



**Curriculum Vita: Mike Letcher**  
**Associate Professor of Practice University of Arizona**

**EDUCATION**

- Masters of Public Administration, University of Kansas 1978
- Bachelors of Science, University of Kansas 1975
- Lifetime Certified Public Manager, International City/ County Management Association 2011
- Certified Quality Improvement Manager, Charlottesville Virginia 1983
- Southwest Leadership Institute Graduate 1996

**EMPLOYMENT HISTORY**

**2011**

***Senior Associate The Mercer Group Associates and  
President/CEO BridgeGroupllc***

The Mercer Group provides the highest quality management consulting services to federal, state and local governments, to health care providers, transit authorities, utilities, and private-sector clients. The firm was founded by James L. Mercer, a management consultant of more than 30 years in the public and private sectors and a former Assistant City Manager. He has written and co-authored seven books and more than 300 articles on various phases of public management.

BridgeGroupllc specializes in bringing innovative solutions and tools to local government, State government, Federal government and religious and non-profit sectors. BridgeGroup has a team of professionals that are proven managers first and consultants second

- 2022 ***Part-Time Associate Professor of Practice***
- 2011 -2022 ***Part-Time Assistant Professor of Practice and former Adjunct Instructor University of Arizona Masters of Public Administration and Honors Program***  
Teaches courses in strategic planning, leadership and coordinates the Capstone projects for students.  
**PA 512** Local Government, **PA 594** Capstone Project and **PA 518** Management Practices for the 21 Century.
- 2001-2011 ***City Manager /Deputy City Manager, City of Tucson Arizona***  
Home of the University of Arizona and a community of approximately 500,000. City Manager for over two years and Deputy City Manager for eight years. Developed strategies as City Manager that reduced expenditures by over \$80 million and eliminated 1,000 positions with no significant impact on core services and less than 100 layoffs.
- Innovations Implemented:*** Collaborative Performance Auditing, Mayor and Council Strategic Work Plan, Budget Option Based System (BOBS) , Financial Sustainability Plan, End of Service Retirement Incentive, employee orientation program, pay plan, employee intranet and BI-weekly newsletter, team powered customer service program, management evaluation system, two-year budget process, economic development framework and scorecard, on-line purchasing, self directed health care plan, implemented new pay and classification plan, updated civil service regulations, pension plan and purchasing code, electronic agenda and reorganized departments for better customer service and efficiencies.
- 1994-2001 ***City Manager, City of Sedona Arizona***  
World recognized tourist and art destination. Community recognized for strong financial management, Council and City Manager partnering and strategic planning smart growth controls,

innovations and community engagement strategies to resolve controversial issues.

***Innovations Implemented:*** Developed new strategic plan, Employee University started, nationally recognized Flexible Capital Budgeting, implemented “shop and talk” on city issues in local supermarkets, community “walk about” on city projects, town hall meetings and other community engagement strategies. Increased city reserves from \$400,000 to \$8,000,000 and improved bond rating. Smart growth strategies developed and resolved major sewer crisis by constructing “state of the art” wastewater treatment plant. Downtown Main Street program started. Constructed awarding winning municipal parking lot in downtown. Secured city’s first national award for excellence in financial management. New accounting and budget systems developed. Received recognition letter from Arizona Governor Jane Hull for accomplishments.

***1983-1998      Instructor National Fire Academy, Emmetsburg Maryland***  
Instructor for courses on Human Resources, Organizational Development and City Manager Fire Chief Relations

***1994-1996      Adjunct Instructor, University of Vermont Masters of Public Administration***  
Taught a course in Leadership at the University of Vermont Masters Of Public Administration Program.

***1992-1994      Practioner in Residence, University of Kansas Masters of Public Administration***  
Worked with the faculty at the University of Kansas and provided seminars for on campus students in the Masters of Public Administration Program

1990-1994

***City Manager, City of Winooski Vermont***

Historic river front community with nationally renowned community development projects.

***Innovations Implemented:*** Developed nationally recognized Consensus Based Budgeting system, 360 performance review of the City Manager started, 24/7 Citizen Information and Customer Service Line started, successfully passed voter approved capital improvement fund, negotiated first shared municipal services agreement ever done in the state, negotiated major economic development project that increased city revenues by over 10 percent a year and provided a community river front park. Recognized as top City Manager in state of Vermont by peers.

1983-1990

***Assistant Town Manager, Town of Amherst Massachusetts***

City is home to the University of Massachusetts and Amherst College. City organization has strong commitment to community involvement with over 60 citizen committees.

***Innovations Implemented:*** Developed one of the first municipal Flexible Benefits Program in the country, Regional Employee Assistance Program developed, national recognized employee wellness program started, negotiated “state of art” cable television contract, installed new innovative phone system and first PC based computer system. Received numerous state innovation awards.

1980-1983

***Assistant to City Manager, City of Charlottesville Virginia***

City is home of University of Virginia. City organization has national reputation for innovation.

***Innovations Implemented:*** Started second municipal Employee Quality Circle Program in the country

***1977-1980***

***Administrative Assistant, City of Kansas City Missouri***

City is renowned for its boulevards, fountains and as corporate headquarters for Hallmark Cards.

Served one year in nationally recognized management internship program and worked two years in Community Development Department coordinating major capital improvement projects.

**MANAGEMENT ASSOCIATIONS**

Honorary Lifetime and Full Member, International City/County Management Association

Honorary Lifetime and Full Member, Arizona City/County Management Association

**CIVIC INVOLVEMENT**

Past Board Member Tucson Urban League

Past Chairmen Vail Charter School Site Council

Past Campaign Chair and Board Member of United Way in Vermont and Massachusetts

ICMA Senior Advisor for State of Arizona

Board Member Greater Tucson Leadership

**PUBLICATIONS**

***The Undiscovered Country: A Path for Local Government***, September 2005, Public Management (PM)

***Breaking Out of the Sausage Factory***, June 2007, Public Management (PM)

***Strategic Policy Development: A New Transformation***, September 2012, Public Management (PM)

***A New Framework for Budgeting***, February 2020, Public Management (PM)

***Level 6 Governance- A Model for Building High Performance Governance***, August 2021, Public Management (PM)

## **CONFERENCE PRESENTATIONS**

2017 -San Antonio International City/County Management Association Conference **Workshop Leading Together-A New Model for Governing and Managing Your Community**

2018- Nashville International City/County Management Association Conference **Workshop Leading Together-A New Model for Governing and Managing Your Community**

2019- Baltimore International City/County Management Association Conference **Workshop Leading Together-A New Model for Governing and Managing Your Community**

2022- Columbus International City/County Management Association Conference **Workshop Leading Together-A New Model for Governing and Managing Your Community**