

February 4, 2013

Betty Jean Grant  
Chairperson  
Erie County Legislature

C/o Robert M. Graber  
Clerk of Legislature  
92 Franklin Street, 4<sup>th</sup> Floor  
Buffalo, NY 14202

Dear Ms. Grant:

It is my pleasure to submit to you the enclosed resume' that should clearly demonstrate a strong and desirable background supporting your consideration for the possible appointment of a new commissioner for the Erie County Water Authority.

As you can hopefully see, it has been a privilege to have lived and worked throughout the Western New York region for most of my life. Like you, I have committed my energies and talents to bringing the best possible people together in support of our communities' greatest needs. Providing the essentials required to deliver a reasonable quality of life to our citizens can be challenging at its best, and unreasonably problematic at its poorest. Fortunately, we are blessed to have a number of tremendously dedicated and capable leaders throughout the public and private sectors and they, when working collaboratively, can provide positive solutions and outcomes for even the most complex of situations. I learned many years ago that one of the most important keys to success is to help find, inspire and support such individuals whenever possible.

I strongly believe that my commitment, compassion and trust in this community, as well as the team of colleagues that I continue to work and associate with, will result in all you are looking for in a new Water Authority Commissioner. I bring solid records of highly successful management and growth opportunities along with a true compassion and realistic empathy for the consumers we all are. It would be an honor to accept this responsibility in a position that should afford everyone the equal opportunity to feel safe and to improve their lives.

Sincerely,



J. Mark Robinson  
1700 Schoellkopf Rd.  
Lake View, NY 14085  
Cell (716) 725-7617

**J. MARK ROBINSON**  
1700 SCHOELLKOPF ROAD ♦ LAKEVIEW, NEW YORK 14085  
PHONE: H (716) 627-0095, C (716) 725-7617  
Email: j.mar.k@hotmail.com

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## **SENIOR LEADERSHIP/STRATEGIC DEVELOPMENT EXECUTIVE**

***Improvement Specialist ♦ Operations & General Management ♦ Strategic Planning ♦ Turnaround & Reengineering  
♦ Staff & Board Development ♦ Professional & Community Leadership ♦ Team Building Excellence***

Results-driven professional demonstrating consistent success in cultivating relationships, driving operational and revenue growth, leading start-up and turnaround efforts and maximizing business opportunities. Mission-focused with consistent, outstanding fundraising growth. Accomplished industry leader recognized for dramatically exceeding strategic goals and objectives through complex collaborative efforts. Recognized for seeking and accepting increasingly complex responsibilities. BA degree with multiple post-secondary credits.

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### **Professional Experience CARE MANAGEMENT COALITION OF WESTERN NEW YORK, INC., Buffalo, New York**

#### **Chief Executive Officer/Executive Director**

**May 2008 - Present**

Responsible for the overall achievement of the organization's mission/vision by driving global, strategic and creative thinking and taking action to be a unified voice for the needs of children and families throughout the region; influencing discussions, policies and accountability for decisions impacting constituents; creating economic impact through community-based programs and organizational effectiveness; developing the Coalition's revenue streams to assure financial growth and stability.

#### ***Strategic Management***

- Serve as the lead support for the Board of Directors to plan and execute key strategies and goals that will achieve the organization's vision and demonstrate the core values.
- Develop collaborative working relationships with Coalition Partner organizations and their staffs to understand capabilities and identify opportunities for collaboration and expanded services.
- Design and manage a membership model to assemble a diverse group of quality partner organizations. Manage their competing interests to achieve the organization's goals.
- Maintain an awareness of industry and market best practices, knowledge of service delivery models and external benchmarks to develop ideas and efforts that will achieve strategic goals.
- Implement and track progress of the strategic plan on a monthly basis and present information to the Board, staff members, partner organizations and the community.
- Assist the Board in articulating its role and accountabilities, as well as those of committees and individual Board members.
- Coordinate and support the Board Chairperson's facilitation of regular and productive Board meetings.

#### ***Revenue Development/Financial Management***

- Work with the Board to secure adequate funding for the operation of the organization and transition from the current funding structure.
- Research funding sources, execute fund raising plans and write funding proposals to increase the funds of the organization.
- Work with the Board to prepare comprehensive budget and funding strategies that result in positive financial outcomes.
- Establish and maintain working relationships and formal communication channels with private donors, community leaders and funders in the corporate, government and foundation sectors to educate them about the quantitative and qualitative impact of the Coalition activities and organizational needs.
- Manage Coalition's budget and approve expenditures within the authority delegated by the Board.
- Ensure that sound bookkeeping and accounting procedures are followed.
- Administer the funds of the organization according to the approved budget and monitor the monthly cash flow of the organization.
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the organization.
- Ensure that the organization complies with all legislation covering taxation, as well as best accounting practices.

## ***Marketing/Community Relations***

- Facilitate the integration of the Coalition into the fabric of the community by using effective programming, marketing and communications activities.
- Act as an advocate and chief spokesperson within the public and private sectors, and the media for issues relevant to the organization, its service and constituencies.
- Listen to constituents including participating organizations, volunteers, donors and the general community in order to improve services and generate community involvement.
- Assure community awareness of the organization's response to community needs.
- Initiate, develop and maintain cooperative relationships with key constituencies, partner organizations, businesses and government affiliates.
- Work with legislators, regulatory agencies, volunteers and representatives of the not-for-profit sector to promote legislative and regulatory policies that encourage a health community and address the issues of constituents.
- Execute a communications and marketing plan to support the organization's mission, values, goals and objectives in the community and among partner organizations.

