

Sponsored by: Garrett

**CITY OF MARATHON, FLORIDA
RESOLUTION 2025-120**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARATHON, FLORIDA, APPROVING A WORK AUTHORIZATION FOR PROFESSIONAL SERVICES FOR A WASTEWATER OPERATIONAL AUDIT BY RAFTELIS FINANCIAL CONSULTANTS, INC. IN AN AMOUNT NOT TO EXCEED \$67,550.00; AUTHORIZING THE CITY MANAGER TO EXECUTE THE PROFESSIONAL SERVICES AGREEMENT ON BEHALF OF THE CITY AND EXPEND APPROPRIATE FUNDS; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the City wishes to approve a Professional Services contract for an operational audit of the wastewater department by Raftelis Financial Consultants, Inc. ("Raftelis") in an amount not to exceed \$67,550.00 as described in the professional services agreement, hereto attached as Exhibit A,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MARATHON, FLORIDA, THAT:

Section 1. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. The City Council finds that the Professional Services Agreement between the City and Raftelis, for an operational audit of the wastewater department is exempt from the City's purchasing policies and procedures.

Section 3. The City Manager is authorized to execute the work authorization between the City and Raftelis, in substantially the same form and format as attached hereto as Exhibit "A," on behalf of the City and expend budgeted funds.

Section 4. This resolution shall take effect immediately upon its adoption.

PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF MARATHON, FLORIDA, THIS 9TH DAY OF DECEMBER 2025.

THE CITY OF MARATHON, FLORIDA



Mayor Del Gaizo

AYES: Landry, Matlock, Still, Struyf, Del Gaizo
NOES: None
ABSENT: None
ABSTAIN: None

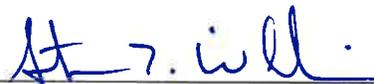
ATTEST:



Diane Clavier, City Clerk

(City Seal)

**APPROVED AS TO FORM AND LEGALITY FOR THE USE
AND RELIANCE OF THE CITY OF MARATHON, FLORIDA ONLY:**



Steve Williams, City Attorney

LETTER OF PROPOSAL

November 4, 2025

Dan Saus, Utilities Director
City of Marathon
9805 Overseas Highway
Marathon, FL 33050

Subject: Proposal for Wastewater Operational Audit

Dear Mr. Saus:

We are pleased to submit this proposal for an operational audit of the City of Marathon's (City) wastewater utility operations. Raftelis is dedicated to helping utilities and local governments develop sustainable, efficient, and modern service delivery models. We understand that you are seeking to assess the efficiency and effectiveness of your utility operations and understand both staffing needs as well as opportunities to enhance processes, align structure, improve equipment utilization, and manage workload. We believe our firm offers the City several distinct advantages for this work:

- **Deep experience with Florida utilities and the City of Marathon:** Raftelis is proud to be a trusted advisor to utilities across the State of Florida. Our clients bring us back to solve multiple organizational challenges, from workload assessments and technology implementation to executive search and strategic planning. We will also take advantage of our Florida office's knowledge and experience from past engagements working with the City on rate studies and financial analyses.
- **A practical and insightful approach:** Our team's approach specifically addresses the City's needs by developing realistic, implementable strategies that address objectives such as improving processes, enhancing work planning, and understanding staffing needs. The desire for operational efficiencies and effectiveness is the exact type of consulting work our firm performs.
- **An experienced team that knows challenges and opportunities faced by utilities operations:** We are skilled professionals with direct experience in all facets of utility operations. We have successfully guided similar utilities assessments across the country. We understand public service and bring hands-on experience developing solutions for challenges related to wastewater operations.

