

GERALD SANDERS

♦ Conyers, GA. 30094 ♦ (M) ♦

AREAS OF EXPERTISE

Strategic Planning ♦ Project
Management ♦ Human Resource
Management ♦ Marketing & Brand
Management ♦ Service Delivery
Optimization ♦ Economic
Development ♦ Team Building ♦
Real Estate Finance & Acquisitions ♦
Operations Management

SUMMARY OF QUALIFICATIONS

Driven results-oriented professional with over 20 years of experience as a local government administrator, business development professional and change agent. Highly skilled leader; people manager, with strong presentation and seasoned customer relationship management skills. Demonstrated ability to assess problem areas and offer recommendations, resulting in increased productivity and efficiency. Skilled in managing cross functional teams, and multi-tasking to drive large complex projects to successful completion. Also, experienced in budget and grants administration, financial analysis, regulatory compliance, and commercial real estate development. **Technical skills: Microsoft Office Excel, PowerPoint, Word, and Project.**

EDUCATION & PROFESSIONAL DEVELOPMENT

Masters in Business Administration

J. Mack Robinson College of Business, Georgia State University, Atlanta, GA, 2011

Master of Public Administration

Andrew Young School of Public Policy, Georgia State University, Atlanta, GA, 1993

EXPERIENCE

CITY MANGER

2011 – 2012

CITY OF LITHONIA

LITHONIA, GA

Served as Chief Operating Officer of east DeKalb County municipality. Managerial responsibilities included the following functions: code enforcement, municipal court, police, public works, parks, economic development, zoning, finance, business licenses, human resources, and building permits.

Key Accomplishments:

- Oversaw revamping of capital budget process. Shifted organizational focus from budgeting cheap to investing in agency's future by upgrading purchasing policies, vehicle fleet, and IT capabilities.
- Authored strategic management plan which recommended enterprise wide process improvements, policy enhancements, legal, regulatory, and risk reduction strategies.
- Co-developed City's website, branding and social media strategy intended to drive economic development in downtown central business district, better inform citizens, and enhance city's image.
- Restored financial integrity and eliminated revenue shrinkage in public safety and municipal court divisions by instituting GAAP accounting principles.
- Enhanced agency's business credit rating by reducing the processing of A/P's from net 90 to net 30.
- Systemized approach to obtaining state and federal grants that enhanced Police Division's approval rate.

DIRECTOR OF BUSINESS AND ECONOMIC DEVELOPMENT

2001 – 2009

CITY OF EAST POINT

EAST POINT, GA

Key administrator who stimulated significant economic growth by driving asset management, strategic marketing, business development and customer relationship management for commercial and industrial public/private partnerships. Utilized consultative approach and grasp of construction value chain to enhance attractiveness of community while streamlining approval processes.

Key Accomplishments:

- Acted as project manager for 400+ acre Camp Creek Redevelopment District. Help stimulate over \$400M of new commercial and industrial investments; while increasing municipality's electric utility and licensing revenue by 40% over a three year period. Efforts also lead to project being named *2006 Retail Project of the Year* by the *Atlanta Business Chronicle*.

GERALD SANDERS

Conyers, GA. 30094 •

• Page 2

- Directed day to day administrative functions for city's downtown development and industrial development authorities including advertising, marketing, P&L, budgeting, RFP development, vendor management, property acquisition and disposition.
- Oversaw City's branding strategy and development of B2B marketing materials which lead to development of the *Airport Area Guide Magazine*; a quarterly publication designed to serve as a business meeting planning and local market resource guide.
- Increased retail, office, and mixed use investments in central business district by 40% over a two year period by networking with bankers, commercial brokers, and real estate investor contacts.
- Integrated risk management protocols into division's business planning process so that decision making was well conceived and analyzed; a strategy that counteracted bad deals and safeguarded public funds.

MANAGING DIRECTOR, ECONOMIC DEVELOPMENT

1997 – 2001

DEKALB COUNTY GOVERNMENT – CEO'S OFFICE

DECATUR, GA

Division Manager responsible for the oversight of all County-wide marketing, new business development, commercial and industrial retention/expansion programs. Created, deepened, and maintained strategic alliances across a wide spectrum of banking, real estate, public utilities, civic groups, and corporate businesses.

Key Accomplishments:

- Consultative talents attracted over \$300M in new commercial, industrial and retail investment to County sub-markets; efforts also created over 3,500 new jobs by marketing database of buildings, land sites, and providing solid business value propositions to C-level executives and qualified developers.
- Oversaw revenue bond underwriting program in association with Development Authority including credit and financial statement analysis for corporate/industrial relocation and expansion applicants.
- Co-founded DeKalb Enterprise Development Corporation, a 501(c) 3 non-profit agency created to make loans to small businesses and entrepreneurs. Also, served as a member of the loan committee.
- Created and implemented innovative customer relationship management program that improved business retention efforts and reduced public service delivery complaints by 50% during tenure.
- Facilitated annual entrepreneurial business summit that focused on growing businesses in County sub-market by offering workshops on accessing capital, marketing, and business management strategies.