## ***Staff Leadership***

- Hire individuals who demonstrate job competencies and qualifications, as well as the organization's core values.
- Recruit and coordinate volunteers to support organizational initiatives.
- Align individual goals with the organization's mission, vision and goals; manage priorities on a daily basis to create an environment where goals are achieved.
- Provide frequent and regular training and individual coaching to build skills and create best practices to achieve goals.
- Demonstrate and delegate tasks to ensure individuals receive ongoing challenges to increase skills and competencies; check for understanding and assist individuals in problem solving.
- Measure performance as compared to goals and follow the annual performance review process; recognize good performance and celebrate successes.
- Take corrective action as required following the organization's Corrective Action Process.

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**ECMC LIFELINE FOUNDATION, INC., Buffalo, New York**

**June, 2004 – 2007**

## **Executive Director/Director of Development**

Responsible for overall foundation operations during the difficult period of Erie County Medical Center Corporation's transition from a county facility to an independent Public Benefit Corporation, increasingly more integrated within the complex teaching environment of a large state university system. Successfully managed a myriad of sensitive staff situations while rapidly growing the foundation's reputation and revenues. Directed ongoing reconstruction of volunteer board of directors, ensuring mission priorities, procedures and loyalties. Systematically built image, scope and governance of foundation, while accomplishing unprecedented growth in corporate contributions and large gifts.

## ***Selected Contributions & Accomplishments***

- Developed previously nonexistent foundation policies, administrative procedures and insurance safeguards, efficiently transforming the corporation into a legitimate and viable conduit for support, governance and employment.
- Designed and constructed a formal corporate structure, including workable board committees and leadership, well integrated and received within the hospital environment and community, including a concentrated focus on the priorities and environment of a university teaching institution.
- Successfully engaged hospital and university personnel with new foundation projects, incorporating extensive inter-departmental planning, strategies and commitment to goals along with intensive foundation imaging campaign.
- Identified and cultivated professional and civic partnerships for the foundation, the Medical Center and the community at large, substantially increasing the cognizance of the organizations and initiating multiple new supporters.
- Successfully designed and implemented a collaborative partnership with the State University of New York at Buffalo, the ECMC Corporation and the Lifeline Foundation; resulting in mutually developed and implemented projects.

- Introduced concept and design for hospital's first ever capital campaign; including support firm research, requests for proposals, review committee, and culmination of agreements. Identified, recruited and formalized relationships for potential 8-figure contribution(s) to the project and resultant planned gifts.
- Demonstrated an unprecedented 278% growth in net income during first 36 months in position.
- Introduced and initiated inaugural Planned Giving program at the ECMC Corporation.
- Successfully planned and conducted inaugural hospital employee annual campaign; exceeded board-established goal by over 60%.
- Increased unrestricted community donations to the foundation over 500%; established new and innovative donor solicitation and recognition protocols for these and other restricted gifts, including various naming rights' policies.
- Identified, cultivated, and successfully presented to over 25 new business prospects in first 18 months in position; directly resulting in over \$250,000 in new contributions.
- Increased traditional event revenue by over 200% in first 36 months, along with substantially upgrading event committees, formats, acceptance and attendance.
- Recruited well-known national business partnership to organize first-ever outside corporate benefit for the hospital, resulting in over \$135,000 in new revenue and multiple new 'friends.'
- Recruited, interviewed and presented final hiring recommendations to board for all foundation personnel.
- Researched, designed and authored employee manual, documenting and unifying new policies for reporting, orientation, benefits, codes of conduct, grievance procedures and compensation.

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**MERCY FLIGHT, INC., Buffalo, New York**

**February, 1989 – June, 2004**

**Director of Development and External Affairs**

Newly-created position fully responsible for the duties and responsibilities associated with the corporation's fundraising, marketing, public relations, governmental and community relations, grants and regional hospital operations. Successfully grew the service from a \$650,000 annual budget to over \$4.2 million. The efforts from this newly created position are still credited with driving Mercy Flight from a struggling operation to one of the most highly recognized and respected not-for-profit services in Western New York and beyond.

***Selected Contributions & Accomplishments***

- Secured substantial, dedicated annual funding from the seven counties of Western New York; the only air-medical service in the entire United States that has ever accomplished this; subsequent annual operating dollars consistently exceeded \$500,000.
- Increased agency's annual state funding by almost 300% while other agencies faced substantially reduced or eliminated state dollars.
- Increased individual and community funding over 1,000% while establishing a large, diverse and well-functioning regional volunteer corps.
- Researched, composed and presented a substantial number of local and national grant applications, resulting in excess of \$1 million in funding.
- Responsible for new business development through management of RFP process.
- Grew the corporation's development department from non-existent to an efficient, professionally staffed, integral corporate entity.

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**Education**    **Bachelor of Arts, Psychology**

Saint John Fisher College, Rochester, New York; numerous post-graduate studies

Harvard Business School Not-For-Profit Management Development Program Buffalo

**Community**    **Community Appointee, Audit Committee, Frontier School Board**

Administrative Home, Trauma-Informed Care Initiative of WNY

Center for Transportation Excellence; Founding Member

Western New York Planned Giving Consortium

Chair; Advocacy Committee, Erie County Community Coordinating Council for Children and Families

Buffalo Rotary Club; Community Assessment Committee

Officer; Erie County Traffic Safety Board