

Amy J. P. McEwan

<u>About Me</u>	<u>Experience</u>	<u>Recognition</u>
Innovative, team oriented, purpose-driven and high performing leader with more than 25 years of progressively responsible experience in public service, community leadership, and data-driven solution building	DEPUTY COUNTY ADMINISTRATOR, 2010-present Lake County, Waukegan, IL, 703,000 pop.; \$480 million dollar budget; 2,700 employees; Serve as acting County Administrator in the absence of the Administrator.	Assistant Excellence in Leadership Award, ICMA, 2015
Currently leading projects of regional significance, including: 911 consolidation, county wide mental health coalition, unified emergency management	SENIOR ASSISTANT COUNTY ADMINISTRATOR, 2006-2010 Lake County, Waukegan, IL, 703,000 population; Responsible for oversight of public works, transportation, planning, development services, stormwater, health, community development, justice, public safety, coroner, tax assessment, clerk, treasurer, recorder, workforce development, enterprise services	Graduate of Leadership ICMA, an intensive two-year leadership program, 2008 Outstanding Assistant Award, IL Assoc. of Municipal Management Assistants, 2007
Interested in art and architecture; historic preservation; amateur landscaping	ASSISTANT TOWN MANAGER, 1999-2006 Delta Charter Township, MI, 33,000 pop.; Report to the Town Manager, Town Board and Economic Development Corporation; managed 12 directors and 200+ employees.	Senior Executive Institute, University of Virginia, Weldon Cooper Center for Public Service, Charlottesville, VA, 2007
Enjoy music, food, reading, life-long learning and outdoor activities including hiking, biking, boating, snow skiing and spending time with my family	SENIOR PLANNER, 1997-1999 City of Battle Creek, Planning Department, Battle Creek, MI, 53,000 pop.; Report to the Planning Director, Planning Commission, Historic Commission, Zoning Board of Appeals and the Community Development Commission.	Outstanding Assistant Award, Michigan Local Government Managers Association, 2003
	PLANNER, 1994-1997 Eaton County, Charlotte, MI, 120,000 pop.; Report to County Controller, Planning Commission, and Zoning Board of Appeals. Comprehensive plan update, zoning ordinance maintenance and enforcement for 13 townships; Leader for transit study and system redesign; Managed Resource Recovery functions on behalf of the County.	Outstanding Professional Service Award, Regional Economic Development Team, 2001 Program valedictorian, Michigan State University, 1994

ACHIEVEMENTS: LEGACY – MOST PROUD

- Establish and lead a multi-disciplinary 30-member **mental health coalition**. Completed a community assessment, developed strategies, and are in the implementation phase for the highest four goals including long term pursuit of health information exchange, development of an anti-stigma campaign, data sharing pilot project between hospitals, health care, criminal justice and community service providers, development of proposed legislative changes, and establishment of data governance.
- Led multi-agency studies for **911 consolidation** resulting in the formation of an implementation committee for more than 30 public safety entities joining together to reduce call transfers, improve service, gain efficiency, and reduce cost.
- Developed proactive and innovative budget saving ideas during the financial crisis. Brainstormed and analyzed options for reducing expenses and increasing revenue through employee and citizen input,

resulting in a cost neutral program for voluntary accelerated retirement, work reorganization and lowering total personnel by 5%.

- Daily collaborate with 21 board members, 8 elected office holders, 30 departments and 2700 employees to be value driven organization with a common vision, pursue community goals and execute the adopted strategic plan.
- Led the multi-agency Water Resources Planning for 52 municipalities and 18 townships through **proactive community education** and water conservation techniques. Authored the State of Lake County Water Report. Planned and held the County's first Water Summits with more than 250 local government officials and stakeholders present. Led the team planning for the extension of Lake Michigan drinking water initiative.
- Lead the Land Team, comprised staff from five development related departments, whose mission is to explore opportunities for efficiencies and enhance customer service. Initial results include: implementation of a unified development and permitting software, shifting 100 permit types to online registration, consolidation of permitting functions in one building to **improve service**.
- Team for multi-media citizen engagement including tele-town hall meetings, forums and open houses to engage citizens and businesses, seek input, explain projects and impact, and answer questions. Worked with irate citizens to de-escalate and transition the public conversation away from angry discourse and into **productive dialogue** for information sharing and understanding.

