

TROY BELL - MPA, MS Finance, ICMA-CM

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1668 Beach St
Muskegon, MI 49441

EDUCATION

Purdue University in process (coursework April 2017 - June 2020)

- **Interdisciplinary PhD - focus: Ed./Gov. Mgmt (on-hold)**

University of Miami, Coral Gables, FL

- Master of Science, Finance (2019 - Honors 4.0)
- Dual Bachelor's Degrees - Economics and Sociology, Intl. Finance
- Adnl. Bachelor Concentrations: Applied Physics/Mechanical Eng.

City University of New York (CUNY) – Bernard Baruch

- Master of Public Administration, City Management (2012)

National Urban Fellowship Recipient

- Executive City Management Fellowship

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

- Police Law Enforcement Academy (#1 graduate)

Local Government Work Synopsis:

- *ICMA-Credentialed Manager*
- *City Manager - Muskegon Heights, MI*
- *City Manager (Deputy/Interim) - Walla Walla, WA*
- *Assistant to City Manager – Beverly Hills, CA*
- *IBM – State and Local Government Sector Complex Solutions*
- *Deputy Chief of Staff – South Florida Water Management District*
- *Miami-Dade County – Water and Sewer Department*
- *Police Officer – Miami, FL*
- *Education Leadership Positions - Various*
- *Pre-PhD Publications available on request*

City Manager, ICMA-CM, City of Muskegon Heights, MI (09/27/19 - current)

- 11,000 Residents
- Gen. Fund Budget **\$13M** ▪ **Direct Reports: 7 Indirect: 4** ▪ **Total: 77**
- **Responsible to 7-member Council; direct management of all services, departments, and divisions of City and the organization budget; Serve as Exec. Dir. of Downtown Development Authority; Land Use; Economic Development; Media Relations and PIO**
- **Achievements** - Negotiated innovative technology and solar contracts. Established reserve certified police officer program. Architect of "Reaching New Heights" **Renaissance Vision Initiative**: downtown revitalization, marketing campaign, neighborhood renewal (gentrification *without* displacement), Managed Community Development – Park Place on Broadway and Shoppes on Sherman. Steered City through COVID-19 emergency declarations and implementation of Cannabis Licensing and Social Justice Plan; Reorganized city departments; Restructured Departments: Public Works, Water Filtration, Facilities and Maintenance, and Engineering. **Captured \$850K+ lost revenues**; Partnered with State Treasury to fund Target Market Analysis, Finance office overhaul, and development of large State-owned parcels in City; Developed new affordable high-quality housing construction and home renovations attracting multiple new investors and developers. Spearheading universal childcare effort; and successful "Buy Here, Live Here, Work Here, Invest Here" Campaign, Raised \$70K from local businesses to support new community engagement technology initiatives; Negotiated 7 Collective Bargaining Units. **Procured ~\$40M in federal, state, and local economic development grants.**

Deputy City Manager and Treasurer, Acting City Manager - City of Walla Walla, WA (July 2016 – November 2016)

- 35,000 Residents
- Budget **\$60M** ▪ **Direct Reports: 5 Indirect: 7** ▪ **Total Staff: 275 / Vendors: Multiple**
- **Responsible** for direct management of the Support Services portfolio of Divisions – Communications, I.T., CDBG Neighborhood and Community Services, Fleet and Facility Service, the City Clerk's Office, and Municipal Courts. As DCM, also served as **City Treasurer and Risk Management Officer, per City Charter.**
- **Managed** all departments in Chief of Staff styled DCM role – Parks and Rec, Libraries, HR, Public Works, Planning, Police and Fire.
- **Responsible** for Council Agenda Prep and Latino and Homeless relations and outreach. Designee as City's representative for various external committees – Lodging Tax Advisory Board, the CVB, Housing Authority, CDBG Board, etc. Served (the large majority of my tenure) as Acting CM responsible for all City full-services.
- CM rescinded leave of absence, my term as interim ended, CM hired new DCM.

