

TROY BELL

Email:

OVERVIEW OF PRIMARY SKILLS AND EXPERTISE

EDUCATION

National Urban Fellowship

- Executive Management Fellowship (Top Fellow Honor)

City University of New York (CUNY) – Bernard Baruch

- School of Public Affairs (Top of the Class in 44 Member Cohort)
- Masters of Public Administration, City Management (2011)
(Additional Endorsement for Emergency Response Pending)

University of Miami, Coral Gables, FL

- Dual Degrees: Bach. of Lib. Arts Economics and Sociology
- Adnl. Bach. Degrees: Intl. Finance, Applied Physics/Mechanical Eng.

Miami Dade Criminal Justice Institute (Miami Sworn Officer 6yrs)

- Law Enforcement Academy (#1 graduate)

PERSONAL STATEMENT

Groomed in a highly decorated military and an extremely accomplished education family, I am a passionate community-centered, dedicated public servant with over 20 years of service in the public, non-profit, and private sectors of public service. I am well-traveled and possess multi-dimensional executive administrative skills and dynamic leadership with diverse leadership experience across multiple disciplines in education and local government. My career crosses the spectrum of service including: **Sworn Law Enforcement; IT-ERP Solutions Implementation; Baldrige, Strategic Planning, and Performance Management; Public Works, and Large-Scale Public CIP; Teaching and Education Administration; Government Relations and Legislative Lobbying and Advocacy.** I am blessed to have gleaned best practices from all these experiences and to be able to apply them when and where they best fit the needs of the challenge at hand. Such a background enables me to be flexible and adaptable. My unique experience helps me to see the big picture and still manage the many moving parts necessary to successfully achieve optimal efficiency and effectiveness, with measureable outcomes.

EXECUTIVE MANAGEMENT – PUBLIC SECTOR EMPLOYMENT

❖ Jan 1992 – Mar 1997 • MIAMI DADE WATER & SEWER DEPARTMENT – UTILITY/PUBLIC WORKS

- CSO Portfolio Program Director PBS&J/BND Eng., (Misc. Pump Station Improvement Program) - (2yrs)
This Federal Combined Sewer Overflow (CSO) Consent Prog. - high visibility, time sensitive, multiple regulatory interests, ambitious MWBE goals. Administration of Large Complex Org. Structure • 208 Simultaneous Lift Station Construction Projects across 1.9K Sq Miles • 1206 miles of Transmission Lines • **Interdepartmental Responsibility:** Design Engineers, QC/QA Inspections, Operations, General Contractors Pool • **Minority, Woman, Small and Disadv. Bus. Prog.** • **Functional Responsibility:** Construction, Operations, Streets, Sidewalks, Traffic/MOT, Outreach • **Initiatives:** Green Streets, Eco. Dev., Walkable Spaces, Pathways, Natural Collection/Filtration Systems • MWBE Bonding Prog. •
Budget: \$480M • Pop: 2.5M • Direct Reports: 25 • Total Staff: 597 / Vendors: 10 @ 540 FTE
- Director - Treatment Plants, New Construction and Building Department - (3yrs)
Promoted 3 levels in 6 months • Administration of Complex Organization • **Interdepartmental Responsibility:** Design Engineers, Quality Control/Quality Assurance Inspections, Operations, General Contractors • **Minority, Woman, Small and Disadvantaged Business Program** • **Functional Responsibility:** All New Construction, Engineering and Renovation and Operations for Treatment Plant Systems and Buildings • **Initiatives:** Highly Technical construction, Cryogenic Oxygen Plant, 1st Deep Well Injection Systems, 120 MGD Tertiary Treatment Facilities •
Budget: \$400M • Pop: 2.5M • Direct Reports: 2 • Total Staff: 145 / Vendors: 10 @ 120 FTE

❖ Mar 1997 – Dec 2002 • SOUTH FLORIDA WATER MANAGEMENT DISTRICT (SFWMD)

This regional governmental agency oversees water resources covering 16 counties from Orlando to the Florida Keys. It is the largest of the state's five water management districts. The agency is responsible for managing water quality, flood control, natural systems and water supply.

