James F. Cox
Interim City Manager
City of Benson, AZ

September 5, 2013

Attached please find a copy of the resume and cover letter dated November 2005 that is in my personnel file. My past has not changed since then, except for my experience as Finance Director and Interim City Manager for the City of Benson.

A few selected measurable highlights of my career with the City follow:

- Developed a simple but comprehensive financial report system for Council and instituted the policy of monthly Council financial reports.
- Secured and managed funding for construction of the City swimming pool.
- Developed the City's first five year Capital Improvement Program.
- Designed and implemented the City's system for budgeting and budget reporting in the City's first annual Budget Book.
- Developed and implemented comprehensive system to analyze and monitor City sales tax receipts.
- Completed the City's first ever public Bond Issue.
- Improved City's bond rating from non-rateable to AA-Stable over a period of four years of sound financial management.
- Formed City's Transit Division, obtained over $700,000 federal grant funds, then designed and implemented the City's first transit system.
- Negotiated the transfer of the San Pedro Golf Course to the City under very favorable financial terms, then designed & implemented plans to convert it into a quality financially independent municipal golf facility.

I am applying for the position of City Manager for the reasons and under the terms described in my letter to Council dated September 2, 2013. I have a strong personal desire to retire, but I have a stronger sense of my duty and my responsibilities toward my community and my fellow employees. If Council decides to reopen advertising for the City Manager position after this latest round of interviews then I will respectfully withdraw my application because I will have fulfilled my duty to offer my services on a more permanent basis.

James F. Cox
210 E. Silverwood Lane
Benson, AZ 85602
520-586-1212
Cell 520-255-1613

received 12/1/05

November 28, 2005

Mr. Boyd Kraemer, City Manager
Benson City Council

Hand delivered

RE: Possible Financial Management position with the City

Dear Mr. Kraemer and Council Members:

Enclosed is a resume of my professional experience and qualifications. It will demonstrate that I am an entrepreneur at heart and a team leader in function.

Benson, as we all know, is at the threshold of serious development that will change the footprint of our little corner of paradise for the next many generations. We are the only ones who will have the chance to "get it right" this first & only time.

I am a relative "newbe" to the community. I came here in 2000 and have stayed because I love this valley & all the people within it and want to be a positive force in its ultimate development.

Please let me analyze "me" as a candidate for a financial management position with the City:

Weaknesses

I have never worked directly for a municipality. Consequently, I am not in the "gov-speak" flow of information. To me, this is both a plus and a minus. To the plus, I walk in with no bias – to the minus, I walk into most government meetings largely ignorant of the politic that surrounds them. I tend to ask a lot of questions to compensate for my lack of direct experience. As a CPA, I audited the City of Pueblo, Colorado, management, capital and development funds and performance for 2 years, so I do have some limited exposure to the workings of muni government. However, I am NOT directly plugged into the worly of Municipal financial management.

Fund Raising

This is an area that, in my opinion, Benson has not taken full advantage of. I am NOT an accomplished Government grant writer. However, throughout my professional life I have helped many non-profit organizations obtain grants to further their aims. My passion locally is "All the King's Horses Children's Ranch". As their Treasurer, I participated in writing for a HUD grant.

Strengths

General Business Management

Throughout my career I have successfully managed financial teams in industries as diverse as mining, banking and golf courses. Each industry has its own "language" but I have found them all to be remarkably alike in terms of what it takes to be a successful manager. I am a "quick study" and am thoroughly grounded in the principles of sound financial management.

Management Style

As they say, there is no "I" in team. I am a team builder, organizer and a facilitator. I consider my prime job as a manager is to help all members of the organization function at their peak level of productivity, from top to bottom.

I would be pleased to meet with Mr. Kraemer and/or the Council to discuss the future of Benson and how I may become a positive force in its development.

Respectfully submitted,

James F. Cox

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210 E. Silverwood Lane
Benson, AZ 85602
520-586-1212
e-mail: jcox25@cox.net

Summary

CPA with a wide variety of professional business management experience. Innovative leader adept at creating and managing high quality operating teams in large and small organizations alike. Dedicated team builder with solid management skills. Quick learner, with the ability and the attitude to apply creative solutions to challenges. Dedicated to production of highest quality timely results in all areas of responsibility.