Project Understanding

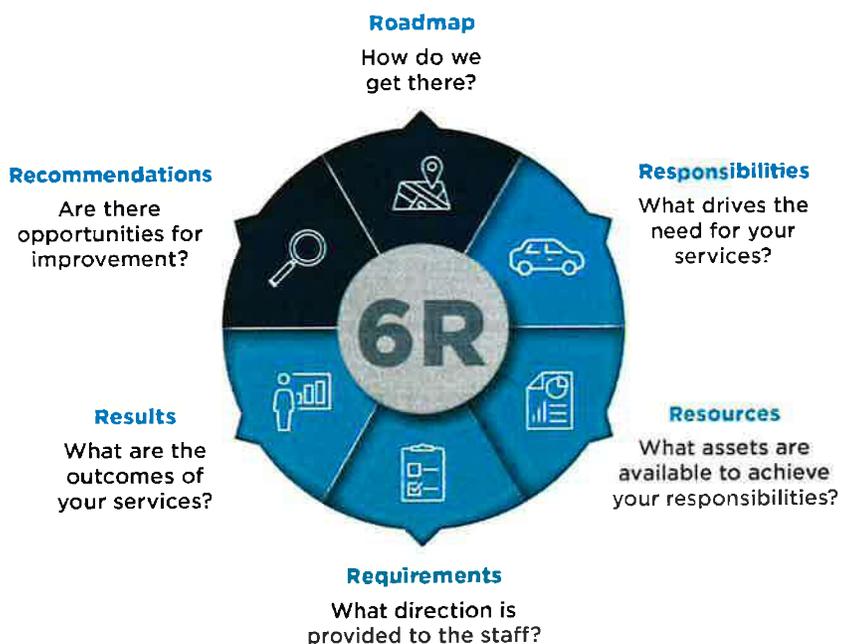
The City of Marathon is seeking a professional consultant to conduct an organizational and operational audit of wastewater functions in the Utilities Department. This will include specific focus on workload, organizational structure, equipment, and maintenance practices and processes. The goal of this engagement is to identify

opportunities to improve how the organization’s operations, staffing, structure, technology, processes, and policies to improve service delivery to customers and citizens.

Our team has extensive experience working with utility clients, including many in Florida and our focus is on providing solutions that are tailored to the available resources, service expectations, and culture of the organizations we serve. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by staff, leadership, and the community. We pride ourselves on our ability to listen, analyze, and collaborate with our clients to identify practical and sustainable improvements, not just a random selection of best practices, but real solutions grounded in operational reality.

A key strength of our team lies in our ability to build upon existing capabilities while offering new perspectives. We achieve this by listening intently, engaging staff and stakeholders, and taking the time to understand the nuances of how services are currently delivered. We do not bring pre-packaged recommendations, and we do not try to force-fit clients into a standard mold based on simplistic analysis or comparisons. Instead, we utilize the full array of expertise and experience within our team to take a flexible and collaborative approach that respects the work your team already does while also helping shape a vision for what could be improved.

We are excited about the opportunity to assist the City of Marathon in proactively planning for the future of the Utilities Department. We understand the importance of maintaining a respectful, collaborative relationship with City staff throughout the review process. We assume good intent and are committed to working together with the City to develop actionable, consensus-driven recommendations. This intentional approach—combined with our deep expertise in utility operations makes us a strong partner for the City in this important project.



To complete this work, our team will apply a project approach, focusing on these specific objectives using our “Six R” approach. This involves soliciting and collecting information on City **Responsibilities, Resources, Requirements, and Results** in order to identify possible organizational and operational **Recommendations** with an associated **Roadmap** to implement positive changes. This approach is depicted in the graphic above.

THE FOLLOWING DETAILS OUR PROPOSED WORK PLAN FOR THE CITY.

Activity 1 - Begin and Manage Engagement

We will begin this engagement by conducting a virtual kickoff meeting with the City’s project team, including key representatives from the Utilities leadership team and other stakeholders. We will review the details and expectations of this effort and finalize the project schedule. During this meeting, we will discuss the City’s goals for the study, including its interest in assessing the strengths and challenges of current processes, structures, and

operations within the Utilities Department. We will identify any additional issues or opportunities that may be relevant to our audit in addition to reviewing the project work plan and process.

Our team will provide the City with a request for documents such as organizational charts, budgets, strategic and operational plans, prior studies, departmental work plans, workload data, collective bargaining agreements, and performance measures to inform our analysis. We will also provide an online document repository to allow for efficient and secure upload of materials by City staff.

Throughout the project, our team will deliver regular project status reports to help maintain adherence to the planned schedule and budget, address any emerging issues, and review key work products. In addition to these formal updates, we anticipate and welcome informal conversations with City leaders and staff to explore project findings, raise questions, and test ideas. We value this open dialogue and believe it is essential to producing practical, well-supported recommendations that reflect the City’s values and priorities.

