Paul W. Wolf, Esq.
9 Guinevere Court
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November 13, 2013

Betty Jean Grant
Chair
Erie County Legislature
C/O Robert M. Graber
Clerk of Legislature
4th Floor, Old County Hall
92 Franklin Street
Buffalo, New York 14202

Re: Commissioner of Erie County Water Authority

Dear Chairperson Grant:

Please accept this letter as my expression of interest in being appointed Commissioner of the Erie County Water Authority. I am passionate about reforming government, which is why I founded the non-profit Center For Reinventing Government, Inc. The mission of the Center For Reinventing Government is to:

- Act as a catalyst for creativity in government;
- Improve the performance of government by making it more ethical, efficient and effective;
- Encourage public participation, collaboration and accountability through transparency and citizen access to information;
- Support new management models of engaging and empowering employees, as their involvement is critical to reinventing government;
- Inspire bold leaders to challenge the status quo!

The Erie County Water Authority could certainly benefit from my commitment to the above mentioned mission.

My qualifications include:

- 22 years of experience as an attorney;
- Certified as a Senior Professional Human Resources Manager;
- Certified as a Yellow Belt in Six Sigma management techniques;
- Served as General Counsel to the Buffalo Municipal Housing Authority

- Served as Chief of Staff to the Buffalo Common Council
- My articles regarding government reform and innovation have been published in the Buffalo News, ArtVoice, Riverside Review, Amherst Times, Buffalo Rising WNY Media.net, and my web site www.reinventinggov.org

My skills and management experience were recognized by the Tompkins County County Legislature in Ithaca, NY when I was offered the position of County Manager in 2008. I declined the position due to family members being reluctant to relocate. In 2010, I came in second place for appointment as the County Manager for Niagara County.

I welcome the opportunity to discuss my interest in being a Water Authority Commissioner with you and the members of the Erie County Legislature.

Sincerely,

Paul W. Wolf, Esq.

PAUL W. WOLF
Attorney at Law
9 Guinevere Court
Getzville, NY 14068
716-435-4976

EDUCATION

1991	**Juris Doctor**	State University at Buffalo School of Law
1986	**Bachelor of Science**	Buffalo State College Criminal Justice

EMPLOYMENT

June 2011 – Present **Berzer & Wolf Law Firm**
Partner

Private law practice consisting of litigation, estates, criminal, real estate, matrimonial and family law matters.

2008 – January 2011 **Buffalo Municipal Housing Authority**
General Counsel

Chief legal counsel to a corporation with a $35 million budget and a staff of 240 employees, governed by a seven member board of directors. Duties include:

- Ensuring that the Authority complies with federal, state laws & regulations;
- Policy research and drafting of policies and procedures;
- Negotiating Collective Bargaining Agreements;
- Addressing union grievances and employee disciplinary matters;
- Drafting and reviewing contracts;
- Preparing legal memorandums and opinions

Brought the concept of Six Sigma to the Housing Authority as a tool to improve management operations. In particular improving the length of time it takes to turn over a vacant apartment. Certified as a Yellow Belt in Six Sigma.

Certified as a Senior Professional Human Resources (SPHR) manager.

Part-time adjunct instructor at Bryant & Stratton College, teaching Employment Law, Corporations, Legal Research & Criminal Law.

2004 – 2008 **Buffalo Common Council**
Chief of Staff

Supervised a staff of seven. Directed the issuance of reports, and research for nine Council Members. Initiated and developed new ideas in City government.

Led the charge to successfully implement CitiStat in Buffalo. CitiStat is a program implemented first in Baltimore dedicated to measuring and tracking the performance of government.

Changed the culture of the Buffalo Common Council by implemeting a process of establishing an Annual Action Plan of goals and objectives.

Developed the first ever Mission Statement for the Buffalo Common Council to serve as "*A Laboratory For New Ideas*".

Created the first Blog in Buffalo City Hall as a way to communicate and interact with the public.

Served as a liaison between the Common Council and all City Department and agencies.

Assisted the City Council with reviewing and amending the City's $380 million General Fund budget, $26 million Capital Budget and $22 million CDBG Budget.

2000 - 2004 **Erie County Department of Social Services**
Assistant County Attorney

Prosecuted child abuse and neglect cases. Provided legal advice to several hundred employees; Conducted training sessions regarding legal responsibilities; Represented the Department of Social Services in Court proceedings. Performed legal research, drafted petitions, motions, and conducted trials.

Implemented the first mediation program in Erie County Family Court as a way of handling termination of parental rights in child abuse and neglect cases.

2001 – 2002 **Niagara University & Medaille College**
Adjunct Instructor

Part-time instructor teaching *Business Law, Ethics in the Workplace and Judicial Politics* to undergraduate students. Consistently rated high in student evaluations for organization and presentation of information.

1995 - 2000 **Erie County Attorney's Office**
Assistant County Attorney,

Prosecuting juvenile delinquents; analyzing the strengths and weaknesses of each particular case; negotiating settlement of cases; extensive motion practice, conducting hearings and trials.

COMMUNITY SERVICE

1987 - 2001 **Neighborhood Housing Services (NHS)**
Black Rock / Riverside
Board President (1996 to 2001)

NHS is a non-profit corporation which provides home improvement loans and purchases vacant properties, which are repaired and sold to owner occupants.The corporation is governed by a 15 member Board of Directors with an annual budget of $380,000 and assets of $1.2 million.

1990 - 2000 **Northwest Buffalo Commercial Consortium**
Board President (1995-1998)

The Consortium is a coalition of small business owners seeking to improve neighborhood business districts. The Consortium provides a commercial loan fund for small businesses; distributes an annual business directory; prepares a listing of available commercial properties for marketing purposes; and conducts informational seminars for business owners.