

PAT OMAN

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EXECUTIVE SUMMARY

INNOVATION | LEADERSHIP | PERFORMANCE

A proven visionary and strategic leader that translates strategies into wealth creation commensurate with the best interest of shareholders, customers, employees, and the public. An expert in optimizing the government supply chain through the development and implementation of innovations that provide a return on investment; experience in developing results orientated strategic planning and performance measurement systems; a proven track record of implementing government strategic initiatives that ensure effective results.

AREAS OF EXPERTISE

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|---------------------------------|------------------------|----------------------------------|
| ▪ Strategic / Tactical Planning | ▪ Economic Development | ▪ Public Policy and Legislative |
| ▪ Performance Measurement | ▪ Wealth Creation | ▪ Fund Administration |
| ▪ Deal Structuring | ▪ Project Management | ▪ Public Facilities Construction |
| ▪ Government Administration | ▪ Financial Management | ▪ Technology Development |
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EDUCATION

MASTER OF BUSINESS ADMINISTRATION (2004)

MINOR - STRATEGIC PLANNING

University of St. Thomas- St. Paul, MN

MASTER OF MANUFACTURING SYSTEMS (2003)

MINOR - TECHNOLOGY MANAGEMENT

University of St. Thomas- Minneapolis, MN

BACHELOR OF SCIENCE BIOLOGY, BACHELOR OF ARTS HISTORY (1998)

MINOR - FRENCH, PSYCHOLOGY

University of Minnesota - Duluth, MN

ORGANIZATIONS AND AFFILIATIONS

Association of Minnesota Counties (AMC) Legislative Team, Policy Delegate (2015 - 2021)

National Association of Counties (NACO) Legislative Team, Policy Delegate (2016 - 2021)

Rural County Caucus Delegate (NACO, 2016 - 2021)

Community Economic Development Workforce Committee (NACO, 2015 - 2021)

Immigration Taskforce Committee (NACO, 2018 - 2021)

Minnesota Association of County Administrators (MACA, 2015 - 2021)

League of Minnesota Cities (2013 - 2015)

International City Council Management Association (ICMA, 2015 - 2017)

Government Finance Officers Association (GFOA, 2015 - 2021)

PROFESSIONAL DEVELOPMENT

International Economic Development Council - Certified Economic Developer (CEcD) training

National Development Council - Economic Development Finance Professional (EDFP)

Honeywell International - Advanced Program Management / Strategic Planning

Homeland Security Emergency Management (HSEM) - Public Information Officer

EMPLOYMENT EXPERIENCE

BECKER COUNTY – DETROIT LAKES, MN

2021 – present.

COUNTY ADMINISTRATOR (\$ 141,426/YEAR)

Chief Administrative Officer for the County per Minnesota Statute 375A.06, responsible for overall operation of the County government unit under the general direction of a five-member County Board of Commissioners. Chief legal negotiator, Safety director, and public relations officer for the County. Personnel, financial, and budgetary oversight for 10 departments and 334 employees, total operating budget of \$ 68 million. Developing and implement the annual County Budget Plan. Provide leadership, direction, and support to all County departments. Department head for the Administrative Services Office supervising Facilities, Finance, Veterans Services, and Personnel. Supervise the following department heads as direct reports: Assessor, Human Services, Land Use, Recorder, Economic Development, Information Technology, Assessor, Planning and Zoning, and Public Works. Manage the administration and coordination of County services in accordance with County Board ordinances, regulations, resolutions, policies, and state laws. Establish goals and objectives within the policy directives by the County Board and assists subordinate managers in developing and implementing procedures to accomplish goals and objectives.

ACHIEVEMENTS:

- Implementing \$ 6.9 million ARPA funding strategy.
- Developed County budget process, operating budget and levy, Truth in Taxation hearing process for 2023.
- Improved Standard and Poor's credit rating from AA to AA+.
- Successfully negotiated two one year bargaining unit contracts for each of 8 separate collective bargaining unions.
- Participated in achieving successful rulings in mediation / arbitrations on behalf of the County.
- Developed Catastrophic Leave Bank Policy.
- Developed Work from Home Policy.
- Conducting wage study County comparable benchmark analysis of all County job classifications.
- Developed comprehensive economic development strategy for County wealth creation.