<p>Meetings: Kickoff meeting with City project team - virtual</p>	<p>Deliverables: Kickoff meeting agenda Draft project schedule Data and document request</p>
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Activity 2 - Understand Operational Context

To fully understand the Department’s current staffing and service provision, our project team will visit the City. Our team will individually and confidentially interview key staff across the Utilities Department. During these interviews, we will discuss their responsibilities, staffing, resources, use of technology, business processes, and their perceptions of strengths and challenges in the Department. For further context our team will conduct benchmarking of peer utilities chosen in consultation with City staff.



Staff Interviews

Interviews will help us develop an understanding of operational workload, staffing model, service level expectations, and management systems. In addition to one-on-one meetings with leadership, we will conduct focus group sessions with frontline staff to learn more about their perspectives on opportunities for improvement, gain more perspective on work culture, and ensure all voices are heard in the process. For both leadership and frontline interviews, we will discuss constraints to service delivery including policies, contractual agreements, or external factors.



Site Tours and Onsite Observations

Our team will conduct site visits to key administrative and operational facilities (treatment facilities, pump stations, well monitoring sites, key infrastructure related to your vacuum sewer collection system, etc.). This is a crucial component of our analysis given the experience and expertise of our team, which has visited dozens of utility facilities throughout the country and understands how different assets and environmental conditions impact how service is delivered, and how employees’ daily work is shaped by these conditions.



Benchmarking and Peer Comparisons

To provide additional context and insight, we will conduct a benchmarking analysis comparing the City of Marathon’s staffing with up to five (5) carefully selected peer utilities. Benchmarking will draw on publicly available data, our proprietary databases, and sector knowledge. To ensure relevance and value, we will select a set of benchmarking agencies that represent a mix of comparability, organizational similarity, and service complexity. We will reference guidelines and frameworks from a broad spectrum of professional organizations, such as the American Water Works Association (AWWA) and Water Environment Federation (WEF). We will also consider locally defined expectations shaped by the City’s governing body directives, departmental leadership, community priorities, or regulatory requirements at the state or federal level.

We recognize that utilities operate in various environments, which necessarily affect their service profile. Our benchmarking analyses are always descriptive, not prescriptive, meaning that we never base staffing or other recommendations exclusively on them; instead, we combine the benchmarking analysis with other information collected throughout the engagement to craft recommendations based on the specific needs of the organization.

<p>Meetings: Up to sixteen (16) one-on-one or focus group interviews – in-person Wastewater facilities site tours – in-person</p>	<p>Deliverables: Draft and final interview schedule</p>
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Activity 3 - Analyze Wastewater Operations

To comprehensively assess wastewater operations, the project team will employ our Six R approach as introduced previously. This approach guides our efforts through data development, issue identification and analysis, and the creation of recommendations tailored to provide optimal workforce plans and organizational structure. This phase will examine the effectiveness, efficiency, and alignment of the City’s service delivery model with its strategic priorities and staffing constraints. Grounded in best practices and stakeholder input study elements will include:



Review Organizational Structure and Design

We will evaluate the structure and alignment of the Department to assess its impact on current and future program operations. Our assessment of organizational design will include:

- **Role Clarity and Accountability:** We will examine reporting relationships, management layers, and delegation of authority to assess whether lines of responsibility are well-defined and whether management structures are appropriately scaled.
- **Organizational Framework:** We will consider how current organizational structure supports or hinders departmental missions and Citywide strategic goals.
- **Function and Program Alignment:** The portfolio of programs and associated staff will be reviewed to assess alignment with staffing needs and operational capabilities.
- **Mandated vs. Discretionary Services:** We will distinguish between services required by law, regulation, or policy and those discretionary, assessing how these designations inform service level expectations and staffing.



Best Management Practices and Technology

Raftelis will evaluate the Department’s performance relative to industry standards and best management practices. This diagnostic will offer an objective overview of operational and managerial activities. Drawing on our work with national professional associations and utilities across the nation. Specific emphasis will be placed on ensuring strong asset management practices that connect planning, engineering, operations, and maintenance across key asset categories.

We will review infrastructure and facility maintenance practices. This includes evaluating current maintenance policies and procedures, resource allocation, and outcomes. The goal is to ensure that the City is maximizing the return on investment in capital infrastructure whether it be a grinder pump or treatment facility. We will also assess the potential for increased operational efficiency through better use of office and field technology, including work order systems, asset tracking, scheduling, and mobile data tools.