- Public Works Department Director and Infrastructure Operations Engineering - (2.5yrs)
Regional Operations and Performance Mgmt • Emergency Mgmt, Disaster Response, Flood Control • **Initiatives:** Created 1st Strategic Plan • Created Complete Department Process Map • Reorganized Department and converted Technicians to Project Managers to expand capacity by managing vendors • Installed GIS Platform for New Technology • Installed Inventory Mgmt System • Installed Asset Mgmt/RFID based System • Installed Document Mgmt System • Developed Preventive Maintenance Prog. • Implemented Work Order Mgmt Prog. • Created End to End Functioning Test Environment to develop and test new systems and solutions before introducing into production • Installed Change Mgmt System to manage processes and updates to Strategic Plan •
Budget: \$245M • Pop: 7.9M • Direct Reports: 2 • Total Staff: 212 / Vendors: 8 @ 160 FTE
- Deputy Chief of Staff - Government Operations and Affairs Manager and Governing Board/Clerks Office - (2.5yrs)
Administration of Large Complex Organization • **Interdepartmental Responsibility:** Public Works • Budget and Finance • Procurement • Clerks Office • Project Management Office (P3) • Emergency Mgmt and Disaster Response • **Initiatives:** Created Water Advisory Council for citizen and regional elected officials input • Produced Multi-Fund Priority Based Budget with 2yr GFOA Award • Developed Expedited Electronic Agenda Mgmt Syst. to Digitize and Email Public Agenda Notices (savings: \$300K/yr) • Mobilized Board mtgs held quarterly in locations across the state
Budget: \$1.07B • Pop: 7.9M • Direct Reports: 4 • Total Staff: 794 / Vendors: N/A
- Director - Compliance Administration - Public Works - (0.5yrs)
Administration of Minority, Woman, Small and Disadvantaged Business Program • **Interdepartmental Responsibility:** Accounting • Research and Database Administration • Professional Development Programs and Certifications • Compliance and Enforcement •
Budget: \$120M • Pop: 7.9M • Direct Reports: 4 • Total Staff: 45 / Vendors: N/A

❖ Jan 2003 – Jun 2003 • INTERIM DEPUTY FLORIDA STATE DIRECTOR OF REALESTATE

Gubernatorial interim 6-month appointment to manage and administer the state of Florida real estate professional regulation. This involved the direction of a Large Complex Organization with organization-wide Interdepartmental Responsibility and the Implementation of the Balance Score Card Performance Management System Ending Salary \$89,000

Budget: \$20M • Pop: 15M • Direct Reports: 4 • Total Staff: 205 / Vendors: 2 @ 25 FTE

TROY BELL

Email: _____; Alternate: _____
ADDITIONAL QUALITIES AND QUALIFICATIONS



EXECUTIVE MANAGEMENT CERTIFICATIONS

- ◆ Univ. of Minnesota - Humphrey School of Pub. Pol.: Policy Analysis
- ◆ Univ. of Kansas - School of Public Affairs and Administration: Performance Bdgt 2.0
Police Professionalism and Social Equity
- ◆ Duke University - Sanford School of Public Policy: Sustainability
- ◆ Syracuse U. - Maxwell School of Pub. Admin.: Labor Negotiation
- ◆ University of Louisville - Legislative Policy Advocacy

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

- ◆ International City/County Mgrs. Association (ICMA)
 - Task force on Women
- ◆ American Public Works Association (APWA)
- ◆ Government Finance Officer's Assoc. (GFOA)
- ◆ American Society of Public Administration (ASPA)
- ◆ Council of Minority Public Administrators (COMPA)
- ◆ Project Management Institute (PMI)
- ◆ American Association of School Administrators (AASA)
- ◆ Senior Professor: Cambridge College-Boston, Ma
- ◆ Board of National Forum for Black Public Administrators (NFBPA)

CIVIC ACTIVITIES

- ◆ Indianapolis City/County Council - Zoning Appeals Commission
- ◆ Coral Gables, FL - City Council, Board of Real Estate
- ◆ Indianapolis Building and Zoning Board
- ◆ City of Coral Gables - Real Estate Committee
- ◆ City Field Office Director - 2 Presidential Campaigns

MUNICIPALITIES AND RESPECTIVE WORK METRICS

Beverly Hills (Assistant to City Manager)

- ◆ **Metrics Managed: Total Budget close to \$450M**
 - 5 Direct Reports; 1000 plus employees
 - pop. = 35K Residents (200K Daytime),
 - 6 Square Miles

Superintendent Schools (Indianapolis Mid-West Region)