MANAGEMENT, PERSONNEL AND FINANCE

- Provide oversight and direction to 30+ departments regarding policy and budget, program development and implementation, operations and customer service.
- Review, edit, oversee and approve the completion of seven committee agendas/minutes and the county board agenda, informational packet, and minutes twice monthly. Present recommendations and staff findings and serve as staff support. Work on board member initiatives, respond to citizen requests, lead public meetings, and prepare board member correspondence on various projects.
- Pioneered the first automated agenda management process to **enhance efficiency** and transparency coordinating with all departments, with more than 12 unique agendas, notifications, and minutes.
- Led the first codification of regulations with more than 1000 pages of regulations collected, assembled, codified for all departments and shared with the public on the web.
- Complete **financial analysis**, cost comparisons and consideration for operational efficiencies and/or outsourcing alternatives. Examples: Saved \$1 million in Radio Division operating expense over an 8 year period. Saved \$100,000 annually through re-organization with IT and Assessor's Office.
- Recruit, interview, hire, lead, manage, coach, discipline, and terminate employees for multiple departments.
- Prepare and review annual budgets, new program requests, capital plans, cost reduction and revenue enhancement options. Evaluate and restructure fee schedules to align with the true cost of providing service. Write and evaluate 100's of requests for proposal, negotiate and manage contracts. Review options with attorneys and prepare for litigation.

ORGANIZATIONAL LEADERSHIP/PERFORMANCE IMPROVEMENT

- Oversee information technology study and implementation to **enhance customer focused**, consultative and responsive service. Restructured the project management office to track deadlines, allocate staff resources, and develop a capacity and costing model.
- Project lead of multi departmental administrative adjudication process, including research and implementation that simplified code enforcement, reduced cost and **increased compliance** tenfold.
- Lead effort to incorporate unified project management training organization-wide. Planned and implemented multi-year leadership training for high performers.

- Prepare and present for rating agencies a successful bond rating upgrade; develop and lead referendums; Initiate and implement bond projects for utilities, court tower, fire station and library building construction bonds.
- Redesigned and **simplify the budget process** to streamline submittals and unify the strategic plan, budget, and capital improvements plan into a cohesive process and product.
- Develop and implement a neighborhood revitalization plan by coordinating multi-departmental team including code compliance, police, 12 neighborhood planning councils, neighborhood watch groups, and private non-profits, resulting in 100's of staff hours saved and improved customer satisfaction.

ECONOMIC DEVELOPMENT

- Researched and **successfully recruited businesses** employing 50-2800 persons each. Worked with existing employers on 25 major expansion projects totaling nearly 2000 new jobs. My greatest economic development achievement to date was a true team effort that resulted in a \$1.1 billion dollar new manufacturing complex. Negotiated and implemented an intergovernmental agreement, tri-party agreement, tax abatements, boundary agreement, public relations campaign, utility bond, and oversaw a coordinated multi-jurisdictional construction inspection program.
- Researched and completed economic development studies working with developers, property owners, local governments, and the school districts to research development possibilities, developed a model to calculate the financial impact of different development scenarios on revenue for each taxing jurisdiction.
- Worked with the **Downtown Redevelopment Corporation** to add a brewery, cereal museum, mall renovation, post-office reuse and several local businesses and restaurants. Conducted study to support reintroducing housing to the second story of downtown businesses and negotiated the first downtown residential project.
- Developed a proposal to gain reinvestment into the downtown mall securing millions of dollars in corporate re-investment, as well as securing three new anchors and a theater renovation totaling a \$21 million investment to kick off the redevelopment of the entire city block.
- Performed writing of grants, including \$4.2 million for Brownfield Clean up, \$1.5 million for an EPA Local Brownfield Revolving Loan Fund, and more than \$2 million in **Transportation Enhancement Grants**, Waterfront Redevelopment Grant, Recreation Grants, and several others.

LEADERSHIP AND REGIONAL COOPERATION

- Led a multi-jurisdictional team to study and implement a new county-wide interoperable 12 tower radio communication system. **Successfully gained partners** to contribute \$2 million for the buildout of \$6 million of county-wide infrastructure leading to more than half of the 72 public safety entities on a common radio platform in the first three years.
- Responsible for management/oversight of the Emergency Management Agency. On numerous occasions, activated the emergency operations center and served in lead role, and PIO, in response to floods, wind shear, snow/ice storms and tornados; Served as acting interim emergency manager.
- Led a multi-jurisdictional corridor planning committee to create future development plans, joint-zoning districts, planned unit development ordinances and intergovernmental agreements to govern the development along a highway interchange. The project received a NACO Sustainable Communities Award and a Municipal Development Award from the Chaddick Institute.
- Led and implemented a new master land use plan, recreation and land conservation plans, trail and bicycle connection plan, waterfront redevelopment plan, and **targeted economic development plans**. Gathered citizen input and then develop recommendations.
- Led multi-departmental teams for website redesign, multi-agency coordinated GIS, roundabout plans and implementation, multi-jurisdictional public transportation services review and redesign, a regional sewer and water service sharing agreement, and a three county economic development strategy.