People, Culture, and Staffing Levels

The project team will leverage the prior activities to define appropriate current and future staffing levels based upon this analysis. Our project team will employ a holistic approach using a variety of staffing assessment mechanisms. This approach incorporates the Department’s desired set of program service levels, budgetary capacity, skills and training of the current workforce, access to technology, and many other non-numeric drivers. Important to this analysis is the culture of the organization, training practices, and ability to retain staff; additional authorized positions are not useful if there are not adequate systems and culture in place to build and retain talent. Our team will also analyze whether and how the Department can leverage external workforce options such as temporary or seasonal staff, contracted staff or companies, volunteers, and more.

By this stage of the project, our team will have completed interviews, focus groups, field observations, document reviews, and other key data-gathering activities. We will then hold a virtual meeting to present our preliminary observations and recommendations to the City. We will conduct additional analysis and follow-up as needed to ensure the City receives a complete, actionable assessment.

<p>Meetings: Discuss preliminary observations and recommendations - virtual</p>	<p>Deliverables: PowerPoint slide deck of initial findings</p>
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Activity 4 - Prepare Project Deliverables

Once initial recommendations are finalized, we will prepare a draft report that will include an executive summary, a detailed description of our methodology and approach, and a comprehensive analysis and justification for each recommendation. Our reports are designed to be clear, thorough, and actionable telling the story of what we observed, what is already working well, what can be improved, and how those improvements can be achieved in a realistic and sustainable way.

The preliminary report will be submitted to the City for review and discussion. We request that the City provide one consolidated set of comments within 14 days of receipt of the draft report. Based on the City’s feedback, Raftelis will

then prepare the final project report reflecting any revisions or clarifications. As part of the close-out phase, we will be prepared to make one formal, in-person presentation of the final report to City Council.

The final report will also include the **Implementation Roadmap**, which will provide the City and Department with a practical guide to executing the recommendations. The Roadmap will include details such as implementation phasing, prioritization, and recommended timelines to support realistic and measurable progress. This tool is designed to help leadership move forward with confidence and clarity

Meetings:

- Review draft report comments – virtual
- Present final project report to City – in-person

Deliverables:

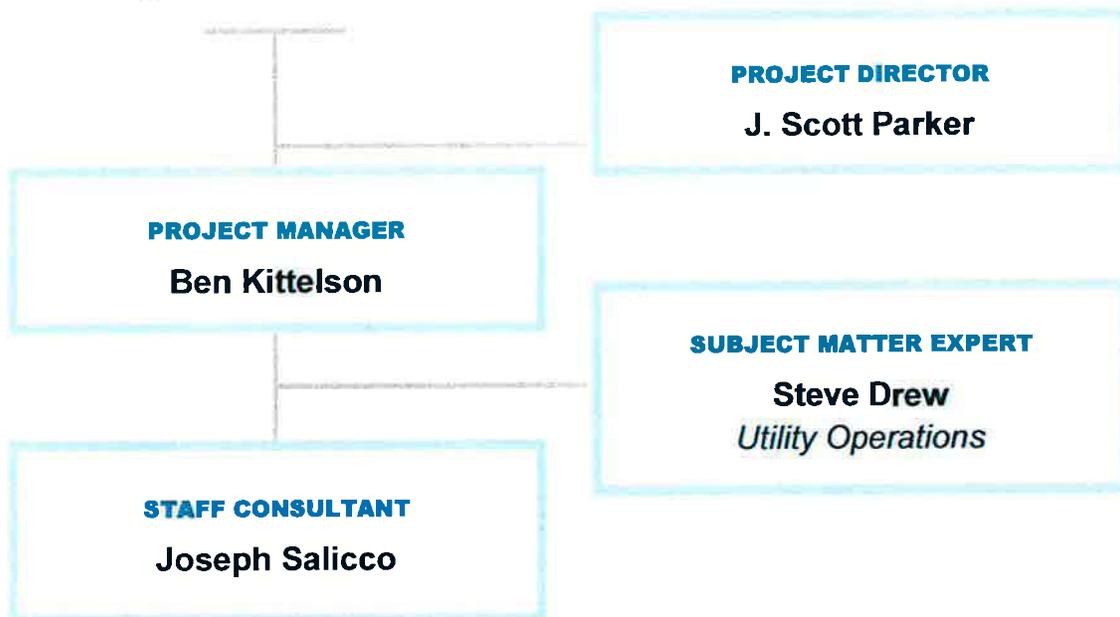
- Draft and final project report
- Project report presentation

Project Team

Through strategic consulting, Raftelis partners with utilities and local government to enhance performance and plan and improve financial conditions. With a team of former utility and municipal leaders, we provide expert guidance, and a proven process tailored to each organization's unique needs.

