

MARY JACOBS

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SUMMARY OF QUALIFICATIONS

Effective manager with over 20 years executive level management experience in local government. Experienced decision-maker with strong leadership and communication skills committed to professionalism, integrity, teamwork, fiscal responsibility and customer response. Particularly skilled in addressing and facilitating development, growth and economic development issues; developing organization-wide programs; adapting to multiple priorities; interacting with the community; and facilitating diverse groups.

KEY ACCOMPLISHMENTS

- ✓ Championed a new community-based economic development strategy resulting in the establishment of Sierra Vista's first economic development division and recent selection of a firm to conduct the City's first community-driven "brand."
- ✓ Initiated a community visioning process, "Dream Your City," that served as the basis for the recent general plan update approved by voters in November 2014.
- ✓ Developed a robust public participation program that has been successfully used in the development of new parks, city facilities, and programmatic changes over the past ten years.
- ✓ Led city efforts to annex county enclaves, resulting in the largest annexation since incorporation, nearly 430 single family homes.
- ✓ Partnered with the Chamber of Commerce, area developers, and realtors to improve permitting process in current and previous community; engaged same stakeholder partnership in development of the community's first architectural guidelines in Sierra Vista.
- ✓ Oversaw an environmental stewardship program that has resulted in one of the lowest per-capita water uses in Arizona, an award winning municipal compost program, and cost effective, full service recycling.
- ✓ Negotiated a first-of-its-kind municipal-Army partnership agreement with Fort Huachuca for library services, and additional agreements for transit, airport, building inspection and other services.
- ✓ Initiated a comprehensive review of the cost of new development, resulting in Council action approving significant new development impact fees of nearly \$5,000 per home for future public safety, transportation and parks infrastructure.
- ✓ Initiated and coordinated the development of the first City Council-led strategic plans in both Barnstable and Sierra Vista.
- ✓ Successfully negotiated collective bargaining agreements for five unions during challenging economic conditions, and improved overall union relations in Barnstable.

PROFESSIONAL EXPERIENCE

Assistant City Manager, City of Sierra Vista

Sierra Vista, Arizona

March 2000 - present

Chief Operations Officer and sole Assistant City Manager for largest city in Southeastern Arizona and Cochise County, with a population of 46,000 and regional hub for 225,000, and home of the United States Army installation of Fort Huachuca. Budget ranging from \$75-\$90 million with 400 FTE's. Supervises the economic development, public works, sewer and sanitation, transit, planning, building, community development, parks, recreation, library, public affairs, government relations and visitor attraction functions of the city. Serves as chief negotiator for the City, writing and presenting agreements to the City Council regarding development, state land, municipal partnerships and community ventures. Spearheaded and continues to oversee the City's first Council-led strategic plan.

Serves as chief City spokesperson with community groups and media, particularly during complex or challenging issues. Facilitates community meetings, develops key messages, and directs all public affairs activities. Oversees City's legislative agenda and lobbyist activities. Develops and coordinates community messaging and strategies regarding activities associated with the retention and expansion of Fort Huachuca and its missions, representing the City as necessary locally, regionally and nationally.

Established and continues to lead the City's internal Executive Team, facilitating opportunities for middle and top managers to collaborate across the organization. Developed and oversaw an employee program designed to build relationships and improve productivity across departments. Facilitates departmental strategic planning retreats. Created and currently teaches an ethics course for all City employees.

Supported City Manager with complex administrative, budgeting, planning and forecasting to allow City to meet challenging fiscal constraints during recession with no lay-offs and minimal service reductions. Serves as Acting City Manager in City Manager's absence.

Assistant Town Manager, Town of Barnstable

Hyannis, Massachusetts

January 1994 – February 2000

Executive level manager and only Assistant Town Manager in the largest municipality and commercial center of Cape Cod, with a year-round population of 45,000 and a summer population of approximately 120,000; over 400 municipal and 900 School employees; and a total combined budget of \$96 million. Responsible for directly supervising the planning, economic development, historic preservation, health, safety, conservation, harbormaster, and community services functions of the town. Also responsible for the coordination and development of the annual budget, 10-year forecast, and capital improvement plan.

Negotiated land purchases, intergovernmental agreements, contracts, and mitigation for major development projects. Also served as lead negotiator with municipal unions, successfully negotiating successor collective bargaining agreements that were within town budget constraints. Frequently served as spokesperson for the town with local media and community.

