

Edward L. Nielsen

Harrisburg, PA 17102 USA

SUMMARY

A SENIOR-LEVEL EXECUTIVE with an extensive professional network who has demonstrated success leading, building and delivering High-Performing Organizations, Organizational Transitions, Transformations and Turn-Arounds. Professional experiences and public-private sector networks include:

- Federal, State & Municipal Governments
- Health Care and Human Services - Economic Development - Travel/ Tourism/ Hospitality
- Multi-media Technology Applications - Sustainable Energy - Public Policy Lobbying/ Advocacy

A WELL-CONNECTED PROFESSIONAL who is:

- an innovative, competitive, resourceful and visionary executive leader
- an executive who consistently delivers successful and effective Organizational Alignment and Performance, Strategic Planning/ Communications, Innovative Marketing and Economic Development, Responsive Fiscal Resource Management and Technology Programs and Services.

PROFESSIONAL EXPERIENCE

**Mayor's Office of Economic Development
& Special Projects**

May 2005- January 2010

City of Harrisburg, Pennsylvania

In addition to being Pennsylvania's Capital City, Harrisburg is widely acknowledged as one of Pennsylvania's and the USA's most recognized and innovative cities, including an economic development renaissance story and an increasingly desirable destination for the leisure traveler and convention/ exposition attendee.

Director

Recruited by Mayor Stephen R. Reed to integrate and transform two mission-critical, strategic Cabinet-level offices, as well as integrate tourism development as a third core function for Pennsylvania's Capital City; managed a staff of six plus various consultants, as well played an integral role in managing a portfolio of more than \$3,000,000,000 in current and developing projects.

- Reorganized three core functions into one cohesive and high-functioning Cabinet office.
- Built an extensive and state-wide professional network regarding economic and tourism development with municipal entities, as well as a diverse business network within and outside of the Central Pennsylvania region.
- Managed more than \$200,000,000 of economic development projects, including the relocation to the City of one of the top hospitality management companies in the Northeast (HERSHA Hospitality Group), as well as numerous other diverse economic development projects.
- Collaborating with the Board of Directors, designed and orchestrated the business turn-around of the National Civil War Museum, resulting in the NCWM being financially stable and nationally credible.
- Working with county and local tourism officials, implemented the organizational turn-around of the Hershey Harrisburg Regional Visitors Bureau, resulting in visible and successful destination marketing.
- Oversight and management of City's cable television station, and complete redesign of City web site.
- Created an economic development group that addressed strategic and project-focused economic development initiatives, as well as coordinated various federal, state, county and city resources to more effectively and efficiently support these projects.

PA Farm Show Complex (Harrisburg, PA)**May 2003- May 2005****Bureau of Farm Show, Department of Agriculture, Commonwealth of Pennsylvania**

One of the top five multi-use agriculture/ commercial expositions, exhibitions, conventions, meetings and events facilities in the USA, with more than 24 acres and 1.2 million square feet of event space under roof, 62 full-time employees and over 400 part-time and temporary employees.

Executive Director

Recruited by Governor's executive staff to conduct a business turn-around and transformation of a financially failing, multi-use exposition facility, with poor departmental/ staff understanding of the "meetings industry," rampant low morale, operational inefficiencies, inconsistent event bookings and poor customer service.

- Created a first-ever, fully integrated and aligned strategic/ business plan for the Complex (2004-2007).
- Successfully implemented fundamental business operating practices for staff and facility management.
- Delivered the most successful and widely-covered Annual Farm Show (2005) in the facility's history (attendance, customer satisfaction and revenue generated).
- Initiated new information technology project for facility (internet access, point of sales, wireless).
- Created *C4 Program* (constant customer care and contact) for facility customers.
- Secured more than \$7 million in additional state funding to improve facility in FY04-05.
- Initiated and led a comprehensive redesign of facility's rental rate structure and fee schedule.
- In less than one year, decreased a projected \$3.1 million year-end deficit to under \$1.9 million

US Strategic Services (Harrisburg, PA)**2000- present**

An international consulting service created to focus on: organizational alignment, including: strategic planning, business/ operational planning, outcomes-focused management practices/ processes, leadership/governing board performance and leadership recommendations that align strategy, people and processes/ procedures.

President

Created business consulting practice, with a special emphasis on effective and affordable organizational transitions and transformations in the non-profit community.

- Designed, facilitated and wrote the strategic business plan for the Washington (D.C.) Convention & Tourism Corporation in the post 9/11 marketplace (4/25/02 unanimous approval by Board of Directors).
- Executive advisory services to the Board Chair of the Pennsylvania State Nurses Association regarding leadership transition of association and developing strategies for leading PSNA Board.
- Consultant/ trainer for York College of Pennsylvania's Executive Staff on time and project management.
- Consulted with and facilitated staff retreat for Greater Pennsylvania Chapter of Alzheimer's Association to address organizational leadership and re-integration issues.

Pennsylvania Alliance for Association Advancement (Harrisburg, PA)**2001 – 2002**

A state-wide association of non-profit organizations, PA3 is the Pennsylvania affiliate of the American Society of Association Executives (ASAE), the world's largest organization of associations and non-profit corporations.