Raftelis' organizational structure is designed to allow members of our executive team to devote a significant amount of time to consulting activities. The Project Director has ultimate accountability for meeting the technical requirements of the project and for providing guidance on the strategic direction of the engagement. The Project Manager is responsible for the day-to-day communication, project management, and ensuring the project meets the City's needs in an efficient and effective manner. At the direction of the Project Manager, Raftelis assigns staff consultants who are responsible for conducting analysis and developing work products. Resumes for each team member and a description of their role on the project are attached to this proposal.

City of Marathon



Timeline

Raftelis proposes a timeline of approximately 16 weeks for this work from project kick-off. We will review and discuss the timeline in detail with the City during Activity 1.

Cost Estimate

The total fixed fee to complete the scope of work outlined in this proposal is \$67,550, which includes all professional fees and expenses for Raftelis. A breakdown of cost by project activity is provided in the table below:

Activity	Description	Cost
1	Begin and Manage Engagement	\$13,175
2	Understand Operational Context	\$25,675
3	Analyze Wastewater Operations	\$10,550
4	Prepare Project Deliverables	\$18,150
TOTAL		\$67,550

It is our practice to invoice clients for monthly payments based upon work completed.

We are excited about the opportunity to support the City of Marathon in enhancing your Utilities Department. We have outlined a scope of services to meet the City’s needs. I am authorized to represent Raftelis and would be happy to answer any questions or provide additional information.

Sincerely,



Scott Parker, *Vice President*

P: 913.238.1131 / E: sparker@raftelis.com

The City accepts the terms of this engagement letter and proposal at a cost of \$67,550.

Approved: 	Date: <u>12/10/2025</u>
Name of Signatory: <u>George Garrett</u>	Title: <u>City Manager</u>

J. Scott Parker

PROJECT DIRECTOR

Vice President



ROLE

Scott will be responsible for overall project accountability and will be available to provide quality assurance and control, as well as industry perspective and insights into the project.

PROFILE

Scott has over 20 years of experience in local government, utility management, and private consulting. Prior to joining Raftelis, he served as the Asset Manager for KC Water in Kansas City, Missouri. Before KC Water, he served as the Assistant Director for Public Works in both Olathe and Lenexa, Kansas, where he led the finance, data management, solid waste, field operations (streets, utilities, traffic), and communications divisions, and managed multiple Police, Parks, and Fire Department capital projects. He also has private consultant experience providing capital planning, financial analysis, data system, asset management, and interim-executive services to Ft. Smith, Arkansas; Jackson, Mississippi; and Kansas City, Kansas, all of whom had signed Federal Consent Decrees with the Environmental Protection Agency (EPA).

Scott’s wide range of experience has given him extensive leadership and technical expertise in the fields of asset management, information technology, general management, and operations in multiple domains. This has allowed him to design, develop, and implement asset management programs in three (3) communities. As an Asset Management practitioner, Scott has used his understanding of the field to design teams that combine the best theoretical concepts of asset management with the opportunities and cultural circumstances specific to the organizations for which he has worked. He has demonstrable experience working with multiple data technologies and systems in the asset management and utility space. In Kansas City, he developed the organization’s first data management strategic plan as well as its evaluation criteria for information technology purchases, which led to both optimization of existing systems and reductions in the cost for new tools utilized in the department.

Scott has led the development of multi-billion-dollar capital improvement plans in communities throughout the country as both an employee and a consultant. He has extensive experience with all elements of utility capital planning, financing, and project delivery. At KC Water, he developed an alternative capital plan that was utilized for the Consent Decree renegotiations with the EPA and reduced the city’s commitment by \$1.3 billion over the original program, while assuring more time to meet the terms of the decree.