Superintendent of Schools (Chief Academic Officer): Pathway Academies, Pasadena and Lighthouse Academies, Tampa

(June 2014 – July 2016)

- **80+ Interstate Schools/6 states w/24,000** majority - poor and minority students (Innovation and Inquiry Academies – i²)
- Budget **\$240M** ▪ **Direct Reports: 8** ▪ **Total Staff: 2400** / **Vendors: Multiple**
- **Responsible** for developing and managing K-12 charter schools nationally; all strategic and operational activities; Led Strategic Planning Process. Performed major reorganization and overhaul. Restructured operations and funding mechanisms.
- **Managed** HR, IT, Fleet, Facilities, Public Safety, Capital Improvement Growth/Development Plans, Libraries, Rec. Programming.
- Recruited to rejoin Local Government as part of succession plan to serve as DCM, Interim CM, then CM.

Florida Director of Outreach and Deputy State Legislative Advocacy Director (Education: Students First)

(March 2013 – June 2014)

- State of Florida ▪ Pop: **19M**
- Budget **\$10M** Operating ▪ **Direct Reports: 5** ▪ **Total Staff/Volunteers: 2030** / **Vendors: 2000 FTE**
- **Managed** statewide community outreach and Intergovernmental Relations - state, regional, local and with community-based organizations; Created organizational strategic plan. Served as Registered lobbyist.
- **Responsible** for enacting legislation and writing policies. Directed all field staff operations across the state. social-media, paid media, earned media campaigns. Established organizational performance management metrics.
- Florida state organization was dissolved when funding was eliminated.

National Dir. of Gov. Affairs (12 States) - CSUSA National Ed. Network

(February 2012 – March 2013)

- 12 existing states + 4 prospecting states
- Budget **\$70M CIP** ▪ **Direct Reports: 4** ▪ **Total Staff: 70** / **Vendors: 11 @ 55 FTE**
- **Responsible** for Economic/Business Development - all new market expansion strategies, passage of favorable legislation, cultivating strong relationships with State and Local Legislators, Boards, Councils and Non-profits.
- **Managed** staff and vendors across 16 states.
- Position outsourced to align distributed resources needed for rapid national growth.

Assistant to City Manager - City of Beverly Hills, CA

(September 2010 – November 2011)

- 35,000 Residents; 200,000 Daytime Population
- Budget **\$450M** ▪ **No Direct Reports (9 non-direct reports in Special Projects Role)** ▪ **Total Staff: 996+**
Special Projects Management role; Inter-departmental engagement: Public Works and Parking, HR Budget and Finance, Library Parks and Recreation, Public Safety, Building and Planning
- **Responsible** for implementation of multiple Cross-Departmental Initiatives - ERP Implementation (and Requirements Mapping); Co-Led Strategic Plan development with CM; Led Bicycle Street Plan development; Designed City-Branded credit card program; Created 1st City – 5-Year Budget Forecast; Created Employee Green Commuter Incentive Plan; Solar Electric Facility Plan Team.
- Competitive Fellowship Placement – Successfully completed fellowship with honors.

COO and Regional Director/Superintendent, New School Economic Development Program - Indy

(November 2007 – September 2010)

- 800,000 Residents
- 25 total Schools (10 Midwest Region + 15 Outside Midwest); **9,000** majority poor and minority students served
- Budget **\$120M CIP/\$70M Ops** ▪ **Direct Reports: 5** ▪ **Total Staff: 445** / **Vendors: 15 @ 150 FTE**
- **Responsible** for all new school concepts, school operations and school safety (Built and operated 25 schools), and Capital Improvement Plan and development. Using unique Public Private Partnerships, I designed, created, and managed this **Innovative Comprehensive Economic and Education Development Program**.
- **Responsible** for working with Mayor's Office and locating, selecting, financing, purchasing land, and re-zoning properties.
- **Managed** project approvals, facility design and construction; vendor selection and management, procurement, facility maintenance and repair, inventory control, fleet management, transportation management, technology plan/implementation.
- **Managed** HR, curriculum selection, student recruitment, **community outreach, parent engagement** and all State and Local government relations.
- Accepted prestigious National Urban - City Management Fellowship requiring relocation.

