

Mr. Tom D. Freijo, PH.D., Senior Vice President  
The Mercer Group, Inc.,  
Freijo@Mercerfl.com  
April 15, 2007  
Re: City Manager –Sarasota, Florida

Dear Tom,

I have enclosed my resume for the above-referenced job. I am very interested in this position. Currently, in Orlando I am working on growth-related projects and managing service-delivery departments as I have for most of my career in Florida. I have experience in both counties and cities in Florida both as a manager and as an attorney.

I am particularly interested in this opportunity because I understand and like municipal/local government. I am a very good manager and offer valuable counsel both as a manager and as an attorney. I also offer perspective from both county and municipal experience. I really like the work of the public sector and that's why every time I go back to the private sector I don't stay long.

After reading the advertisement/profile, I was thrilled to apply for this position. Most of my Florida career has been spent in Southwest Florida and Sarasota is the "Brigadoon" of that area. For me, Sarasota is imbued with a magical quality where the air smells fresher and the downtown sparkles. Quality of life issues, parks, cultural activities, new Urbanist development have been the hallmarks of my career on a much smaller scale. Southwest Florida is just starting to embrace these qualities and finally learning what Sarasota has known for quite a while –that the arts, cultural community, parks, piers, golf and other defined quality of life enhancements add a richness to a community way beyond their cost. I have the ability to help a Sarasota improve on their wonderful "Brigadoon" underpinnings. I also have the ability to deliver those projects, implement those goals that elected officials set to not only transform their communities but also identify and preserve that which makes a community special. I am currently working in a business-friendly environment. I have had significant experience with community redevelopment agencies, downtown redevelopment and economic redevelopment. I have built and managed a golf course and general aviation airport. I have managed a municipal pier and marina/harborage and boat ramps. I have built a spring training stadium and sports facility for the Minnesota Twins and I have been a frequent visitor at the Marie Selby Botanical Gardens. I have purchased acres of land for parks, worked on designing and building regional, community and beach parks. I have managed a coastal county and town so I am very familiar with the unique character of coastal communities.

I have managed communities that embraced growth and those that wanted to manage growth. I helped to create a new comprehensive plan for a community that was focused on redevelopment and won an award for best public plan in the state of Florida. I am particularly adept at moving projects and getting the work done.

I am a team player and embrace the concept of a dynamic management team working with an engaged Commission and Charter Officials. I appreciate the collegial interaction of such an arrangement. I believe my first job is to keep the Commission well informed at all times and I personally brief all members of the Commission.

My resume also points to a manager that takes risks and while I am not opposed to security and I have learned to value it more as I grow older – it doesn't define or motivate me. Challenge, pursuing goals and working with an engaged set of public officials to try and make our little part of the world better has always been my motivation. As a consequence, I have often been referred to as a "change agent". Visioning and goal setting are very important components of my management style.

In my career, I have worked for 2 large counties, 2 large cities and 1 hybrid island town that depending on season was both small and medium size. I have worked in government as a lawyer and as a manager. I am very committed to offering a quality, cost efficient product in the public sector. I have published in a number of professional journals the concept of "Government Lite". I believe in it and have used its principles throughout my career. I believe the concepts can be applied in both large and small governmental units because it has more to do with creative out-of-the-box thinking with regard to problem solving then the size of the governmental unit. I further believe that as Florida managers face whatever comes out of the State Legislature with regard property tax reform, the ability to think creatively is a very valuable tool.

I also understand both as a manager and an attorney that my first responsibility is to protect my elected officials. I have always done that and I believe that most if not all of the elected officials that I have worked for would agree with that. I further believe that my second responsibility is to protect my staff and I have always done that also regardless of the personal risk to myself.

Your attention and consideration is much appreciated.

Sincerely yours,  
Marsha Segal-George

Business contact information -I can be reached at 407-246-2612 – my cell phone is 239-634-6088 –my e-mail address is [marsha.segal-george@cityoforlando.net](mailto:marsha.segal-george@cityoforlando.net). My home phone number is on my resume as is my personal e-mail address.

**MARSHA SEGAL-GEORGE**

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*(407)246-2612 work*

*marshaisg@bellsouth.net*

**SUMMARY**

Twenty-five years of progressively responsible experience in growth-oriented public sector environment, including working for one of the fastest growing metropolitan areas in Florida – Orlando, 11 years helping to create and then manage a new municipality and 3 years as a County Manager for one of the top five fastest growing areas (Lee County, Florida).

**CAREER HISTORY**

**Current** – Deputy Chief Administrative Officer City of Orlando ( Budget \$802,037,194; 3,566 employees; population 200,000+ ), June 2006 to present; Deputy Director Economic Development Department –City of Orlando, January 2006 to June 2006.

Responsibilities include; Projects such as; the Community Venues, events center- Orlando Magic, performing arts center (3 theatre complex) and rehabilitation of the Citrus Bowl; creation of a medical “city” with a bio-medical anchor, the Burnham Institute; road projects; Planning & Transportation Issues; A 10 year plan for the Homeless and a variety of homeless related issues; Affordable & Workforce Housing; Green Initiatives; Historic Preservation; Downtown Development; Economic Development; Negotiating a Fire Territorial to move 7 fire stations from County jurisdiction to City jurisdiction; updating the land Development Code; City and County consolidation issues and other projects as assigned. The City is utilizing my skill-set as a manager and a lawyer with particular experience in land use and growth management issues. I also have management responsibilities with regard to the service delivery departments of Public Works, Transportation, Housing and Economic Development ( Permitting, Code enforcement, Planning and Development, Economic development, Community Redevelopment Authority and Downtown Business Authority and Historic Preservation).

