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**David R. Sherman**  
**8824 Classic View Drive**  
**Indianapolis, IN 46217**

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## **PROFESSIONAL SUMMARY**

Over Forty-five years of executive and operations management in private and public sectors, including the creation and growth of private companies that provided innovative and award-winning management services for municipal and private industrial clients. Accomplishments include restructuring organizations for efficiencies in operations and fiscal management, market position, customer service and environmental performance, labor and employee relations, minority business development, and urban planning. Managed large city projects including Los Angeles HERS project and City of Indianapolis. In later years providing strategic planning for companies and individuals entering new markets.

## **PROFESSIONAL EXPERIENCE**

### **DS CONSULTING/RETIRED**

**January, 2015 -Present**

Part time business advisor for public and private business entities.

### **MWH Americas**

**March, 2012 – 2014**

Senior Utility Consultant

- Program Manager, City of Indianapolis Bicentennial project, providing coordination between public and private/non-profit sectors to develop urban legacy projects.
- Provide management assistance to municipal governments to identify and implement cost-saving and revenue-enhancement measures and institute superior management practices.
- Assist in the development of improved storm water, recycling management, and utility management programs for municipal clients.
- Provide marketing and management services related to federally-mandated long-term control plans and Utility optimization.
- Integrated planning with the U.S. Conference of Mayors for EPA consent decree and affordability for municipalities nationwide.

### **City of Indianapolis**

**January, 2008 – March, 2012**

Director of Public Works

- Direct department of 650 employees with annual budget of \$400 million, including a \$200 million annual capital program.
- Manage city-wide infrastructure, including construction and maintenance of all local roads, bridges, curbs, sidewalks, parks, and storm water systems.

- Manage city-wide operations of solid waste, sewage treatment, engineering, office of sustainability.
- Manage city-wide fleet of vehicles, including all police and fire vehicles, solid waste haulers, snow plows, among others. Replaced 67 percent of solid waste trucks, nearly 50 percent of snow fighting equipment, and 30 percent of public safety equipment funded by operational.
- Manage the city's multi-billion dollar Combined Sewer Overflow (CSO) project mandated by the U.S. Environmental Protection Agency through a consent decree. Led the re-engineering effort to reduce capital costs from \$3.9 billion by over billion dollars and lower costs to Indianapolis ratepayers, while meeting all environmental requirements and eliminating 5 billion gallons of sewage overflow earlier than required. Successfully negotiated with EPA for a change in the consent decree allowing the changes.
- On leadership team negotiating the \$1.9 billion transfer of the city's water and wastewater facilities to Citizens Energy Group, resulting in the elimination of \$1.2 billion in debt service, \$450 million in revenue to the city for infrastructure improvements and a 25 percent reduction in future water and sewer rate increases.

**DS CONSULTING, Indianapolis, Indiana**

**March, 2003 – December, 2007**

Partner

- Provided professional services in strategic planning, operations, project management and marketing.
- Projects included the development of new industry organization with operational and organizational optimization support services, marketing and development of new industry product lines.
- Evaluated operational and fiscal position of companies for acquisition.
- Strategic planning for small and large industries entering new markets

**United Water, Harrington Park, New Jersey**

**1997-2003**

Vice Chairman of UWS and Executive Vice President of United Water (2000-2003)

- Responsible for the integration of the regulated and unregulated water companies while expanding company product lines and North American presence.
- Champion of special projects for office of Chairman, including large market sales, performance-challenged projects and reorganization of corporate and local operations.

President, United Water Services, Harrington Park, New Jersey (1997-2000)

- Responsible for management of all aspects of the company, achieving an increase in annual revenue from \$58 million to \$160 million within the first two years.
- Expanded the company to be positioned as the lead entity in the municipal market with operations in the cities of Houston, Indianapolis, Milwaukee, and Gary and in each case provided client savings between 35-50% while the company reached its performance and earnings goals.