SKYWATER TECHNOLOGY – BLOOMINGTON, MN

2021 – 2021

TECHNICAL EXPEDITOR (\$ 75,000/YEAR)

Schedule, communicate and prioritize shift needs with area leads. Drive and prioritize all critical technology projects. Shift owner for driving advanced technology service material. Track and prioritize lots to ensure revenue generation for each quarter. Work with Engineering, Maintenance, and planning to meet daily and quarterly Fab requirements. Assist engineering with manual processing of customer material to ensure engineering experiments are completed correctly and in a timely manner. Give work direction and document issues and escalate to ensure barriers are removed for this critical inventory to meet customers schedules. Monitor problem lots daily and work with Engineering and Production to create a plan to keep inventory moving. Conduct splits, recombinations, and RSCs of lots. Perform other duties as assigned

ACHIEVEMENTS:

- Certified on Scope, SP1, OPTI probe, ET tools.
- Achieved security clearance.

MILLE LACS COUNTY – MILACA, MN

2015 – 2021

COUNTY ADMINISTRATOR (\$ 140,938/YEAR)

Chief Administrative Officer for the County per Minnesota Statute 375A.06, responsible for overall operation of the County government unit under the general direction of a five-member County Board of Commissioners. Chief legal negotiator, Safety director, and public relations officer for the County. Personnel, financial, and budgetary oversight for 10 departments and 264 employees, total operating budget of \$ 56 million. Developing and implement the annual County Budget and 5-year Capital Improvement Plan. Provide leadership, direction, and support to all County departments. Department head for the Administrative Services Office supervising Information Technology, Facilities, Finance, Economic Development, Environmental Resource, Emergency Management, Public Works, Extension, and Personnel. Supervise the following department heads as direct reports: Assessors, Community & Veterans Services, Land Services, Probation, and Public Works. Manage the administration and coordination of County services in accordance with County Board ordinances,

PAT OMAN

regulations, resolutions, policies, and state laws. Establish goals and objectives within the policy directives by the County Board and assists subordinate managers in developing and implementing procedures to accomplish goals and objectives.

ACHIEVEMENTS:

- Reorganized departments to meet client service model during COVID-19 pandemic.
- Implemented \$ 3.2 million Coronavirus Relief Fund Strategic Implementation Plan.
- Developed County Operating Budget and Levy, Truth in Taxation hearing for years 2016 - 2021.
- Developed Five Year Capital Improvement Plans and revisions for years 2016 - 2021.
- Developed County Legislative Priorities, State / Federal lobbying strategy for years 2016 - 2021.
- Improved Mille Lacs County Moody's credit rating from Aa2 to Aa1.
- Successfully negotiated contracts with 9 separate collective bargaining unions.
- Participated in mediation / arbitrations on behalf of the County that were successfully concluded.
- Developed strategic process that led to the successful adoption of the County Local Option Sales Tax.
- Developed road strategy to bundling roads improving economies of scale saving the County \$ 800,000.
- Developed Wealth Creation Strategy for reducing government unit's costs and developing new revenue sources.
- Secured State Legislative funding to implement \$ 3.615 million economic relief program for small business.
- Developed strategy for creating independent Community Health Board.
- Developed Broadband strategic plan for implementing high speed wireless throughout the County.
- Developed Bonding Strategies for 10-year road construction plan.
- Implemented a 2016 Bonding Refinance strategy that lowered County expenditures.
- Developed strategic planning model for transporting non-custodial transports resulting in higher productivity.
- Secured Small City Development Grants for County rehabilitation of housing, multifamily, and commercial.
- Reorganized Public Works Department to increase productivity, lower costs.
- Reorganized Land Services Department to increase productivity of ordinance and enforcement, lower costs.
- Implemented County Newsletter as a public relation mechanism to improve communications with citizens.
- Developed Facilities Study on Public Works / Jail Building Construction Project.
- Benchmarked best practices for implementing transition to an insurance model that lowered cost and improved insurance coverage to employees. Negotiated with all 9 collective bargaining units to join the insurance plan.
- Partnered with State of Minnesota in a federal lobbying effort through NACO and Presidential administration.
- Participated in State lobbying efforts through AMC to develop legislation to lower County Human Services costs.
- Established Land Commissioner position resulting in retention of dollars received from forfeiture property sales.
- Launched state of the art ADA compliant County website.
- Developed State legislation, testified on changed the County elected Auditor / Treasurer to an appointed position.
- Implemented a Ditch Bond funding strategy that reduced cost to rate payers.
- Developed Off Road Vehicle (ORV) Park to diversify economic development opportunities.