Professional Experience

Late 2002 to Present, Turquoise Hills Family Golf Center, Inc.
Business Manager
Joined Turquoise Hills after completion of construction at San Pedro Golf Course. Was a consultant for the opening the facility – setup of restaurant, golf and bar operations as well as marketing. Developed, documented, implemented and now maintain all business operating systems, including point of sale, general ledger, inventory control and financial reporting systems. Also responsible for marketing activities.

On a broader Corporate level, am responsible for US tax reporting of our Canadian owner's US business operations. Also consult as needed with owner's other US and foreign operations as needed.

Also do occasional consulting work on real estate & business developments for long term clients around the US. Am a licensed Real Estate Agent in the State of Arizona.

2000 to 2002, Golf Systems International, L.L.C.
Partner & Business Manager
Co-founder of golf course consulting firm organized to construct the San Pedro Golf Course development project in Benson, AZ. Prepared all business forecasts, developed construction schedules and budgets, presented project proposals to various lenders and investors and negotiated a 99 year lease of the property with the City of Benson.

Development responsibilities included management of all project activities outside the construction and grow-in of the golf course itself. Specific duties included maintenance of governmental, vendor and contractor relationships, design and construction of all buildings and site improvements and design and management of all accounting, budget reporting and administrative functions.

1993 to 1999 - Firstar Corporation (now U.S. Bank)
Assistant Vice President
1998 to 1999 - Manager of Treasury Operations
Managed the Treasury Operations of a $75 billion bank. Department processed an average of $6 billion per day of bond investment activity for bank customers and for its own account. Year 2000 project coordinator. Audit manager for both internal and external examinations. Prepared regulatory reports for SEC, FDIC, FED, etc. Member of Board of Directors for Firstar's investment subsidiary. Managed a professional staff of fifteen.

1993 to 1998 - Manager of Investment Accounting
Managed the investment accounting and financial reporting systems for the bank's $6.0 billion investment portfolio. Year 2000 project coordinator. Audit manager. Participated in funding of credit card activities. Supervised a staff of seven.

Major accomplishments at Firstar included redesign, implementation and continued enhancement of state of the art accounting and financial reporting systems, which virtually eliminated processing errors and allowed for reductions in staff while transaction volumes increased. Department consistently received excellent reviews from both internal and external audit examinations. Successfully managed the transfers of assets and conversions of accounting systems related to several company acquisitions and subsequent merging of operating entities.

1986 to 1993 – Cimarron Exploration, Inc.
Vice President of Finance
Joined the company to implement a change of focus from contract geological consulting to minerals development and mining. Completed a private stock placement. Negotiated the purchase of a precious metals mine and a joint venture for continued development and production. Designed and managed the project accounting and financial reporting systems. Evaluated and negotiated the purchase, development, joint venture and/or sale of fifteen other mining projects. Managed staff of over 200 at prime development periods.

1978 to 1986 - Cox & Associates, P.C., Certified Public Accountants
President
Founder and principal shareholder of a CPA firm that specialized in accounting and business management services for growing businesses. Managed a professional staff of ten. Built the firm solely through professional referrals to $500,000 annual revenues. Sold firm to devote full time energies to Cimarron Exploration.

1977 to 1978 - Earth Sciences, Inc.
Controller
Reorganized the accounting department. Implemented computerized accounting and financial analysis systems. Member of the Company's acquisition team. Managed a staff of five.

1975 to 1977 - KPMG - Peat Marwick
CPA - Professional Staff
Audit staff accountant. Spent about 50% of time on special consulting projects, principally in the natural resources industry.

Personal
Married, three children
Excellent health

Education
1975 - B.S. in Accounting and Business, Regis University
Graduated Magna Cum Laude. Received Lindahl Scholarship and the Fr. Joseph Ryan Award for outstanding achievements in business and accounting.
Passed the May, 1975 CPA examination at first sitting (Colorado Certificate #3986)
Received Colorado CPA Society Gold Key Award.