



OFFICE OF THE MAYOR

TONI N. HARP

50th Mayor of New Haven Connecticut



NOTICE OF MATTER TO BE SUBMITTED TO THE BOARD OF ALDERMEN

Entire Board of Alders

Date: **February 26, 2014**

FROM: Department/Office Mayor's Office
Person Pattie Lawlor Telephone 946-7802

This is to inform you that the following matter affecting your ward(s) will be submitted to the Board of Aldermen in the near future:

The **APPOINTMENT** of Mr. Michael A. Carter of 2811 Otis Street, Washington, DC 20018 to the position of Chief Administration Officer. This appointment would become effective upon your Honorable Board's approval. Mr. Carter is aware of the residency required, he must live in New Haven within six (6) months of his appointment, which is March 24, 2014 and will expire on January 31, 2018.

☐ Democrat

☐ Republican

☐ Unaffiliated/Indep/Green

1. Departments are responsible for sending this form to the alderperson(s) affected by the item.
2. This form must be sent (or delivered) directly to the alderperson(s) **before** it is submitted to the Legislative Services Office for the Board of Aldermen agenda.
3. The date entry must be completed with the date this form was sent the alderperson(s).
4. Copies to: alderperson(s) 66 Church Street, New Haven, CT 06510
phone 203.946.8200 fax 203.946.7683



OFFICE OF THE MAYOR

TONI N. HARP

50th Mayor of New Haven Connecticut



February 25, 2014

Honorable Board of Alders
City of New Haven
165 Church Street
New Haven, CT 06510

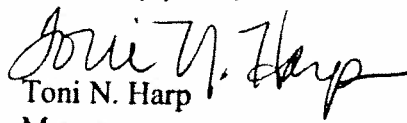
Dear Ladies & Gentlemen:

Pursuant to the authority vested in me by virtue of Section #17, Article VI of the Revised City Charter, 11/13, this is to hereby inform you of my appointment of Mr. Michael A. Carter of 2811 Otis Street, NE, Washington, DC 20018 to the Position of Chief Administrative Officer, City of New Haven. This appointment would become effective March 24, 2014 and expire January 31, 2018 at a salary of \$132,000.00 per annum. Mr. Carter is aware of this appointment as it requires residency with the City of New Haven within six (6) months of his appointment. Mr. Carter will be filling the vacancy of Mr. Robert Smuts.

I am most confident Mr. Carter's credentials and commitment to the City of New Haven that he will be an asset to my administration.

I thank you for your kind consideration of this request and ask for your prompt consideration in the approval of this appointment.

Very truly yours,


Toni N. Harp
Mayor

Copies to: Hon. Michael B. Smart
Jennifer Pugh
Daryl Jones
Joe Clerkin
Mendi Blue
Jerry Sagnella

Chief Michael Grant
Chief Dean Esserman
Doug Arndt
Larry Smith
Rebecca Bombero

165 Church Street, New Haven, CT 06510
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OFFICE OF THE MAYOR

TONI N. HARP

50th Mayor of New Haven Connecticut



February 26, 2014

Mr. Michael A. Carter
2811 Otis Street, NE
Washington, DC 20018-2929

Dear Mr. Carter:

Pursuant to the authority vested in me by virtue of Section #17, Article VI of the Revised City Charter, 11/13, it is with great pleasure that I hereby appoint you to the position of Chief Administrative Officer, City of New Haven. This appointment would become effective Monday, March 24, 2014 and will expire on January 31, 2018. Your appointment would become effective upon the final approval of the Honorable Board of Alders.

This appointment carries with it a salary of \$132,000.00 per annum and also requires residency with the City of New Haven within six (6) months of your

appointment. You will be filling the vacancy held by Mr. Robert Smuts. You should expect a phone call from our Human Resource Department, Mr. Stephen Librandi regarding your appointment. Mr. Librandi can be reached at (203) 946-6767.

I take great pleasure in making this appointment as I am most confident you will be an asset to my administration.

