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City of Racine
730 Washington Avenue
Room 204
Racine, Wisconsin, 53403

RE: Director of City Development

Dear Search Committee:

With more than 15 years of delivering leadership to the Business Development division of the Greater Cleveland Partnership and 15 years of working in local governments, it is my pleasure to apply for the Director of City Development position.

Since working in the economic development field, I have attracted more than \$2.4 billion in new investments that resulted in the creation of more than 11,830 jobs.

My role in economic development can best be described as a *facilitator*. In this capacity, I have facilitated and launched economic development initiatives. I have managed divergent groups to unite for a common purpose and a common goal. I have led projects where outside agencies were involved. I've initiated and coordinated county-wide plans to address housing shortages and disinvestment.

In addition, I established, enhanced, and executed the business attraction programming with these communities. These efforts resulted in the following "wins:" Clean Industries LLC, Tesla warehouse, Amazon, World Wide Technology, biotech companies (northeast Ohio), Unilever, Sam's Club warehouse, and American Family Insurance to name a few.

As the Director of City Development, I would bring two coveted qualities to be successful in this position. Foremost, I am familiar with the targeted industries for the region. I can easily converse with industry leaders regarding trends, opportunities, and threats within their respective industries. This opens the window for potential investments within the region. Secondly, I completed IBM's sales training and have relied on these skills for the past 30 years.

In Madison County, my development initiatives led to over \$1 Billion dollars in new investments, and employment increases from 6,500 to 13,000 in the Gateway and Lakeview Commerce Parks. These development initiatives created an environment where health services are now considered a targeted industry in Edwardsville. During the past six years, investments in the health services sector within the City of Edwardsville grew to \$65 million which translated to more than 281,000 square feet of space.

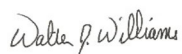
My development experience varies from preparing communities for development to attracting Fortune 500 firms to retaining community institutions: from transforming communities hurt by disinvestments, removing a major waterway from the US EPA's contaminated list to creating an artificial reef from the rubble of a demolished stadium: from administrating HOME Investment funds to create affordable housing to negotiating development agreements, code enforcement and transportation planning.

I am intrigued by this opportunity. This opportunity aligns with my previous experience and expertise. For Example:

- I have a background in commercial lending and SBA financing
- Administered the City of Edwardsville and the City of Farmington Tourism program.
- Staff liaison for the Historical Commission
- Created public/private partnerships.
- Assisted in the creation of SIUE's SBDC Business Plan Challenge
- Negotiated and monitored development agreements.
- Initiated Edwardsville CEO program in the local high schools.
- Tax Increment Financing Districts and Enterprise Zone administrator

I look forward to exploring this opportunity and learning more about this position so that I can illustrate how my talents and passion are in line with the requirements of this position.

Sincerely,



Walter D. Williams, EDFP, MBA