CITY OF MOOSE LAKE – MOOSE LAKE, MN

2013 – 2015

CITY ADMINISTRATOR/EXECUTIVE DIRECTOR HRA (\$ 93,000/YEAR)

Chief Administrative Officer for the City of Moose Lake, a statutory city which is a regional government, retail, and tourism hub for north-eastern Minnesota. Responsible for daily operations including oversight of 8 departments, 5 enterprise funds, 57 employees, and a total operating budget of \$ 5 million. Executive Director of the Housing Redevelopment Authority, responsible for managing an operating a budget of \$ 210,000 and supervising 3 employees.

ACHIEVEMENTS:

- Developed five-year community based comprehensive development strategy and housing study.
- Administered road construction, housing demolition, and public facility flood mitigation for 2012 flood.
- Brought local government owned broadband system into profitability; developed wealth creation strategies.
- Project managed multiple Business Park, retail store expansion, housing construction, and road development.

PAT OMAN

- Implemented RFP for the city-wide technology expansion.
- Developed business plan initiative to bring Municipal Liquor Store into profitability; refinanced Municipal bond.
- Successfully negotiated two-year contract agreement with Local 320 Law Enforcement Union.
- Successfully developed 2014 Pay Equity Plan.
- Successfully passed 2013 and 2014 annual government audits.
- Recruited and project managed the completion of Dollar General Store.
- Recruited and project managed the completion of McDonalds.
- Project managed the completion of the Opportunity Business Park.
- Project managed Park Place Road Project; developed/implemented bond financial plan for project.
- Developed and implemented street improvement project as part of capital improvement plan.
- Developed a 2014 and 2015 budget with a zero percent levy increase.
- Improved Standard and Poor city bond rating from A to A+.
- Secured 2015 Small City Development Grant for commercial, housing, and rental apartment rehabilitation.
- Project managed the Wastewater Treatment Facility upgrade.
- Project managed the construction several park projects including Earl Ellen's Pavilion, and Library Arch project.
- High performing Housing Redevelopment Authority passed HUD and 2013 / 2014 Audits.

CARLTON COUNTY – CARLTON, MN

2005 – 2013

DIRECTOR OF ECONOMIC DEVELOPMENT / EXECUTIVE DIRECTOR COUNTY EDA / HRA (\$ 88,000 / YEAR)

Chief Administrative Officer for the top performing economic development engine in the State of Minnesota. Responsible for daily county wealth creation operations and coordination between 10 County departments, two personnel, 10 cities, and 14 townships; administration of an operating budget and county, state, federal funding mechanisms exceeding \$ 10 million. Executive Director of Carlton County EDA / HRA.

ACHIEVEMENTS:

- In 2005, developed economic development department and County EDA / HRA.
- Implemented a wealth creation model with the following results: \$ 31 million dollars in total wealth with a ROI of \$ 20 for every \$ 1 invested; 375 jobs; \$ 1.6 million new property tax revenue; \$ 16 million private sector investment.
- Managed the rehabilitation of 200 commercial, rental, and single-family housing properties.
- Developed deal structuring initiatives and funding for the construction of 21 commercial buildings.
- Secured \$ 1.9 million in Minnesota Investment Fund (MIF) dollars for 2012 commercial flood victims
- Partnered with local governments on energy efficiency audits, secured \$ 334,000 in energy grants.
- Developed facility layout plan for County courthouse, project management of Community Services Building.
- Secured \$ 100,000 historical grant for County courthouse elevator replacement.
- Secured \$ 650,000 ARMER grant for wireless communications for volunteer fire fighters.
- Secured \$ 2 million Text for Life Grant.
- Secured three USDA federal grants for developing three new loan pools.
- Secured two County Small City Development Grants for commercial, housing, and apartment rehabilitation.
- Secured \$ 4.75 million stimulus bond for public facilities construction of the Community Services Building.
- Developed a County Tax Increment Financing Policy for developing TIF districts in townships.
- Developed a County Business Subsidy Policy for managing government funding to the private sector.
- Project managed the 225-acre Carlton County Business Park / Housing Development to EAW phase.
- Project Managed 2012 FEMA Public Infrastructure Disaster Survey for School Districts, City Township government units resulting in the successful declaration of Carlton County as a federal disaster area.
- Developed Carlton County Tax Abatement Policy.
- Developed Tax Increment Financing (TIF) Policies and Business Subsidy policies for multiple cities.