Specialties

- Asset Management for utilities and local governments
- Capital Planning, Budgeting, and Implementation
- Data Strategic Planning, Management and Governance
- Business Risk Exposure (BRE) and Decision Support System (DSS) methodologies for infrastructure
- Data Analytics and Business Intelligence standards
- Business Process Modeling
- Performance Management (measurement, dashboarding, etc.)
- Organizational Design and Capacity Building
- Utility Governance

Professional History

- Raftelis: Vice President (2025-present); Senior Manager (2022-2024)
- KC Water: Utility Officer – Asset Manager (2018-2022)
- Burns and McDonnell: Engineering Manager (2015-2018)
- City of Olathe, KS: Assistant Director of Public Works (2011-2015)
- City of Lenexa, KS: Assistant Director of Public Works/Assistant to the City Manager (2006-2011)
- City of Kansas City, MO: Budget and Finance Analyst (2003-2006); L.P. Cookingham Management Fellow (2002)

Education

- Master of Public Administration – University of Missouri (2004)
- Master of Arts, History – University of Arkansas-Fayetteville (2000)
- Bachelor of Arts in History - Graceland University (1997)

Professional Memberships

- Institute of Asset Management
- Water Environment Federation
- American Water Works Association
- Water Research Foundation

Ben Kittelson

PROJECT MANAGER Manager

ROLE

Ben will manage the day-to-day aspects of the project, ensuring it is within budget, on schedule, and effectively meets the City’s objectives.

PROFILE

Ben began consulting in 2019 after seven years of direct service to local governments on the East and West Coasts. Most recently, Ben worked for the Budget and Management Services Department in the City of Durham, North Carolina. He worked on the annual budget and the community-wide strategic plan. He completed revenue projections for sales tax and water sales, assisted with financial **planning** for affordable housing, **and led** community engagement efforts designed to inform the City’s budget process. Ben also started an innovation partnership program with local technology startup companies.

As a consultant, Ben has worked on more than 85 projects across 27 states, evaluating local government operations and identifying actionable recommendations. His work helps local government organizations improve services and become more effective through staffing and workload analysis, process improvement, and policy and procedure review. Ben has assessed a wide variety of local government **operations**, including public safety, public works, utilities, parks, human resources, and **development reviews**. He has analyzed staffing levels and organizational structure, created process maps, and **developed recommendations** based on the unique environment and **infrastructure needs of the community**. Ben is skilled at connecting **operational and staffing needs** with the strategic priorities of the organization, **service levels**, and **community expectations**. He has also assessed employee satisfaction and workplace culture using qualitative and quantitative methods.

Ben began his career in the Portland, Oregon region, where he served the Cities of Beaverton, West Linn, and Gresham, as well as Metro, the regional government for the Portland area. Ben expanded his experience in the Budget, Management, and Evaluation Department in Guilford County, North Carolina, where he analyzed government services such as jail operations and education funding. Ben is a founding board member of Engaging Local Government Leaders (ELGL) and helped run the organization from 2013 to 2024. In that time, ELGL grew from a few hundred members in Oregon to over 4,800 across the nation. He has written articles for the ELGL website, planned regional events, and planned the organization’s national conference. Ben continues to produce and co-host ELGL’s GovLove Podcast.

Ben earned a master’s degree in public administration from Portland State University and a bachelor’s in politics and economics from Willamette University.



Specialties

- Budgeting and financial analysis
- Organizational assessment
- Strategic planning
- Process improvement
- Staffing analysis

Professional History

- Raftelis: Manager (2024-present); Senior Consultant (2022-2023) Consultant (2020-2021); Consultant, The Novak Consulting Group: (2019-2020)
- City of **Durham**, North Carolina: Senior **Budget** and Management Analyst (2016-2019)
- Guilford County, **North Carolina**: Budget and **Management** Analyst (2014-2016)
- City of Gresham, Oregon: Intern (2014)
- Oregon Metro: Intern (2014)
- City of West Linn, Oregon: Intern (2013-2014)
- City of Beaverton, Oregon: Intern (2012-2013)

Education

- Master of Public Administration - Portland **State University** (2014)
- Bachelor of Arts in Politics and Economics - **Willamette University** (2012)

Professional Memberships

- Engaging Local Government **Leaders (ELGL)**: Board of Directors (2017-2024)
- **North Carolina** Local Government Budget Association (NCLGBA)
- Strong Towns
- International City / County Management Association (ICMA)

Steve Drew

SUBJECT MATTER EXPERT UTILITY OPERATIONS Senior Advisor



ROLE

Steve will provide input and guidance in developing the project deliverables as a Subject Matter Expert in utility operations and management.