**JMM Operational Services, Denver, Colorado**

**1987-1997**

Senior VP of Operations and Director, White River Environmental Partnership (1994-1997)

- Responsible for marketing and management of the first large city (Indianapolis) privatization of a municipal entity with a population of over 800,000 people.
- Company expanded its position in urban and union relations, while expanding its organizational systems to handle the daily demands of customer care and administrative accountability.

- Gained national recognition as a large client manager with unique union and urban programs who could provide client with significant savings while exceeding all environmental performance criteria.
- Annual company revenue expanded from \$30 million to \$58 millions with a project portfolio totaling more than \$600 million.
- In 1997, the company was positioned to attract an international partner, where Suez Lyonnaise De Eaux acquired 50 percent ownership, with the other 50 percent owned by United Water Resources. The combined entity purchased JMM Operational Services from Montgomery Watson, the engineering company that created the company.

#### Senior Vice President of Operations (1987-1993)

- Responsible for overall management of company reporting to the President of JMM Consulting Engineers.
- Developed market position and created operational programs in order to expand company from \$3 million to \$15 million in annual revenue.
- Provided necessary leadership to earn the company a reputation for performance and stability in earnings to attract a foreign partner interested in the U.S. market and willing to invest in the management systems to expand into the large city marketplace.
- By 1992, the company had reached annual earnings of \$30 million, and it was positioned to expand into the large city market. During this period, managed transition of more than three dozen utilities and public works organizations.
- Managed the relocation of the company's headquarters from Los Angeles, California to Denver, Colorado.

#### **JMM Consulting Engineers, Los Angeles, California**

**1980-1986**

#### Vice President and Principal Operations Specialist (1983-1986)

- Responsible for the construction and project management of water and waste projects for numerous California treatment facilities, providing planning, development and implementation of operational control and administrative systems for plant and management personnel.
- Managed construction projects ranging in size from \$10 million to \$480 million with the municipal staffing levels up to 500 employees.
- Served as General Manager for start-up company, "Operations Consulting Incorporated," that provided transition management and municipal management services for government and private entities
- Created strategies for initial marketing, organizational control and fiscal oversight.

#### Operations Specialist (1980-1982)

- Responsible for developing operational and construction services for new installations, including product development, employee training and optimization of process control with emphasis on cost control and fiscal management.
- Developed product lines that expanded this company support service unit from a few employees in an operational division to a stand-alone company.
- Managed 12 utility projects.

#### **Clark County (Nevada) Sanitation District, Las Vegas, Nevada**

**1976-1980**

#### Management Analyst

- Responsible for development of EPA 201 and 208 facility directives, planning of the advanced wastewater treatment facilities and regional secondary plant.

- Managed and developed industrial pretreatment programs, odor control, water conservation and salinity control programs.
- Managed media relations, including customer information and education programs.
- Provided oversight to the construction of the AWT facilities; consultant to plant and collection system operations for plant and field management efficiencies.

### **United States Air Force**

**1970-1976**

#### Civil Engineering Squadron

- Specialist in the water development field, serving as laboratory technician for treatment testing and reporting for regional and local permits.
- Managed plant construction, waste and industrial facilities that supported the domestic and military operations.
- Served as plant and construction manager for development of expansion of water treatment facilities in Torrijon, Spain.
- Managed training and personnel development for military installations within the water and wastewater fields.

### **PROFESSIONAL AND PERSONAL ACTIVITIES**

Former Chair, Indianapolis Public Works Board

Chair, Technical Committee, Indianapolis Regional Transportation Council

Member, American Public Works Association

Member, Water Environmental Federation

Technical Advisor for Combined Sewer Overflows, U.S. Conference of Mayors

Former Member, American Water Works Association

Member and Elder, Cornerstone Bible Church, Indianapolis, Indiana

### **EDUCATION**

Loyola Marymount University, Los Angeles, CA (1980-83)

Graduate work towards M.S. in Environmental Management

Golden Gate University, San Francisco, CA, M.B.A (1978)

Golden Gate University, San Francisco, CA, B.S. in Management (1977)