- ◆ **Metrics Managed: \$70M operating budget/\$120M CIP**
 - 5 Direct Reports; 11,000 + Students; pop. = .8M
 - 300 + employees across 10 campuses

SFWMD (Deputy Chief of Staff/Public Works Department Dir - "PWD")

- ◆ **Metrics Managed: Budget - \$1.07B (Clerks Office)/\$25M (PWD)**
 - 9 Gubernatorial appointees; pop. = 7.9M
 - Public Mtgs: 72 Board Mtgs, 36 Sub-committee mtgs.
 - 175 FTE's, 16 counties, 2000 devices, 800 Sites, 2600 miles of canals/levees, 60 pump stations, all facility grounds
 - Fleet Management, R.O.W. and Traffic Divisions, etc

Miami-Dade County (Utility/Public Works Capital Programs Director)

- ◆ **Metrics Managed: \$480M and \$400M Budgets; pop. = 2.5M**
 - Total Staff: Direct: 25 Indirect: 597-Vendors: 540 FTE's
 - 1.9K Square Miles

SPECIAL HONORS AND ACHIEVEMENTS

- ◆ Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- ◆ National Dean's List and U. of Miami President's List (4.0 gpa)
- ◆ National Merit Scholarship Recipient
- ◆ Who's Who in American College Students
- ◆ President, U. of Miami Student Body
- ◆ Founder, National Society of Black Engineers, U. of Miami Chapter, FPL Deming Prize
- ◆ Member of the U. of Miami Board of Trustees
- ◆ Founder, U. of Miami Student Federal Credit Union
- ◆ Omega Psi Phi *International Fraternity Inc.*, Supreme Council - Undergraduate Regional Dir: FL, MS, AL, GA, NC, SC, CA
- ◆ State Certified Law Enforcement Officer
- ◆ Appointed Interim Deputy Dir. of Real Estate, Florida
- ◆ National Conference Presentation - Local Economic Development Initiatives through Charter School Dev.
- ◆ NFBPA - Board of Directors
- ◆ NFBPA - Executive Leadership Institute Connections, Treasurer
- ◆ Elected NAACP Southeast Region Collegiate Rep
- ◆ Member, Dade County Chamber of Commerce, Committee on Minority Professional Recruitment
- ◆ Maryland State Page - Steny Hoyer, House of Representatives
- ◆ Recipient of the Superintendent of Schools Award - Maryland School Board
- ◆ President, Maryland State Student Government Association
- ◆ Quoted - Time Magazine, 04/85, pg. 101-
- ◆ Feature Article - Miami Times, July 1989
- ◆ PMP and Performance Management Trainer
- ◆ FEMA Long-Term Disaster Recovery Agent
- ◆ President U of Miami Black Student Union
- ◆ General Electric, Neutron Devices Division - U.S. Department of Energy,
Edison Co-op Program, Mechanical Eng.
- ◆ Public Administration Guest Lecturer: Purdue U and Colgate U.
- ◆ GFOA Distinguished Budget Presentation Award - 2 Consecutive Years (SFWMD)
- ◆ Board of Directors - Crossroads Boy Scouts Assoc. of America
- ◆ Board of Directors - Omega Psi Phi, Uplift Fdn.

Tracy Bell - Former Acting City Manager
Deputy City Manager, Walla Walla, WA

Dear Chief Administrative Officer, Executive Recruitment,

I was very happy to learn through the ICMA Newsletter about the Chief Administrative Officer to the Mayor (CAO) opportunity at East Baton Rouge Parish. I see my talents, abilities, and experience as unique assets that very closely match the general requirements included in the posting – particularly having worked in Strong Mayor governments (Miami, Miami-Dade County, and Indianapolis). It is exciting to embrace the potential opportunity to work in the beautiful and amazing area of Baton Rouge, LA.

In large part due to a strong family and military upbringing, I began my career with a passion to be a public servant. It was my initial intent to use natural talents in math and science towards an engineering career that I hoped would be distinguished in character and ethics for providing innovative quality, design, and engineering to firms working with visionary communities. Through my experience working as a Miami-area police officer to pay for college, I decided I could better leverage burgeoning skills in leadership, and community engagement, working as an engineer within the municipal structure. My mission was to build resilient communities through innovation and quality infrastructure, with the hope of one day preparing myself to be able to transform urban communities.