IBM – State/Local Gov. Public Sector Solutions, Consulting, and Implementation (August 2003 – October 2007)

- Complex Solutions Division Manager (Hardware, Software, Services)
- Various **Cities/Local Government, Education, Healthcare**
- Budget **\$36M** ▪ **Direct Reports: 50 (matrix)** ▪ **Total Staff: 1250** ▪ **Vendors: 25 @ 1000 FTE**
- **Responsible** for IBM business process solutions implementation team for complex (hardware, software, and services) solutions in State and Local government, education, and healthcare sector. Assisted numerous public sector and local government clients to optimize systems and processes with strategic planning, organizational development consulting, and technology workflow solutions.
- **Managed** highly matrixed staff, implementing best-in-class complex IT Projects and solutions for cities and counties: enterprise-wide (ERP) financial, HR, Billing and payment services, customer relations management, workflow management, GIS and RFID systems, inventory management, healthcare insurance - selection, enrollment, and fulfillment mgmt. syst. (Massachusetts)
- **Responsible** for streamlining building and construction permitting processes and systems, implementing police dispatch solutions, smart traffic solutions, and city-wide broadband and wi-fi connectivity.
- Includes staffing Florida Office of Professional Regulations

South Florida Water Management (SFWMD) - 16 Counties, 8M residents (March 1997 – July 2003)

Deputy Chief of Staff - 3.5 years

- Budget: **\$1.07B** ▪ **Pop: 7.9M** ▪ **Direct Reports: 4** ▪ **Total Staff: 794** / **Vendors: N/A**
- **Responsible** for portfolio of Departments: Public Works; Budget and Finance; Procurement; Clerk's Office, Board Agenda and Board Operations and Business Management; Project Management Office; Emergency Management and Disaster Response.

Public Works Director - 2 years

- Budget: **\$245M** ▪ **Pop: 7.9M** ▪ **Direct Reports: 2** ▪ **Total Staff: 212** / **Vendors: 8 @ 160 FTE**
- **Responsible** for Public Works Department – Electronic and IT Field Support Services, SCADA/Microwave Communication Systems; Regional Operations; Performance Management; Strategic Planning; Emergency Management, Disaster Response, Flood Control.
- **Managed** Maintenance and Repair, Fleet (Airplanes, Helicopters, Boats, Heavy Construction Equipment, and Vehicles), Facilities, Parks and Park Maintenance, Roads/Canals and Traffic.

Compliance Director - 6 months

- Budget: **\$120M** ▪ **Pop: 7.9M** ▪ **Direct Reports: 4** ▪ **Total Staff: 45** / **Vendors: N/A**
- **Responsible** for administration of Minority, Women, Small and Disadvantaged Business Program.
- **Managed** Accounting; Research and Database Administration ▪ Professional Development Programs and Certifications ▪ Compliance and Enforcement.

Miami-Dade Water and Sewer Dept. (\$880M CIP) (January 1992 – March 1997)

CSO Federal Consent Decree Portfolio Program Director \$480M - 2 years

- Budget: **\$480M** ▪ **Pop: 2.5M** ▪ **Direct Reports: 25** ▪ **Total Staff: 597** / **Vendors: 10 @ 540 FTE**
- **Managed** Federal Combined Sewer Overflow (CSO) Consent Decree Program (high visibility, time sensitive, multiple regulatory interests, ambitious MWDB goals).
- **Responsible** for large complex organization Structure with team of design engineers, QC/QA Inspections, operations, general contractors at-Risk Pool, and Minority, Women, Small and Disadvantaged (WMDB) Business Program.