**1994- January 2006:** Town of Fort Myers Beach

7500 year-round population, 45,000 in season, \$15 million dollar budget, full service government including water utility - 24 employees

**Town Manager**

- First and only Town Manager
- Lawyer for the Local Planning Agency of the Town
- Handled negotiations with Lee County for new Town
- Negotiated inter-locals with County Government
- Developed plan for cost-saving law enforcement services

- Brought in over \$12 million dollars in grants (federal, State and county)
- Town's assessed valuation more than doubled in 7 years
- Developed, implemented and published the Philosophy of "Government Lite"
- Helped to develop an award- winning Comprehensive Plan, Streetscape Plan and Plan for Downtown Streetscape redevelopment
- Family Budget Concept - savings from operating budget used to fund capital improvements
- Active Community Redevelopment Program
- Downtown District
- Historic Preservation – purchase of two significant historic properties with grant funds
- Recreation Improvements
- Traffic Congestion Study
- Quality of Life Issues, film festival, cultural activities, trails, art
- 13 Active Volunteer Committees –101 volunteer members
- Drainage, canal and waterway projects
- Establishment of a municipal harborage

**1993 - 1994: Cramer & Associates, P.A.**

Admitted U.S. Middle District, Supreme Court of Florida  
 "A" rated law firm – specializing in insurance defense/litigation  
 Jacksonville, Florida

**1992: Preparation for and the taking of the Florida Bar**

**1989 – 1991 Lee County Government, Fort Myers, Florida**  
 ( 650,000 population, \$500 million operating budget and \$1+ billion capital budget, 2800 employees )

County Manager

- Negotiated stadium lease with the Minnesota Twins for spring training, negotiated innovative financing package to build sports stadium complex; utilized developer assisted funding for road projects; established water resources, marines sciences and environmental sciences divisions to improve environmental protection for Lee County; established numerous public/public and public/private partnerships; managed over 300 major construction projects for an incinerator, bridges and major road construction, library and park construction, purchase of open space, beach and environmentally sensitive property
- National Commendation Award for Leadership from Public Technology INC.; 267 achievement awards from the National Association of Counties

**1987 – 1989: Lee County Government, Fort Myers, Florida**

Assistant County Manager, Service Delivery Departments

Parks & Recreation, Public Safety, Health Department, Utilities, Human Services

**1985 – 1987: Adams County, Colorado**

Deputy County Administrator

- Supervised two assistant county administrators and ten department directors in County with 270,000 population, 1,185 employees and \$106 million budget
- Assisted in Stapleton International Airport relocation to Adams County; staffed Front Range Planning Corporation, an economic and land use liaison to airport relocation
- Developed two new impact fees that generated \$750,000 in annual revenue; initiated bond restructuring that added \$7 million to county budget in one year

**1984 - 1985:**

County Attorney

Supervised 15 attorneys, handled insurance defense work in-house

**1982 – 1984: Adams County**

Deputy County Attorney

**1980-1982 City of Aurora, Colorado**

Assistant City Attorney

Responsible for bond issues, liquor licensing board, non-uniform pension board, finance, city clerk's office, animal control, fire department, public works, risk management, human relations commission, Affirmative Action Committee, planning annexation, administration, contracts, civil service commission

**1978 – 1979 Lowery & Woodrow, Denver, Colorado**

Associate Attorney, private practice

**1977 – 1978 Marion County Pre-Trial Service, Indianapolis**

**1976 – 1977 Office of the City Attorney, Lawrence, Indiana**

Legal Intern

## **EDUCATION**

Licensed in Florida, Colorado (inactive), United States District Court, United States Supreme Court, United States tenth Circuit Court of Appeals  
Indiana University, Juris Doctorate  
Indiana University, B.A. in History and Political Science

## **PROFESSIONAL/CIVIC MEMBERSHIPS**

Trust for Public Lands  
Florida Bar Association  
International City Manager Association  
Florida Manager Association  
Friends of Gulfshore Ballet  
Island Arts Foundation

## **PUBLICATIONS**

*Quality Cities Magazine*, Florida League of Cities, June 1997. "Government Lite"  
*PM Magazine*, ICMA, 1997. "Government Lite"  
*PM Magazine*, ICMA, 1998. "Government Lite, Chapter 2"  
*Gulf Coast Woman*, 2000. "Woman of Accomplishment"

## **SPEAKING ENGAGEMENTS**

*ICMA 84<sup>TH</sup> Annual Convention*, International Presentation. October 1998. "Fort Myers Beach: A Town that delivers through 'Government Lite'. What we can learn from each other about managing service delivery" and "Crafting Regulations to limit Sexually Oriented Businesses"

Urban Land Institute, "Incorporation and Comprehensive Planning"

Local Speaking engagements with topics including: *Incorporation, Land Use, and Elimination of Sale of Drug Paraphernalia, Securing Grants*