

## Leverage Management Solutions

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MICHAEL ALESANDRINI \* Principal

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### Professional Profile:

- 30-years in banking, real estate, economic development, regulatory and public policy arenas.
- Accomplished in organizational, project and human resources management; financial analysis; internal and external communications; strategic planning and business development.
- Proficient as executive, program/project manager, advocate, facilitator, lobbyist and regulator.

### Value Proposition:

- **Connectivity:** For opportunities situated in Missouri and Illinois, I have an extensive array of contacts with key jurisdictions, agencies, institutions, organizations, companies and individuals.
- **Process:** I am adept in public and private sector settings, with a keen awareness of protocols, politics and administrative processes requisite to effective program/project execution.
- **Approach:** I have both the perspective and expertise necessary to know when, where and how to be methodical and deliberate – as circumstances allow; or expedient and prudently aggressive – as circumstances may warrant. Regardless of approach, have proven effective in delivering on prescribed objectives remaining accountable for scope, schedule and budget.
- **Communications:** I ascribe a high degree of value to effective communications: internally to inform team members and optimize available resources; and externally to affect process and maximize client/constituent satisfaction.

### Work History:

**AECOM (formerly URS Corporation), St. Louis, Missouri**

**Senior Consultant; Business Development Lead; Certified Project Manager\***

August 2009 to December 2016

- Create and implement branding, marketing and sales strategies for MO-KS operation.
  - Manage remediation, monitoring, permitting and watershed planning projects.
  - Consult clients and colleagues on matters of government and regulatory affairs.
- \* **PM Certification** reflects 70+ hrs of coursework, comprehensive exam and peer review.

**Leverage: Transaction Management Services LLC, French Village, Missouri**

**Principal**

January 2009 to August 2009

- Consult clients on matters involving regulators, administrators and elected officials.

**Missouri Department of Natural Resources, Jefferson City, Missouri**

**Ombudsman, Office of the Director**

October 2005 to January 2009

- Liaison for Agency Director in the Greater St. Louis and East-central Missouri Region.
- Identify & articulate regulator/regulated disputes – facilitate & report resolutions.

**St. Louis Regional Chamber and Growth Association (RCGA), St. Louis, Missouri**

**Director, Environmental Affairs**

January 1996 to September 2005

- Develop detailed strategies to accomplish discreet public policy and economic development objectives. Tactically manage technical, financial, political and institutional resources.
- Marshal 300+ members of Environmental Council and 13 committees to develop, articulate, lobby and implement solutions to regulatory, statutory and economic challenges.
- Collaborate with regional & statewide partners to achieve common objectives.
- Advocate & negotiate for member business and regional economic development interests to local, state and federal regulators; policy-makers; and citizens' organizations.
  - Weekly interaction with senior agency and elected officials (local/state/federal).
  - Routine testimony before legislative committees and regulatory commissions.
- Successful implementation of funding & media strategies to support various initiatives.

**Interim Director (Sr. VP) for Technology & Workforce Development** 2001 (10 months)

- Provide oversight and support to Technology Gateway Alliance & local workforce initiatives.

**Strategic Property Solutions,\* Peoria, Illinois**

June 1994 to January 1996

- Lead JV formed to evaluate real estate opportunities involving contaminated properties.

**Resolution Trust Corporation (RTC),\*\* Kansas City, Missouri**

**Managing Agent**

April 1990 to April 1994

- Executive management of institutions controlled by the federal government. Operational, liquidity & facilities management. Manage or liquidate complex, distressed asset portfolios.

**Security Savings & Loan Association, Peoria, Illinois**

**Assistant Vice President**

August 1987 to April 1990

- Manage distressed asset portfolio & loan department staff. Extensive litigation management.

**Federal Home Loan Bank of Chicago, Springfield, Illinois**

**Field Examiner**

December 1986 to August 1987

**Illinois Savings & Loan Commission, Springfield, Illinois**

**Field Examiner**

January 1985 to December 1986

- Evaluate management, fiscal and operational soundness of regulated savings institutions.

**Education:** **Knox College, Galesburg, Illinois, 1984. B.A.**

Majors: Economics & Business Administration; Psychology

**Communication Skills:**

- Plan & implement media, corporate communications and public relations strategies.
- Position papers, press releases, speeches, grant applications, newsletters; web content.
- Policy/Procedures manuals; marketing proposals, project qualifications & reports.
- Plan/Host conferences/workshops. Facilitate/present at public meetings.

**\*Strategic Property Solutions** was a short-lived joint venture between a Midwestern regional environmental engineering company and a real estate development firm located in Central Illinois. The JV was established in order to seek out investment/development opportunities – throughout the United States – specific to what was, at the time, a newly recognized real estate category known as a “brownfield.” The JV dissolved following a change in ownership of one of the JV partners.