A strong work ethic and a “whatever it takes mindset” made me successful in my leadership roles under some of the most challenging conditions at Miami-Dade County Water and Sewer (2.5M residents) and South Florida Water Management District (8M residents). My selection in 2010, to receive a scholarship to complete the MPA degree as a National Urban Fellow offered me the chance to accelerate my career in City Management. Though I already served 10 years in key leadership roles with distinction for County and Regional entities, this honor afforded me a principal leadership role in city governance. I was selected for a 1-year appointment as the Assistant to the City Manager, in Beverly Hills, CA. There in that capacity, I served in a Chief of Staff styled role, managing/directing activities and projects across all departments of this full-service city with a 200K daytime seasonal population and 35K residential community.

Despite various career obstacles, and in conjunction with a fairly well rounded academic portfolio, I have proudly garnered a broad and diverse employment history that spans government, non-profit, and private sectors. It includes work on the local, state, and federal levels and positions with councils, boards, and quasi legislative bodies in several unique disciplines including serving as the Superintendent of a large school district and as a continuing guest lecturer at Purdue University. In addition, an amazing experience as the Business Group Manager for IBM State and Local Government Complex Solutions, further diversified my skillsets in Information Technology and Organizational Change Management and gave me exposure working with disparate municipal entities across the country. The combination creates a very high level of versatility in the roles with which I may be able to assist or to which I can actively contribute.

My work history is defined by a passion to serve, empower, and improve communities. It is mission driven with keen eye on driving organizational change to achieve constant continuous process improvement. As a result, I have worked on Baldrige projects and fortunate to be part of the 1st Deming Prize winning US team. Proudly, my work reflects success in large, complex, highly matrixed, mixed-hierarchical organizations. I have directed staffs numbering over 2k. It includes an outstanding track record of outcome driven project management in large-scale water and sewer public works projects and enterprise resource technology solutions. Utilizing direct experience with almost all lines of full-service local government, I often enjoy unique insight into how to effectively identify cross-functional solutions, minimize bureaucracy, evaluate programs, and improve overall efficiency and effectiveness. To achieve such objectives in my past, required extensive community engagement, stakeholder management, and management of performance measurement metrics. Though I volunteered to lead many of these efforts, it was truly the success of extraordinary teams – exceptional individuals working in sync. Fundamentally, success came from building genuine and authentic relationships with (and between) team members that created the basis for developing, mentoring, and managing these high-functioning teams.

I have successfully and effectively managed the City Clerk's Office and Municipal Courts, served as the City Treasurer, and worked preparing and managing award-winning multi-fund budgets of just over \$1B. As such, I am comfortable working with City finances. I have designed and developed strategic plans for 15 municipal entities, and directly implemented 6 of those plans in organizations that I led. I have designed structures that establish and monitor metrics for system-level optimization in order to meet short and long-range service delivery timelines and objectives. Often needing to navigate adverse conditions and shifting priorities to be successful, I have relied upon a deep knowledge and experience with day-to-day municipal operations in several different departments. This has consistently given me a measure of credibility that is often vital when interfacing with Department Directors, developing consensus, and building a culture of teamwork around organizational change and improvement.

My recent assignment as the Acting City Manager and Interim Deputy City Manager, is an example of these combined talents at work. The city is experiencing a tremendous social and economic renaissance. The leadership of the Council, City Hall, and several regional foundations and non-profits, have coalesced to design a strategy developing and leveraging the city's burgeoning assets in wine, food, music and art. These efforts are supported by the brilliance of the 3 local colleges. During my tenure, I had opportunity to participate in this collaborative effort on behalf of the city - productively engaging our broader community, our community partners, and specifically our Latino community. In the course of these initiatives, Council asked me to develop a strategy to improve conditions for the homeless members of our community. Drawing upon existing strategic plans put in place by the County, I brought together divided factions of homeless community support organizations. We worked together to implement a unified plan to pool funding and to transition homeless residents into City part-time jobs and supportive housing solutions. This was successful, in large part, due to the multi-departmental engagement of city employees (CDBG, Communications, Public Works, Human Resources, Finance, Development Services, Parks and Recreation, and Public Safety.)