Worked with local and regional economic development organizations, Chamber of Commerce, and businesses in promoting and implementing responsible economic development for a growth community. Developed mechanisms for better meeting the needs of the business community in the town's permitting processes. Facilitated and directed the development and update of the first town-wide strategic plan by the Town Council. Attended and made presentations regularly at meetings of community organizations and volunteer boards and committees. Served as Acting Town Manager in Town Manager's absence.

Executive Assistant/Administrative Support Manager, Office of the County Manager

Maricopa County, Phoenix, Arizona

April 1991 - December 1993

Provided direct organizational and managerial expertise to Chief Executive Officers of third-fastest growing county in the United States, with a population of 2.1 million, over 13,000 employees, 55 operating departments and a budget of \$1.2 billion. Interacted with elected officials and senior managers on behalf of county manager. Managed internal operations of department including preparing and monitoring budget of \$1.2 million and supervising employees. Managed development of strategic plan for County Manager's Office and assisted in development of county-wide strategic plan.

Participated in the evaluation and program development of various countywide programs including a pay for performance system, county-wide benefits package, and an exit interview program. Participated on executive management committee assigned to analyze and recommend approach to alleviate \$31 million deficit in health care agency. Researched and developed a variety of policies and procedures and made recommendations to executive management. Managed the review and preparation of all agendas of governing elected body, providing analyses and recommendations as needed.

Management Analyst, Office of Organizational Development

Maricopa County, Phoenix, Arizona

July 1989 - April 1991

Conducted organizational analyses of county departments to improve productivity and management. Provided internal management consulting on various programs and issues. Researched and implemented county-wide management initiatives including development of recommendations regarding County reorganization; formulation of policies and procedures for performance-based budgeting system; and revision of procedures for Board of Supervisors' agenda process.

Assisted in developing guidelines for the implementation of Total Quality Management/Continuous Quality Improvement initiatives in the organization. Researched and analyzed legislative and policy issues, recommending course of action for county management.

Director, Project Volunteer, Office of Student Activities and Organizations

University of Arizona, Tucson, Arizona

October 1987 - June 1989

Administered student volunteer recruitment program, assisting over 100 local community agencies. Responsible for all aspects of program, including budgeting, planning, staff management, publicity and fundraising. Developed innovative volunteer recruitment programs involving participation of over 50 local agencies and over 3,000 volunteers annually. Wrote grant application and completed quarterly reports to Federal ACTION agency.

Legislative Associate, United States Senator Alan J. Dixon (Illinois)

Washington, D.C.

July 1986 - August 1987

Provided professional and administrative support to Legislative Director. Tracked legislation in the areas of armed services, small business, and transportation. Researched and wrote status reports including recommendations on bills discussed at congressional hearings. Provided research on legislative initiatives. Made inquiries to agencies on behalf of constituents to resolve problems relating to the federal government. Served as Staff liaison between all branches of the military for constituent inquiries. Assisted Office Manager in supervising and training interns.

Intern, United States Representative Morris K. Udall (1985) and United States Representative Jim McNulty (1984)

EDUCATION

Master of Public Administration, May 1989

University of Arizona, Tucson, Arizona

Bachelor of Arts, Political Science, May 1986

University of Arizona, Tucson, Arizona

Senior Executive Program for State and Local Government, Summer 2010

Harvard University, Kennedy School of Government

PROFESSIONAL AND COMMUNITY ACTIVITIES

International City/County Management Association - Executive Board Member 2012-2014, serving as Mountain Plains Vice President; Membership Committee Chair; and liaison to Task Force on Women in the Profession. Credentialed Manager since 2007, and Legacy Leader since 2011. Currently serve on Task Force on Inclusiveness in the Profession and Government Affairs and Policy Committee. Member since 1994.

Wildland Fire Executive Council – 2011-2014. Appointed by the U.S. Secretaries of Interior and Agriculture to serve as the National League of Cities' representative on a federal advisory committee responsible for overseeing the development of a national cohesive strategy on wildfire mitigation and management.

Arizona City/County Management Association – Member of Executive Board from 2003 – 2008, serving as President during 2006. Awarded ACMA Catherine J. Connolly Award for Outstanding Assistant City/County Manager in 2009.

Court Appointed Special Advocate (CASA) – 2013 – present.

Volunteer, Cochise County Juvenile Detention Center – 2012 – present.

Governing Board Member, Imagine Charter School at Sierra Vista – 2009 - 2010.

Board of Directors, American Red Cross, Cape Cod Chapter – 1995 - 1999.