- Led multi-jurisdictional **team working together** to define utility extension boundaries, land use plans, boundary and joint development agreements.

CAPITAL PROJECTS AND INFRASTRUCTURE

- Project team leader for the Facilities Review Committee that resulted in three capital projects totaling \$130 million; \$90 million bond and over 200,000 sqft. Project lead for construction of a new fire station and library, including **seeking community support** for bond referendum, facility planning and construction oversight.
- Led research and implementation of multiple traffic studies including first roundabout, transportation improvement projects, water and sewer extensions, storm water projects, sidewalk and trail construction projects working with engineers, staff, residents, and businesses.
- Developed, presented, and administered **data driven** five-year capital improvement plans for facilities, roads, sewer, water, storm water, sidewalks, trails, and technology.

COMMUNICATIONS AND COMMUNITY INVOLVEMENT

- Develop multi-faceted **communication plans** for initiatives such as water conservation, Lake Michigan Water Extension, controversial zoning cases, SSA neighborhood water extensions, 911, economic development projects, public transit, library referendum and the courthouse expansion project.
- Frame and develop strategic plans, including short and long-term strategic initiatives. **Facilitate teams** of internal and external stakeholders to identify priorities, oversee staff implementation teams and report progress.
- Design public relations campaigns, including correspondence with news media, proactively presenting positive press stories, and planning other public events. Plan and implement a new team approach to the quarterly community magazine. Responsible for lobbying and crisis communications.
- Developed and implemented a new comprehensive plan, including: future sessions, corridor studies, **park and recreation resource studies**, connected trails and bike ways, and utility negotiations.
- Planned and directed a team of staff members responsible for the community festivals and special events, including event planning, fund raising, hiring entertainment, volunteer recruitment and staffing.
- Participated in the Sister Cities Program, hosting two Japanese delegates and traveling to Japan as a delegate to share and learn about international local government management.

SUSTAINABILITY

- Led the development of “The Strategies for a Sustainable Lake County,” a Sustainable Chapter of the Framework Plan, Study of Sustainable Land Use Practices, Countywide Sustainability Partners, and the multi-agency team responsible for planning and hosting the Green Lake County Conference.
- Chaired the 60% Recycling Taskforce; collaborated with solid waste agency, community officials, citizens and business on the 18-month study to research and make recommendations on how to achieve the goal of **reducing the waste stream** sent to the landfill and increase recycling rates to 60%. Results after five years show an increase in recycling from 45% - 52%.
- Pioneered the first greenways and non-motorized transportation planning process, sidewalk connection prioritization, and Safe Routes to School, involving public events, community groups, sponsorship, and fund raising.
- On the team responsible for renegotiating landfill agreements and working with residents related to fumes, odors, and regulatory compliance.
- Head of the brownfield redevelopment and farmland preservation initiatives.

EDUCATION

- Masters Degree, Public Administration, Western Michigan University, Kalamazoo, MI, 1999. Summa cum laude.
- Bachelor of Science, Urban and Regional Planning, Michigan State University, East Lansing, MI, 1994. Summa cum laude, program valedictorian.

PROFESSIONAL ASSOCIATIONS

- International City County Manager's Association: Member, committee member, and presenter
- Illinois City/County Manager's Association: Member, committee member, and presenter
- Illinois Association of Municipal Management Assistants: Member
- ICMA: International City/County Management Association: Member, committee member for strategic planning, conference planning and policy, and conference presenter
- Leadership ICMA: Leadership International City/County Management Association, Class of 2008
- Women in Local Government
- 60% Recycling Taskforce, Chairperson and member
- MLGMA: Michigan Local Government Manager's Association. Support Services Committee and Summer Conference Planning Committee, Winter Institute presenter
- MEDA: Michigan Economic Developers Association. Member and instructor for certification program.
- RED TEAM: Regional Economic Development Team. Board member and chair of various standing committees

VOLUNTEER SERVICE

- Strategic Planning Committee, District 70 Schools, Libertyville, IL
- Senior Executive Institute Advisory Committee, UVA, Charlottesville, VA
- Historic District Commission, City of Libertyville, IL
- Feed My Starving Children, Libertyville, IL
- United Way for Lansing, MI and Lake County, IL
- Coalition to Reduce Recidivism, Waukegan Township, IL
- Human Society, Battle Creek, MI
- Zoning Board of Appeals, City of Grand Ledge, MI
- Rails to Trails America, Grand Rapids, MI
- Sister City Exchange, Takasaki, Japan
- Farmland Preservation, Calhoun County, MI