Very truly yours,

Toni N. Harp
Mayor

165 Church Street, New Haven, CT 06510
phone 203.946.8200 fax 203.946.7683

MICHAEL A. CARTER

2811 Otis Street, NE • Washington, DC 20018-2929
(202) 438-2697 / Mobile (202) 438-2564 • mike_a_carter@yahoo.com

EXECUTIVE-LEVEL MANAGER / CPO/CFO/COO

Dynamic leader, strategic planner, and positive change agent with more than 20 years of experience managing varied projects and teams to create safe and productive work environments. Significant strengths improving the performance and profitability of organizations by cutting costs, standardizing procedures, and winning grants for innovative program implementation. Skillfully align diverse stakeholders to gain consensus on important projects. Cultivate positive work culture, executing procedures effectively and creating successful outcomes with limited resources. Collaborate with management, unions, and the community in designing and implementing programs for the betterment of all involved. Keen eye for opportunity development and process improvement.

Safety & Risk Mitigation • Full Life-Cycle Project Management • Strategic Planning & Analysis
Innovative Program Improvement • Dynamic Team Leadership • Public & Private Partnerships
Regulatory Compliance • Grant Writing • Safety Culture • Continuous Process Improvement
Training & Development • Large Budget Administration • Cost Savings

PROFESSIONAL EXPERIENCE

DISTRICT OF COLUMBIA GOVERNMENT, Washington, DC • 2006–Present

Municipal services division providing solid waste management, fleet administration, parking, and additional support services in safety, risk management, HR, procurement, and facilities management with 1400 staff.

Deputy Director for Operations, Department of Public Works

Direct customer service unit, fielding all complaints and responding with resolution within 24 to 72 hours. Monitor all aspects of safety and risk management programs, ranging from employment accidents/incidents to community relations activities involving constituents, stakeholders, and legislative/executive offices. Manage all functions involved in solid waste management, fleet maintenance, and parking services. Second in line for organizational decisions and step in as Acting Director. Supervise 7 direct reports and 1400 indirect. Served three stints as Interim Fleet Administrator.

- with Department of Employment Services, Public Works, and the Union, including a training agreement with local college for ASE certified mechanics.
- Introduced comprehensive process to collect and follow-up on accidents, incidents, and workplace violence disputes for disciplinary and corrective action, shifting the emphasis toward daily safety and mitigating risk.
- Initiated an alternative work program to standardize employee return-to-work experiences following injury, including individual claims review, re-assignment, or disability measures.
- Reduced emissions by implementing successful bio-diesel pilot program transitioning mid- and heavy-vehicles from unleaded to bio-diesel fuels.
- Earned recognition from prior mayors for excellence in performance and achievement on the job.

DC WATER AND SEWER AUTHORITY, Washington, DC • 2002-2006

Major metropolitan public utility.

Procurement Director / Assistant General Manager (Interim)

Managed all aspects of contract compliance from direct supervision of contract specialists to comprehensive review prior to award and signature by General Manager. Varied contracts, changeovers, and project awards reviewed included Engineering A/E and Construction. Monitored contract compliance with federal and local regulations across wages, hiring, and municipal requirements. Directed daily oversight of Safety, Facilities, Security, and Fleet Maintenance Operations, including 40 direct reports and 100 indirect staff. Experience in federal (FAR), state and local contracting regulations.

- Saved agency \$1.5+M annually on basis of expert contract negotiation of bio-solid use as fertilizer by local and regional farmers.

- Spearheaded Vulnerability Analysis to research organizational risks and vulnerabilities across facilities and operations within the year following 9/11, by leading management team, safety, and engineering staff to mitigate risk through internal controls, security, and facility enhancements.
- Won federal grant for homeland security funds to identify vulnerabilities and risks, followed by initiating plans to improve safety and security of facilities.
- Increased employee performance implementing a gain-sharing program created by collaborating with a team of managers and union leaders to set savings measures, performance targets, and financial awards.
- Earned multiple awards from Labor-Management Partnership Council, and recognized by union employees and front-line managers as go-to resource within the organization.