PAT OMAN

EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION – MORA, MN

2004 – 2005

ECONOMIC DEVELOPMENT DIRECTOR / COMMUNITY DEVELOPMENT DIRECTOR (\$ 65,000 / YEAR)

Chief Administrative Officer for a 5 county federally designated regional development organization. Responsible for daily regional operations and coordination of strategic planning, economic development, and multi million loan / grant administration for County, city, and townships.

ACHIEVEMENTS:

- Established Small Business Development Center.
- Developed five-year comprehensive economic development strategy.
- Completed multiple land use plans and zoning ordinances for local government units.

CHIPPEWA COUNTY ECONOMIC DEVELOPMENT CORPORATION- CHIPPEWA FALLS, WI

2002 – 2004

EXECUTIVE DIRECTOR (\$ 60,000 / YEAR)

Chief Operation Officer of a private non-profit economic development. Responsible for daily operations and coordination between county departments, city, and township government units.

ACHIEVEMENTS:

- Secured \$ 1.2 million in Technology Development Zone tax credits for 15 technology company expansions.
- Project managed the construction of the Chippewa County Job Center.
- Developed short line rail opportunity for local shippers; received State of Wisconsin Synergy Award.
- Project managed the construction of the Lake Wissota Business Park.

HONEYWELL INTERNATIONAL- MINNETONKA, MN

1995 – 2002

CORPORATE MANAGER / PRODUCT DEVELOPMENT ENGINEER (\$ 75,000 / YEAR)

Corporate Manager for manufacturing facility. Responsible for daily operations of manufacturing facility, including the technology transfer of Honeywell technology families to outside manufacturing facilities, transferring product development to high volume manufacturing, workflow optimization, and personnel allocation. Administer Honeywell intellectual property portfolio.

ACHIEVEMENTS:

- Developed companywide technology transfer policy for relocating manufacturing product.
- Multiple patent award winner for process improvement and developing new manufacturing processes.
- Developed strategy for marketing intellectual property portfolio.

EDUCATION / TRAINING COURSEWORK SUMMARY

Master of Business Administration (Degree received 2004)

Human Aspects of Technology Management (Organizational Dynamics)
Management Challenges and Purposes
Managerial Accounting
New Venture Marketing
Business Statistics
International Law
Financial Management
Legal Environment of Business
Applied Managerial Economics
Managerial Decision Analysis

Master of Science Manufacturing Systems (Degree received 2003)

Manufacturing System Design
Software Engineering
Engineering Project Management
Managerial Accounting and Performance Measurement
Contracts, Licensing, Patents (Intellectual Property Law)
Supply Chain Excellence
Technology Transfer
Strategic Quality Management
Materials Science
Manufacturing Process Design
Excellence in Manufacturing
Masters Capstone Course

IEDC Certified Economic Developer

Business Retention and Expansion
Economic Development Credit Analysis
Real Estate Development and Reuse
Economic Development Finance Programs
Economic Development Marketing and Attraction
Economic Development Strategic Planning
Entrepreneurial and Small Business Development Strategies
Managing Economic Development Organizations
Neighborhood Development Strategies
Technology-Led Economic Development
Workforce Development

Economic Development Finance Professional (certification received 2004)

Economic Development Finance
Business Credit Analysis
Real Estate Finance
The Art of Deal Structuring

Honeywell International (certification received 2001)

Advance Program Management (certificate received 2001)
Project Management / Strategic Planning