PROFILE

Steve has over 40 years of experience in water utility management, municipal government leadership, and private consulting. He began his career with the City of Greensboro, NC Water Resources Department where he served at all levels of technical and managerial positions including electronics technician, superintendent, water supply division, and department operations manager until becoming Director of Water Resources utility in 2011. Steve served as assistant city manager before retiring from public service in 2020. Before joining Raftelis, Steve worked as a private consultant in the areas of executive recruitment, technical water utility subject matter review, and business growth development. Steve has extensive experience working in the areas of organizational improvement, governance, strategic planning, continuity of operations, disaster preparedness, sustainability, and capital improvement.

Steve's wide range of experience has informed his extensive technical knowledge and administrative expertise in the areas of water and wastewater operations, asset management, regulatory compliance, general utility management, customer service, executive leadership, assessment, and effecting positive organizational change. As a result, City leadership consistently trusted his recommendations, leading to the development and implementation of strategies that addressed a wide range of improvements, upgrades, and efficiencies regarding physical assets, operations, and associated fiscal impact.

Over the course of Steve's career, he has been a passionate advocate and innovator for organizational improvement and culture change. During the 1990s, Steve worked with the City's Human Resources Department's Training Division to develop its first front-line supervisor and mid-level management development program known as Leadership 2000. From there, he participated in curriculum review, served as an instructor and a leadership coach, and was consulted on Executive Leadership Program development. Steve was instrumental in developing an internal training academy, where employees throughout the Utility were provided the requisite training and guidance to advance in their careers and embody the core values of the City organization and the Utility.

Specialties

- Continuity & resiliency of utility operations
- Workforce development
- Diversity & inclusion
- Disaster preparedness
- Crisis management

Professional History

- Raftelis: Senior Advisor (2024-present); Principal Consultant (2022-2023)
- Independent Consultant (2020-2022)
- City of Greensboro, NC: Interim Assistant City Manager (2018–2019)
- Water Resources Utility Director (2012–2020)
- Operations Manager (2010-2012)
- Water Supply Division Manager (2001–2010)
- Superintendent of Plant M&O (1989–2001)
- Electronics Technician & Plant Mechanic (1979-1989)

Education

- Bachelor of Arts Political Science - University of North Carolina at Greensboro (1985)

Certifications

- NC "A" Surface and "C" Well Water Treatment Facility Operator
- Public Executive Leadership Academy, UNC School of Government
- Micro MBA, Virginia Tech AWWA Utility Leadership

Professional Memberships

- American Water Works Association
- Water Environment Federation
- NC One Water
- NC Water Operator's Association
- Society of Maintenance and Reliability Professionals
- National Forum for Black Public Administrators (Life-Time Honorary Membership)
- Toastmasters International (2008 – 2018)
- US Coast Guard Auxiliary - division staff officer – retired (1992-2012)

Joseph Salicco

STAFF CONSULTANT
Associate Consultant

ROLE

Joseph will work at the direction of Ben in supporting and preparing deliverables for this project.

PROFILE

Joseph is driven by the belief that strategic planning and community development initiatives can foster equitable growth and enhance the well-being of communities. With this mission at the core of his work, he has been committed to leveraging his expertise in grant administration, economic development, and public policy to support local governments in achieving sustainable and impactful outcomes.

At Centralina Regional Council in Charlotte, NC, he supported over 60 local governments across a nine-county region, providing technical assistance, grant management, and planning services. He played a critical role in monitoring federal and state funds for housing, infrastructure, and aging-in-place programs, while also contributing to the region's Comprehensive Economic Development Strategy.

Prior to Centralina Regional Council, Joseph worked as a Program Assistant with the City of Wilmington, helping administer a \$1.8 million HUD Lead Hazard Reduction Grant. This program ensured the remediation of environmental hazards in over 25 low-to-moderate-income households. His work involved stakeholder engagement, programmatic assessments, and compliance monitoring to improve housing conditions for vulnerable populations.

Joseph holds a Master of Public Administration from the University of North Carolina at Chapel Hill and dual bachelor's degrees in political science and Spanish from the University of North Carolina at Wilmington.



Specialties

- Strategic planning
- Organizational Assessment
- Survey and data analysis
- Program design and implementation
- Program evaluation

Professional History

- Raftelis: Associate Consultant (2025-present)
- Centralina Regional Council; Community Economic Development Coordinator (2022- 2025)
- City of Wilmington; Program Assistant (2021-2022)

Education

- Master of Public Administration – University of North Carolina at Chapel Hill (2022)
- Bachelor of Political Science – University of North Carolina at Wilmington (2020)
- Bachelor of Spanish – University of North Carolina at Wilmington (2020)