Chief Executive Officer

Contracted to assess, develop and implement a one year transformation of the former Pennsylvania Society of Association Executives, including an integrated strategic/ business plan/ operational budget, re-branding of the association, redesign of all publications and external communications, development of a web site and technology platform that allows members to data-mine for new business and networking.

- Designed a one year integrated strategic/ business plan/ operational budget to start-up the transformed association, resulting in 2002 association member retention of 92%.
- Conceptualized and secured a technology start-up grant for the state-wide Interactive Resource Network (IRENE) from the PA Department of Community and Economic Development.

International Association of Convention and Visitor Bureaus (Washington, DC)

1998 – 2000

IACVB (now Destination Marketing Association International) is the world's largest association of convention and visitor bureaus, representing more than 500 world-wide destinations and destination management corporations. IACVB is one of the world's five largest global tourism, meetings and travel organizations.

President & CEO

Recruited to design and implement a major, three-year transformation of an international destination management association and its foundation (\$3.8 million FY2000 combined operating budgets) into a global service provider with a strategic emphasis on international business development, cross-cultural relationships, innovative fund-raising, technology applications and professional development programs.

- Established and implemented a fully-aligned, three-year strategic reorganization and business plan focused on client services, resulting in 95% member satisfaction, 97% membership retention for FY2000.
- Initiated and completed highly acclaimed "futures study" of CVBs (integrated into 2001 strategic plan).
- Initiated \$2.5+ million capital campaign for IACVB Foundation.
- Redesigned IACVB's educational programs, including creation of a professional development strategic framework, with a specific focus on Annual Convention, Professional Development Institute and Certified Destination Management Executive, resulting in highly rated professional development programs.
- Designed and instituted a new brand and brand strategy for IACVB and IACVB Foundation, including public relations video/ collateral package, National Football League TV spots, IACVB publications, corporate publications branding campaign and a comprehensive public relations plan, resulting in the IACVB "brand" being broadly recognized throughout the global hospitality industry.
- Founded Official Travel Information Company, a Web-based e-commerce platform.
- Solidified professional relationships with international and national business partners (sponsorships, underwriting, advertising, etc.), resulting in tripling Business Partner Program income over three years.
- Co-founded Millennium Summit of the Meetings Industry, first ever world gathering of international meetings industry associations (Kuala Lumpur, Malaysia, June 2000).

Pennsylvania Academy of Family Physicians (Harrisburg, PA)

1987 - 1998

The state affiliate of the American Academy of Family Physicians, PAFP is the largest medical specialty association in Pennsylvania and fifth largest association of family physicians, residents and medical students in the USA, with a strategic focus on continuing medical education, patient advocacy and governmental relations.

Executive Vice President & CEO

Recruited to provide leadership transformation, including improving the overall image, influence and performance of the association, fourth largest state affiliate of the American Academy of Family Physicians. PAFP also supported its philanthropic arm, the Family Health Foundation of Pennsylvania (FHFP).

- Positioned PAFP as the leading public policy health advocate for patients and primary care health professionals in Pennsylvania Administration and General Assembly, as well as US Congress.
- Successfully advocated for creation of Physician General position for the Commonwealth of Pennsylvania (state Senate-confirmed) and placed PAFP members in that role.
- Increased profitability for PAFP and FHFP through development of corporate business partnerships.

Metzner-Nielsen Associates (Harrisburg, PA)

Managing Partner of a lobbying, strategic planning and public relations firm, representing various interests in Pennsylvania General Assembly, including chiropractic physicians and hearing aid distributors. Publisher of the Pennsylvania Capitol Guide- a pocket guide to the Governor's Office and Administration, Pennsylvania General Assembly and Pennsylvania's US Congressional Delegation.

Tressler-Lutheran Service Associates, Inc. (Camp Hill, PA)

Program Manager responsible for all phases of clinical treatment and program services for court-adjudicated adolescents in foster care program, including case management services, individual and family therapy (supervised fifteen counselors and therapists), wilderness school, ancillary services, juvenile and adult court placement agency representation.

RELEVANT EDUCATION

Master of Human Services Degree; Lincoln University, Oxford, PA
(emphasis on non-profit organization management)

PREVIOUS PROFESSIONAL/ COMMUNITY AFFILIATIONS

Pennsylvania League of Cities and Municipalities: Board of Directors

Hershey Harrisburg Regional Visitors Bureau: Board of Directors

National Civil War Museum: Board of Directors, Mayor's Liaison

Pennsylvania State University- Harrisburg: Chancellor's Advisory Board

Regional Economic Development District Initiative: Board of Directors

South Central Assembly: Board of Directors

Capital Region Economic Development Corporation: Board of Directors

Harrisburg Downtown Improvement District: Board of Directors

PA Primary Health Care Consortium (co-founder)

American Medical Society Executives

American Society of Association Executives (served on ASAE Foundation's "futures think tank")

Professional Convention Management Association (served on national boards of PCMA and PCMA Education Foundation; chaired Education and Professional Development Committee; chaired Learning Center Task Force)

Travel Industry Association of America

Convention Industry Council (served on Board of Directors)

Joint Meetings Industry Council (co-founded Millennium Summit of the Global Meetings Industry)

Aircraft Owners and Pilots Association (private pilot, instrument rating)

MILITARY SERVICE

United States Air Force; Aviation and Combat Weather; Honorable Discharge

- Professional References Available Upon Request -