I draw upon an aptitude for analyzing and working through such extremely difficult processes with a unique ability to see big picture, to allow me to think outside the box, communicate in 360 degrees effectively, and anticipate challenges in advance. As a life-long learner, I am always eager to learn more. I truly enjoy roles that allow me to share what I learn, lead and mentor staff, and create collaborative working environments that value input from others. I am a highly organized, visionary strategist who combines a passion for loyalty in service with a genuine enthusiasm for helping organizations (and people) succeed and grow within a strong and resilient organizational culture. I am seasoned at working in, and developing, cultures that are people *and* data driven and I am adept at building the personnel systems and technology solutions with the appropriate tools to support success in very challenging environments.

The cumulative and diverse knowledge and experience I possess on local, state, and federal levels with an expertise in external and internal management and problem solving combined with a love and talent for working with people to gain consensus, should help make this position a great mutual fit. I have continuously been guided in life by the principals of my parents... "failure is not an option, there is no such word as can't, there are no excuses, and team always takes first priority."

I believe my character, my experience, my education, and these values make me an ideal candidate for the CAO position in an organization where such attributes are critical or desired. If given the opportunity, I want to offer this broad spectrum of passion, talents, and abilities to serve in fulfilling your parish vision.

I hope you find this and the attached information helpful and I look forward to a chance to interview with the East Baton Rouge Parish.

Troy Bell

(mobile)

Professional & Personal References

Supervisor - Reference 1:

Name: Nick Gutierrez

Occupation: Attorney and Florida State Gubernatorial Appointee; Partner – Borgognoni & Gutierrez LLP

Email Address: Phone:

Nature of Relationship: Friend and Former Supervisor/Years Known: 17

Supervisor - Reference 2:

Name: Anil Comelo

Occupation: HR Manager, City of Beverly Hills

Email Address: Phone:

Nature of Relationship: HR Manager City of Beverly Hills/ Years Known: 35

Peer - Reference 1:

Name: Stella Roche

Occupation: IT Professional

Email Address: Phone:

Phone: Phone:

Nature of Relationship: Friend and Former co-worker/Years Known: 13

Peer - Reference 2:

Name: Bruce Greening

Occupation: Principal, Imagine Schools Educational Programming - Fort Wayne

Email Address: Phone:

Nature of Relationship: Friend and co-worker/ Years Known: 9

Council - Reference 1:

Name: Mayor Allen Pomraning

Occupation: Retired – Engineer Army Core of Engineer,

Email Address: Phone:

Nature of Relationship: Mayor and Chairman of Council, City of Walla Walla, WA

Direct Report - Reference 1:

Name: Chris Ossman

Occupation: Electrical Engineer, Utilities Construction Management

Email Address: Phone:

Nature of Relationship: Former Co-worker/Years Known: 19

Direct Report - Reference 2:

Name: Karla Van Winkle, Imagine Schools

Occupation: Principal, East Chicago School District

Email Address: Phone:

Nature of Relationship: Former Direct Report/Years Known: 8

Additional References – Academic, Professional, and Personal

Personal/Academic References:

Academic Reference 1:

Name: Professor Deborah Balk, PhD
Occupation: Professor, School of Public Affairs- Baruch College/CUNY
Associate Director of the CUNY Institute for Demographic Research
Address: One Bernard Baruch Way
New York NY 10010
Email Address:
Phone: : Fax: 646-660-6701 Cell:
Nature of Relationship: Public/Nonprofit/Qualitative Research and Analysis/ Years Known: 5

Academic Reference 2:

Name: Professor E. S. Savas, PhD
Occupation: Presidential Professor, School of Public Affairs- Baruch College/CUNY
Address: One Bernard Baruch Way
New York, NY 10010
Email Address:
Phone: : Fax: 201-368-3100
Nature of Relationship: Public/Nonprofit/Government Management II/ Years Known: 5

Academic Reference 3:

Name: Professor Ed Sermier,
Occupation: Professor, School of Public Affairs- Baruch College/CUNY
Former CFO Carnegie Foundation
Address: 152 East 94 St (# 12A)
New York, NY 10128
Email Address:
Phone:
Nature of Relationship: Public/Nonprofit/Financial Analysis/ Years Known: 5

Personal/Professional References:

Reference 1:

Name: Jeff Kolln,
Occupation: City Manager - City of Beverly Hills (retired)
Email Address: Phone:
Nature of Relationship: Direct Supervisor/Mentor/Years Known: 5

Reference 2:

Name: Mayor William Brien M.D.
Occupation: Physician, Mayor – City of Beverly Hills
Email Address: \
Phone:
Nature of Relationship: Beverly Hills Vice-Mayor/Years Known: 4