



MEMORANDUM

Date: March 25, 2022

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: Jan Leshner 
Acting County Administrator

Re: **Appointment of Natural Resources, Parks and Recreation Director**

Following retirement of Natural Resources, Parks and Recreation (NRPR) Director Chris Cawein on January 4, 2022, recruitment for a new Director was initiated. The recruitment opened on January 21, 2022 with the position being posted to the Pima County job opportunities webpage, Indeed.com and other professional organization websites.

A total of 41 applications were received through February 25, 2022. Applicants were screened based primarily on prior parks and recreation related experience, and six individuals were invited to interview. Initial interviews were conducted by a five-member panel on March 9 and 10. Subsequently, the four top-ranked candidates participated in second interviews with me and Deputy County Administrator, Carmine DeBonis Jr. Each of the four candidates demonstrated certain strengths, however a selection was not made from this group to fill this leadership position.

Before initiating another recruitment effort, additional consideration was given to previously submitted applications. Based on my direct knowledge of the skills, experience and performance of one of the initial applicants, Mr. Victor Pereira, he was interviewed by Mr. DeBonis and me.

Mr. Pereira has served as the Health Department Deputy Director since August 2021, following decades in leadership roles including his most recent position prior to joining Pima County as Vice Wing Commander, 355th Wing, Davis-Monthan Air Force Base. As the Deputy Director for the Health Department, Victor has overseen daily operations, organizational management, and strategic planning and development, with a strong emphasis on leadership, relationship-building, teamwork, communication and collaboration – all desirable attributes in a leader. Mr. Pereira's resume is attached for your information.

Based on Mr. Pereira's prior work experience, performance in the Health Department, his recent interview, and the demands of the NRPR Department, I am confident that Victor possesses the desired combination of skills and experiences to fill this leadership role. As such, I am appointing Victor Pereira as Natural Resources, Parks and Recreation Director effective April 24, 2022.

JKL

Attachment

c: Carmine DeBonis Jr., Deputy County Administrator for Public Works

VICTOR M. PEREIRA

EXECUTIVE SUMMARY

A leader with 31 years of progressive and proven experience. Skilled communicator who builds cross functional teams, in dynamic environments, able to transform complex problems into reachable milestones to achieve strategic objectives.

- **Results driven** with a demonstrated track record of **working well under pressure** in a high stress and challenging environments with ambiguous information to manage operational and strategic goals
- **Broad experiences** in leading operations, administration, budgeting, logistics, human resources, and training. Proven analysis, report generation, and synthesis for **decision making** at the Senior Manager, Director, and Executive level
- **Thought leader**, inspired by the fundamental belief that talent management, specifically investment and development in people through organizational culture, are the foundations for long-term success
- **Humble and trusted advisor**, mentor and team builder skilled in leading and empowering staffs and peers across competing objectives. Ability to bring a fresh perspective and expertise to functional leaders and stakeholders

KEY COMPETENCIES

Leadership
Strategic Planning & Communication
Innovation & Change Management

Risk Assessment & Mitigation
Crisis Response & Resolution
Process Improvement & Cost Savings

Diversity & Inclusion
Talent Management
Team Builder

PROFESSIONAL EXPERIENCE

DEPUTY DIRECTOR OF OPERATIONS

Pima County Health Department

Tucson, AZ

Aug 2021 - Present

As the Deputy Director for Pima County Public Health, responsible for the day-to-day management and operations of a 425 personnel organization. Oversees the organizational development, data analytics and reporting, information technology integration and the development of an annual operating budget of \$29M for the third largest county in the United States of America.

- **TEAM BUILDER:** Sustained and strengthened intra-and inter-department relationships to foster trust, communication and collaboration. Developed senior leader synchronization meetings to cultivate teamwork, share ideas and promote empowerment
- **PROCESS FOCUSED:** Transformed managers mindset with an emphasis on measured decision making rooted in continuous planning, data analysis and a deliberate debrief to develop a timely, progressive and sustained operational approach

VICE WING COMMANDER

355th Wing

Davis-Monthan AFB, AZ

Jun 2019 - Jun 2021

Chief Operating Officer responsible for one of the largest Air Force installations and flying operations with 5 Groups, 25 Squadrons, and 34 diverse tenant units comprised of 46,000 personnel, 152 aircraft, \$51B in assets, on a 10,500-acre base with an annual operating budget of \$153M. Oversees the Air Forces' single busiest runway in the US and manages the safe day-to-day operations, maintenance, medical, logistics and human resources for a town of 16,000.

- **CRISIS MANAGEMENT:** Supervised operational level planning teams to balance safety, risk, and mission accomplishment during COVID-19
- **INNOVATOR and CHANGE AGENT:** Led the Wing's restructuring planning effort; balanced organization transformation while deliberately focusing on readiness impacts, personnel and comprehensive strategic narrative
- **STRATEGIC COMMUNICATOR:** Strengthened community support and partnership development by representing the USAF and the Installation at numerous local, county, and state outreach events such as: Tucson Electric Power's Fortis event, the Governor of Arizona's State of the State address and Tucson Veteran's Day parade

CHIEF, PERSONNEL RECOVERY FUNCTIONAL INTEGRATION TEAM

AF Warfighting Integration Capability, Headquarters US Air Force

Pentagon, Washington DC

Jul 2018 - Jun 2019

Senior Program Director providing Combat Search and Rescue expertise to enable the USAF to rapidly identify key technological areas for investment through new capabilities, innovative exploration, concept development and enterprise-wide integration.