Public Works/New Construction Division Director \$400M - 3 yrs

- Budget: **\$400M** ▪ **Pop: 2.5M** ▪ **Direct Reports: 2** ▪ **Total Staff: 145** / **Vendors: 10 @ 120 FTE**
- Promoted 3 levels in 6 months ▪ Administration of Complex Organization.
- **Responsible** for design engineers, quality control/quality assurance inspections, operations, general contractors MWDB Program, budget and expenditures approval and tracking.
- **Managed** All New Construction, Engineering and Renovation and Operations for Treatment Plant Systems and Buildings.

Miami Area Certified Sworn Police Officer (Full-Time and Part-Time) (February 1995 – February 2002)

- Graduated at top of Academy Class with perfect exam score in all written and high-liability qualifications. Served as general sworn patrol officer – riding one-man, **Community Oriented Policing Program**. Recommended for promotion to corporal.

(*Responsible for departmental operating budget and monitoring cost/expenditures)

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 Budget 2.0
 - Police Professionalism and Social Equity
- ◆ Duke University – Sanford School of Public Policy: Sustainability
- ◆ Syracuse U. - Maxwell School of Pub. Admin.: IBB Labor Negotiation
- ◆ University of Louisville – Legislative Policy Advocacy
- ◆ Southern University – Social Justice Advocacy
- ◆ ICMA Mid-Career Manager’s Institute
- ◆ ICMA Gettysburg Leadership Institute
- ◆ ICMA Credential Manager
- ◆ Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- ◆ NFBPA - Executive Leadership Institute Distinguished Graduate

CIVIC ACTIVITIES

- ◆ Board of Directors - Crossroads Boy Scouts Assoc. of America
- ◆ Board of Directors - Omega Psi Phi, Uplift Foundation
- ◆ Rotary Club and DEI Committee Member – Muskegon County Rotary Club
- ◆ Sworn Law Enforcement Officer (**Feb 1995 – Feb 2002**)
- ◆ Greater Lafayette, Indiana – Diversity Round Table Steering Committee
- ◆ Public Administration (Unpaid) Guest Lecturer: Purdue U and Colgate U.
- ◆ Building, Zoning, Planning, and Real Estate - Community Experience Indianapolis, IN and Coral Gables, FL
- ◆ Muskegon Lake Water Shed Council
- ◆ Path Finders (Youth in Crisis) Board of Directors
- ◆ Diversity Equity and Inclusion Training for Police Departments

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

- ◆ International City/County Managers’ Association (ICMA)
 - Task Force on Women
 - Standing Committee on Graduate Education
 - Standing Committee on Assistant City Managers
- ◆ American Public Works Association (APWA)
- ◆ Government Finance Officer’s Assoc. (GFOA)
- ◆ American Society of Public Administration (ASPA)
- ◆ Council of Minority Public Administrators (COMPMA)
- ◆ American Association of School Administrators (AASA)
- ◆ Board of National Forum for Black Public Administrators (NFBPA)
- ◆ Vice President – University of Miami, BAS Alumni Organization
- ◆ FEMA - Long Term Recovery Cadre
- ◆ Local Government Hispanic Network (LGHN) member

COLLEGIATE AND HIGHSCHOOL ACHIEVEMENTS

- ◆ 1st Elected Diversity Student Body President - University of Miami
- ◆ Supreme Council Member - Omega Psi Phi, Fraternity, Inc.
- ◆ Chapter Founding Member – Sigma Alpha Mu, Fraternity – University of Miami
- ◆ President List and Deans List – Academic Performance
- ◆ National Merit Scholarship Finalist, NASA Shuttle “Get Away” Finalist
- ◆ Superintendent of Schools Award – Prince Georges, Maryland
- ◆ House Page, Maryland Legislature
- ◆ President, Vice President, and Treasurer – Maryland State Student Government (consecutive years)
- ◆ High School President – 2 Years, Maryland