DISTRICT OF COLUMBIA GOVERNMENT, Washington, DC • 1997-2002

Municipal division providing solid waste, fleet, parking, transportation, and facilities maintenance to government buildings through the efforts of 2500+ employees.

Deputy Director for Mission Support

Set performance targets to benchmark the agency as part of major organizational re-structuring to propel toward high performance in local public government. Managed several cross-functional departments, including Training and Development, Information Technology, Facility / Fleet Maintenance, and Solid Waste Management. Reviewed all training and information technology requests for final approval. Monitored construction of facilities and improvements throughout the city. Created effective solutions for rapid resolution of challenges faced as result of limited resources. Fielded calls from citizens, council members, and Mayor's Office, among others.

- Improved utilization of existing equipment increasing availability from 71% to 90% by implementing best practices in fleet operations, such as increasing delinquent collections to purchase equipment.
- Increased on-time collection of same-day solid waste collection from 75% to 92% without increasing overtime by making truck maintenance/utilization more efficient.
- Captured \$5M in additional funds to purchase new equipment by developing effective justification, and gained grants funds from city government and private agencies to improve city health and safety.
- Established first Clean City Program in DC that significantly improved neighborhoods through volunteer clean-up efforts, increased fines for nuisance properties, reduced illegal dumping, and new technology.
- Implemented Keep America Beautiful Clean City measurement index to monitor results city cleanliness.
- Invited to serve on national panels such as ICMA, APWA, and NACE to present results of successful programs despite diminished resources.

CITY OF INDIANAPOLIS, Indianapolis, IN • 1993-1997

Assistant Administrator for Finance/CFO

Managed the division's budgets and contracts; collaborated with all departments and staff to implement budget programs, processes, policies, and procedures which reduced costs and generated savings. Budget: \$42 million.

- Compiled competitive bid process that permitted the City sanitation workers to retain jobs and save \$15 million dollars on trash collection services over a 3 to 5 year period. Router productivity increased by 50%. Tripled division revenue in special accounts and lowered operating costs by 20% in two years.
- Worked on successful managed competition efforts spearheaded by Mayor Stephen Goldsmith.
- Worked on the refinancing of debt service on the Resource Recovery Bonds and increased bond ratings to AAA, saving the City \$12.5 million over the life of the bonds.
- Worked on city-wide performance management and costing projects; special assignments at Fleet, Fire, wastewater and stormwater fees.

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LOUISVILLE GAS & ELECTRIC, Louisville, KY • Summer 1991

Evaluated large commercial accounts for marketing and customer service department.

METROPOLITAN SEWER DISTRICT, Louisville, KY • 1985-1990

Worked with divisions to manage capital budgets, improved cash expenditures, and project management. Served as analyst working for the Chief Engineer, part of all A/E negotiations and construction contract bids.

BELL TELEPHONE LABORATORIES - AT&T, Murray Hill, NJ • 1977-1983

Designed and led training workshops for technical managers to improve recruitment and advancement opportunities for minorities and women. Wrote and implemented EEO and affirmative action policies. Previous positions included policies and procedures analyst, benefits analyst and operations supervisor

EDUCATION

Master of Business Administration in Management, Indiana University

Master of Arts in Economics, Rutgers University

Bachelor of Arts in Economics, Dartmouth College

PROFESSIONAL DEVELOPMENT / CERTIFICATION

Foreign Language Study / Spain
University of Granada

Finance for Executives Certificate
Kellogg Business School, Northwestern University

Managing Service Utilities Certificate
University of Chicago

Enhancing Corporate Creativity Certificate
Performance Management for Non-Profits
Executive Education Program, Harvard Business School

Leading High Performance Team-Based Operations
MIT Sloan School of Management

PROFESSIONAL ASSOCIATION

Government Finance Officers Association (GFOA)
National Forum for Black Public Administrators (NFBPA)
American Public Works Association (APWA)
American Economic Association (AEA)
Washington Area Fleet Managers Association (WAFA)
Board Member/Volunteer – Community Coalition for Haiti, Inc. (CCHaiti.org)