- **STRATEGIC PLANNING:** Independently led 15 multi-domain, cross functional teams for a national priority Chief of Staff of the Air Force task which directly influenced the future 10 year design of the USAF
- **CAPABILITY INTEGRATOR:** Chaired several Air Force's Special Access Programs and future Vertical Lift initiatives synchronizing USAF requirements and joint interoperability; championed \$170M for next generation vertical take-off and landing airframes

DEPUTY COMMANDER

582d Helicopter Group

FE Warren AFB, WY

Jul 2016 - Jul 2017

Chief Operating Officer of an organization dispersed over 3 states with 4 Squadrons, 25 helicopters, 400+ military, civilians, and contractors with \$115M budget in support of the Nuclear Deterrence mission.

VICTOR M. PEREIRA

- **PROGRAM MANAGER:** Managed rotary-wing weapons employment program; converted corporate's initiative into organization reality by partnering with stakeholders to plan, develop, and implement formal training procedures and processes
- **PROJECT MANAGER:** Oversaw \$65M multi-command maintenance performance work statement; synchronized 5 concurrent helicopter modifications to ensure minimal down time and mission impact

COMMANDER

Moody AFB, GA

41st Rescue Squadron

Jul 2014 - Jul 2016

Chief Executive Officer for the USAF's largest combat HH-60G Rescue Squadron. Responsible for all aspects of policy, operations, talent development, training, safety, and accountability for 115 Airmen, 13 HH-60G helicopters, and a \$3.3M budget to execute full-spectrum Combat Search and Rescue missions worldwide.

- **CONTINUOUS PROCESS IMPROVEMENT:** Led the first logistics conference in 7 years to refine deployment gear; directed rapid rescue concept of operation rewrite which decreased deployment spin-up time and mobilization by 50%
- **TALENT MANAGEMENT:** Cultivated a winning culture through leadership; organization earned 24 team and individual awards despite high tempo combat operations overseas

OPERATIONS OFFICER

Nellis AFB, NV

66th Rescue Squadron

Jul 2013 - Jul 2014

Chief Operating Officer responsible for the organization and training of 101 aircrew for combat; managed 12 HH-60G helicopters and \$6M in equipment; directly supervised 75 Airmen.

- **OPERATIONS MANAGER:** Led planning, development, and execution of \$9M flying hour program encompassing 3,200 flight hours and 4,300 ground and flying training events resulting in a 97% readiness rate
- **RISK MANAGER:** Led crisis response preparations at home and overseas to advance the organization, decrease mission response times, and to provide decision quality information to General Officers

CHIEF, HH-60G PERSONNEL RECOVERY BRANCH

Pentagon, Washington DC

Special Operations & Rescue Directorate; Headquarters, US Air Force

Jun 2011 - Jul 2013

Program Manager, subject matter expert, and advisor to USAF Senior Leaders and the Office of Secretary of Defense for full-spectrum Combat Search and Rescue; integrator of rotary-wing operations, policy and doctrine; program manager for Joint Personnel Recovery Agency's, valued at \$292M.

- **TARGETED COMMUNICATOR:** Penned Combat Search and Rescue narrative and prepared General Officers for congressional testimony; personally briefed Congressional Delegates, Civic leaders, and Foreign Partners
- **SUBJECT MATTER EXPERT:** Briefed Senator Gabby Gifford's primary staff members on a Joint Chief of Staff's Combat Search and Rescue exercise; personally advocated the Air Force's position for Congressional support

FLIGHT AND GROUND EXAMINER, INSTRUCTOR PILOT**Multiple Operational Flying Squadrons**

Oct 1998 - Jun 2011

- Eight (8) deployments in support of overseas operations; four (4) deployments as senior leadership
- Awarded numerous military decorations for aviation; credited with saving several hundred lives in combat and in the US
- Participated in various humanitarian efforts worldwide, such as Hurricane's Katrina and Rita

EDUCATION**AIR UNIVERSITY AIR WAR COLLEGE (2018)**

- M.S., Military Strategic Studies Maxwell AFB, AL

EMBRY-RIDDLE AERONAUTIC UNIVERSITY (2004)

- M.S., Aeronautics, Aviation, Aerospace Science and Technology Daytona Beach, FL

US AIR FORCE ACADEMY (1997)

- B.S., Business Management Colorado Springs, CO

ADDITIONAL

- **USAF Wing Commander Seminar (2019)** Maxwell AFB, AL
Executive education in incident management, applicable legal fields (criminal, environmental, labor), talent management and development, organizational change, and advanced resource management
- **USAF Air War College (2018)** Maxwell AFB, AL
Senior developmental education focused on leadership and ethics, national military strategy and decision making, international security studies, and joint warfighting
- **US Army Command and General Staff College (2010)** Fort Leavenworth, KS
Intermediate developmental education focused on leadership and force management, history of warfighting and joint doctrine
- **Top Secret-SCI Clearance DCID 1/14 ELIG (Updated May 2018)**

REFERENCES (AVAILABLE ON REQUEST)