SENIOR MANAGER, PROGRAM AUDITS

1993 – 1997

PRIVATE INDUSTRY COUNCIL

ATLANTA, GA

Served as division chief responsible for supervision and training of agency's financial and program audit team. Conducted site visits to ensure service provider compliance with GAAP accounting procedures, contract terms, state and federal grant guidelines.

Key Accomplishments:

- Authored contract evaluation guidelines and built a finely tuned department fostering a collaborative environment that improved productivity, individual accountability and team morale.
- Introduced business process improvements that enhanced A/P functions, established common vendor files that eliminated duplication, over billing, and reduced monthly processing time by 20%.
- Recognized for outstanding client relationship skills and ability to effectively resolve invoice disputes with tact and professional courtesy.
- Expertly used on-site evaluation reports to help lead the business planning process in order to address human resource shortages in targeted business sectors as determined by agency's labor market data.

ASSISTANT COUNTY MANAGER

1989 – 1993

FULTON COUNTY – COUNTY MANAGER'S OFFICE

ATLANTA, GA

Served as junior administrator for 5,000+ employee municipal agency. Key oversight responsibilities included: economic development, planning and zoning, health, human services, libraries, and public safety.

Key Accomplishments:

- Achieved working knowledge of capital budgeting and construction management via and financial oversight of road, water and sewer, community health, and public safety projects.

GERALD SANDERS

Conyers, GA. 30094

Page 3

- Utilized management skills to assist divisions with budgets and approval processes. Also, analyzed expenditures and prepared financial reports to ensure adherence with fund accounting procedures.
- Prepared development summaries and business case analyses for assigned commercial and residential developments; and special projects consistent with County Commission directives.
- Effectively served as intergovernmental affairs liaison, accurately assessing the operational, fiscal and regulatory impact of state and federal legislation affecting local government.

DEPUTY CHIEF OF STAFF

1985– 1997

FULTON COUNTY – BOARD OF COMMISSIONERS

ATLANTA, GA

Managed day-to-day operations of District 6 County elected legislator's office. Supervisory duties included: budgeting, purchasing, human resources, policy analysis, and project management. Executive oversight of constituent services ensured timely follow up and courteous problem resolution, while establishing effective communication between civic groups and elected officials.

Key Accomplishments:

- Successfully co-managed agency's \$50 million Capital Improvement Program for Atlanta/Fulton Public Library system expansion, including budgeting, construction management, community relations, and development plan review for twelve (12) new and existing branches.
- Served as agency's project manager responsible for oversight of planning, design, finance, and community relations for historic Auburn Avenue and West End commercial district revitalization initiatives.
- Headed task force charged with formulating strategies for controlling costs and better serving County's senior population. Efforts lowered operating costs by 20% in first year after adoption; and streamlined service delivery by outsourcing to private contractors and a local university.

ADDITIONAL PROFESSIONAL TRAINING

Certificate - Municipal Finance Levels I & II

Carl Vinson Institute of Government, University of Georgia, Athens, GA, 2012

Georgia Real Estate Pre License Training: Contracts, Finance, Terms & Concepts

Georgia MLS Training Institute, Tucker, GA, 2006

Introduction to Commercial Investment Real Estate Financial Analysis of Commercial Investment Real Estate

CCIM Institute, Chicago, IL, 2005

Certificate - Management Development Program (MDP)

Carl Vinson Institute of Government, University of Georgia, Athens, GA, 2003

Certificate - Economic Development Finance Professional (EDFP)

National Development Council, Edgewood, KY, 2002

Certificate – Georgia Downtown Development Authority Law

Institute of Continuing Legal Education of Georgia, Atlanta, GA, 2001

PROFESSIONAL ASSOCIATIONS ♦ CIVIC LEADERSHIP

Urban Land Institute, 2005-09 ♦ International Council of Shopping Centers, 2007- 2010 ♦ Regional Business Coalition, Board Member 2008-09 ♦ Leadership DeKalb, 2000 ♦ Georgia Economic Developer's Association, 2001-09 ♦ South Fulton Chamber of Commerce, Board Member 2007-09 ♦ South DeKalb Business Association, Board Member 2000 ♦ Lithonia Chamber of Commerce, President 1998 – 2001 ♦ United Way Loaned Executive, 1996