special assignments.
- Managed engineering, capital projects (roads) and solid waste contract
- Completely redeveloped park system
- Created Storm Water Management Utility

Principal  
1998 to 2002

PDWA Management Consultants  
Atlanta, GA

- Provided management services to municipalities, and business development services to the private sector. Client list included Greenville County, South Carolina; Austin Redevelopment Corporation; District of Columbia; College Park, Georgia; Adsytech Inc.; and Insituform Inc.

Executive Director  
1996-1998

Atlanta Empowerment Zone Corporation  
Atlanta, Georgia

- Hired by Mayor Campbell to create a new 501-c3 as dictated in the Empowerment Zone Plan. Awarded the first Empowerment Zone designation to draw down federal funding (\$100,000,000), the City was a year behind in implementing the approved strategy.
- Negotiated phase I (\$16 million) of a \$54 million conversion of the former Fulton Cotton Bag Mill to a mixed-income loft apartment development.
- Developed EZ Home Ownership Program, a financing mechanism to facilitate the purchase of homes in the EZ by persons of low and moderate-income.

Director  
1994-1996.

National Development Council  
New York, New York

- Provided economic development and housing technical assistance to cities in the eastern United States. Created a multi-bank community development corporation (CDC) with the 12 Clearinghouse Banks of New York.

City Manager  
1989-1994

City of Gainesville  
Gainesville, Florida

- Served as Chief Executive Officer of municipal government with 1700 employees and a \$300 million budget. Implemented a corporate planning process with elected officials & municipal leadership to identify and prioritize needs, with an articulated vision of Gainesville as the most livable city in the country. During Plan Year 5, Money Magazine designated Gainesville the "Most Livable City in America".

Deputy City Manager  
1986-1989

City of Gainesville  
Gainesville, Florida

- Responsible for the departments of Transit; Parks and Recreation; Public Works; Traffic Engineering; Nature and Cultural Affairs; Economic Development; and Building Codes and Inspections.

Director of Neighborhood Economic Development (DO5)  
1981-1986

Dept. of Neighborhood Housing  
Cincinnati, Ohio

- Responsible for all commercial development outside Cincinnati's downtown core, comprising an area of 50 neighborhoods and business districts. Served as chief negotiator on all commercial projects outside the downtown core. Managed neighborhood development plans. Implemented annual streetscape construction projects in qualified neighborhood business districts.

City Manager  
1979-1981

City of Lincoln Heights  
Lincoln Heights, Ohio

- Served as Chief Executive Officer of the city with 100 employees and a \$3million budget. Averted fiscal emergency (bankruptcy) by implementing cost-saving measures in personnel and operations without overtly affecting public services. Implemented major street and sewer projects.

## EDUCATION

- M.P.A., Public Administration and City Management. Howard University School of Business - Washington, D.C.
- B.A. [Cum Laude], History and Political Science. Morehouse College – Atlanta, Georgia.

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## PROFESSIONAL AFFILIATIONS

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- International City/County Management Association
- ICMA Retirement Corporation
- National Forum of Black Public Administrators
- Citizens Health Purchasing Alliance Board, Governor's Appointee

### Additional Training

Insurance License 2-15 (inactive)

Certified Trainer in ALICE Safety Protocols

Economic Development Professional- National Development Council

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## REFERENCES

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Available on request.

September 30, 2021

Renina Fuller, Human Resources Director  
ATTN: City Manager Candidate, Palm Coast

Dear Ms. Fuller

As I read the position description, I became excited by the opportunity to return to my roots in County/City management. I have specialized in strategically managing complex organizations in the public sector and delivering measurable results.

My first appointment as city manager was in Lincoln Heights, Ohio at the age of twenty-six (26). I have served as the Director of Neighborhood Economic Development for the City of Cincinnati. I then served as deputy city manager and city manager for the City of Gainesville and assistant city manager for Riviera Beach, Florida. Demonstrating my versatility, the last six years I have served as the Assistant Superintendent for Operations for the Alachua County School District (Gainesville). In that position, I have supervised Human Resources, Safety, Facilities, Food, and Nutritional Services, Transportation, and Risk Management.

I have extensive management experience on the administrative side and operating departments of the city. My resume reflects my extensive experience with turning challenges into opportunities. In Gainesville, Fla. the city commission had a vision of being the most livable city in the country. We achieved that goal when Money Magazine designated Gainesville the Most Livable City in the Country. Annexation was also key to the City Commission's vision in Gainesville, and we achieved the first voter-approved annexation in the history of the county. The city of Riviera Beach did not have a funded CIP program. Through a series of mechanisms, I created the ability to have a fully funded CIP program which led to the redevelopment of the city's park system and routine street maintenance. As assistant superintendent for operations, I identified and recommended to the superintendent a ½ sales tax initiative for a combined \$500,000,000 facilities initiative for a 12-year period which passed in 2018. This is the largest capital projects initiative the County's history. This initiative is front-loaded with a \$110,000,000 bond. Funding became available in 2019. To date, two transition schools have been completed with four schools scheduled to open in 2021. The district is ahead of the 3-year bond requirement scheduled to have all funds obligated. I have led visioning processes to achieve consensus on issues involving growth management and redevelopment in a manner similar to what the City of Palm Coast engages, by reviewing the strategic plan and the comprehensive plan annually. The next step is to have all departments focused on achieving the policy directives of the policymakers. The Facilities and Maintenance department maintains 5,000,000 sq. ft. of facilities. We developed the COVID-19 protocols for the 41 schools. I have directed fleet management programs including public transit. The fleet replacement program I instituted with the school district to date has resulted in \$720,000 plus annual savings in fuel and maintenance costs for the yellow bus fleet. This includes a \$.81 reduction in operating cost per mile. I have extensive experience in economic development on a national basis. I understand how to communicate with the business and finance communities.

My extensive experience in a coastal community with a barrier island translates to an understanding of the required balance between growth and the environmental and regulatory issues involved with development.

Sincerely  
Paul D. White

*Palm Coast, City Manager Candidate*

*Paul D. White*

References for Paul D. White  
City Manager, Palm Coast  
Candidate

1. Karen Clarke-Former Superintendent Alachua County [kclarke352@gmail.com](mailto:kclarke352@gmail.com)-352-214-5712
2. Rob Hyatt-Board Member Alachua County [Schools-lourob96@yahoo.com](mailto:Schools-lourob96@yahoo.com) 352-281-2397
3. Tom Cowart-Director of Facilities Maintenance Alachua County Schools  
[cowntta@gm.sbac.edu](mailto:cowntta@gm.sbac.edu)- 352-538-0585
4. Carl Smart-Assistant County Manager- Alachua County Fla.- [csmart@alachuacounty.us](mailto:csmart@alachuacounty.us) -
5. Cynthia Chestnut-Former Mayor of Gainesville, County Commissioner and State  
[Representative-cchestnut49@gmail.com](mailto:Representative-cchestnut49@gmail.com) 352-317-8291