**\*\*The Resolution Trust Corporation** was the federal agency that was created in the late 1980’s and existed only through the mid 1990’s for the sole purpose of managing defunct financial institutions over which the federal government had assumed control. Managing Agents were the senior field staff of the RTC who provided executive level management during receivership of the defunct institution, conservatorship of a newly created institution and finally during receivership (and total liquidation) of that conservatorship – once its marketable assets and liabilities had been disposed of. Managing Agents generally served as chief executive, chief financial, chief lending or chief operating officers of the institutions to which they were assigned, with assignments running ten to eighteen months in duration.

## Examples of Relevant Project Experience:

### Project Management

- **Big River Watershed – Master Planning Initiative – Project Manager (“PM”)**  
Facilitated discussions between EPA and representatives of three separate County Commissions; to establish a collaborative effort to inform the planning processes of several state and federal agencies with jurisdiction over, or interest in, a 92+ mile stretch of the Big River Watershed in Southeast Missouri. Effort involved ongoing community engagement providing for information sharing and strategic planning between County Officials, stakeholders and state/federal agency and elected officials. Project duration: 2009 – 2014
- **Confidential Mining Company - NPDES & MMWM Permits Support – PM**  
Directed staff in monitoring activities and regulatory interactions necessary to help develop and support both wastewater and mine waste permit applications. Project duration: 2010 – 2015
- **Confidential Energy Company – Construction & Stormwater Permits – MO Application Lead**  
Served as liaison between client, consultant’s project management team, state regulatory officials and local FEMA administrators in the submission of applications for various construction and stormwater permits and notifications for a multi-state pipeline project. Project duration: 2012-2013
- **FutureGen2.0 – NEPA Community Relations Manager**  
Worked with utility, agency project team and community leaders to effect outreach in communities potentially impacted by proposed pilot energy program (DOE). Responsibilities included planning, logistical support and meeting mechanics at three different communities included in the NEPA review scope of work. Project duration: 2010 - 2012
- **(City of) St. Louis Energy Program – Financial Tools – Team member**  
Provided both technical and public policy input to team of contractors hired by City of St. Louis to develop a set of financial tools that might be used to fund private sector energy efficiency improvements in the city. Input related to the technical elements of a project-specific (loan) underwriting process as well as input specific to the development of a program level funding mechanism at the city. Ultimately, program outlined creation of and criteria for selecting a P.A.C.E. Board in the city. Project duration: 2011 – 2012
- **Kaysinger Basin Regional Planning Commission – US EPA Brownfields Assessment Project – PM**  
Assisted client in identifying potential brownfield projects in the RPC’s service area and helped develop outreach tools to engage members of the community. Project duration: 2012 - 2013
- **St. Louis Development Corporation - Tax Credit Application Update – PM**  
Assisted client and property owner in development of a revised application for brownfield tax credits. 2015

## Economic Development & Government Relations

- **St. Louis Regional Ozone Attainment Initiatives – Regional Initiative Leader & Facilitator**

As director of the RCGA's Environmental Affairs program, provided leadership and worked collaboratively with members of Environmental Council, member companies, MPO (leadership), regulators, elected officials and stakeholders to conceive, develop, and obtain legislative, executive and/or regulatory approval for, and then implement, the programs listed below. **In 2004, this collective effort was recognized by US EPA with a "Regional Partnership Award."**

- The **St. Louis Regional Clean Air Partnership** is a collaborative of business, public health, environmental advocacy, academic and agency interests that serve as an apolitical clearinghouse for information related to air quality education and emission-reducing activities; and facilitator of a public call to action for lifestyle changes conducive to better air quality conditions in the greater St. Louis region – both episodic and long-term. US EPA has used the Clean Air Partnership as a national example of regional collaboration.
- Passage and routine defense of **Missouri Automobile Inspection/Maintenance (IM) and Reformulated Gasoline (RFG) Programs** were critical parts of the St. Louis region's efforts to attain compliance with the National Ambient Air Quality Standard (NAAQS) for Ozone in the late 1990's. US EPA had deemed both programs essential to its approval of a MO State Implementation Plan (SIP) – such approval being necessary to avoid US EPA-imposed tightening of regulatory requirements and implementation of economic sanctions against the region. Alesandrini (and a team of dedicated volunteers) worked extensively with local business and municipal interests in developing requisite support for legislative action in Jefferson City. Once passed, the SIP elements were perennially challenged in the legislature. Alesandrini perennially contacted local interests about these challenges – reiterating the need for the programs; and routinely testifying before joint interim legislative committees in the Capitol, as well as in front of the Missouri Clean Air Commission (MACC).
- Development of a **NOx RACT Rule**, which added more stringent regulatory requirements on the largest ("major source") emitters in the region, was deemed advisable in the late 1990's – by the RCGA's Air Committee – in an effort to avoid non-compliance with SIP element related to "ozone transport ." While most other metropolitan communities around the country were relying on a proposed federal rulemaking to satisfy this requirement, the RCGA took an unprecedented step to assure compliance by proactively initiating a state-imposed rule. Alesandrini facilitated a meeting of 29 (invited) major sources – many of them non-RCGA members – in order to obtain their support, thus enabling the political attention necessary to pass the measure in Jefferson City. As a result, when the federal rulemaking did eventually fail to come to fruition, the St. Louis region was the only one of six major metropolitan regions targeted in the country not to be found in non-compliance of this particular requirement.

- An **“Upwind NOx Control Strategy”** was proposed by the RCGA in the 00’s in response to a US EPA effort to add more rural MO counties to the St. Louis non-attainment area. At the time, such an addition was deemed counterproductive to the collective regional effort to maintain fragile legislative support of the above-referenced programs. In lieu of adding the rural counties; having inquired formally of US EPA Air Program leadership of their specific objectives in contemplation of adding those counties; the RCGA’s Air Committee responded by developing a rule that affected industrial operations in counties located adjacent to the already-designated non-attainment area. Alesandrini met with representatives of the potentially affected industrial sources as well as municipal leadership in those counties in order to discuss the proposed strategy. Following those interactions, the members of RCGA Air Committee met extensively with state and federal regulators to negotiate program specifics. The resultant program was then proposed as a statute and passed into law. Alesandrini did much of the advocacy work in Jefferson City, again testifying before joint interim legislative committees in the Capitol, as well as in front of the Missouri Clean Air Commission (MACC). He also remained in very close contact with US EPA officials throughout the negotiation in order to increase the likelihood that EPA would be amenable to the state-derived solution. The rule passed and US EPA rescinded its intention (“presumption”) to add the rural counties – an unprecedented occurrence to that date anywhere in the country.

Alesandrini has participated, since 2007, in a Southeast Missouri Regional Planning Commission Environmental Committee effort to oppose designation of those (and adjacent) counties by US EPA as being in non-attainment of the NAAQS for ozone. Alesandrini has been asked to speak to government and civic organizations about this collaborative effort in metropolitan Kansas City and Wichita (KS); and he has been consulted by regional leadership in numerous metro areas around the country.

- **MO Brownfield Development (tax credit) Program – RCGA Environmental Affairs Director**

The original version of the Missouri Brownfield Redevelopment Program, administered by the Department of Economic Development and the Department of Natural Resources, was conceived and drafted by members of the Chamber’s Brownfields Committee. Alesandrini facilitated engagement of agency staff, supported efforts to pass the authorizing language into statute, coordinated with agency staff through the rulemaking process and served as liaison between some of the earliest users of the program and agency staff.

- **MO Risk-based Corrective Actions Initiative –RCGA Environmental Affairs Director**

Following years of unsuccessful attempts by the business community in Missouri to encourage adoption of a risk-based program for clean-ups in the state (an approach adopted by vast majority of states in the country), working collectively with other business association staff as well as leadership from the environmental advocacy community, Alesandrini successfully garnered direction from the Hazardous Waste Commission – to DNR staff – to create a stakeholder group to develop elements of what became known as the MRBCA rule.

- **MO Environmental Commissions Training and Operational Protocols – RCGA Environmental Affairs**  
In the early 00's, there was a common complaint within the business community that the relationship between MO DNR staff and the Commissions lacked the separation necessary to assure independence of one from the other (DNR “staffed” the Commissions and the same Attorney General staff assigned to DNR programs also represented the Commissions). Following repeated unheeded suggestions that the agency staff and Commissions alter the manner in which they interact, the RCGA assisted in the drafting of a statutory proposal to eliminate the MO environmental commission structure in lieu of a (IL Pollution Control Board-like) new form of rulemaking. That proposal was introduced; formal meetings between leadership of the larger Commissions and two of the business associations ensued; a formal stakeholder process was undertaken; and several operating and training protocols emerged (including provision for a non subject-specific presentation opportunity at each Commission meeting and availability of separate counsel for staff and the Commissions, should separate representation be warranted).

## Finance & Real Estate

- As Director of **Strategic Property Solutions**, visited sites across the country in order to assess brownfield investment opportunities and make investment recommendations to a Joint Venture board comprised of directors from the JV partners.
- As a Managing Agent for institutions in conservatorship or receivership under the **Resolution Trust Corporation**, served as Chief Executive of Fidelity Federal Savings in Galesburg, IL; Chief Financial Officer and Human Resources Director at Twin City Savings in Pontiac, MI; and Director of Consumer Products at TransOhio Federal Savings in Cleveland, OH. **RTC Merit Awards for performances at Twin City and TransOhio.**
- As Assistant Vice President at **Security Federal Savings**, Alesandrini assumed control of a severely deficient commercial real estate loan portfolio – subject to significant loss reserves; managed the lending relationships – sometimes assuming role as lead of the participation groups; resulting in renewed performance of the majority of the portfolio and elimination of a substantial portion of the required loss reserves.