

Robert C Cushing
509 Dante Street
Venice, FL 34285
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941.928.3645



November 20, 2012

Mayor John Holic
City of Venice
401 W. Venice Ave
Venice, FL 34285

Honorable Mayor Holic,

As part of my desire to help the City of Venice be a better place to live, work, and play, attached is my application and credentials for the Economic Development Committee.

My experience and results in the Food and Beverage industry can transfer to this committee. I have over 30 years of professional experience, including being President of a \$1.6 billion publicly traded Pepsi bottler, and as President of \$600 million privately held company. My skills in strategic planning, marketing, and shareholder values can help evaluate options, create ideas, and develop executable plans.

The strategic planning experience builds on a longer time frame for solutions, evaluating cost/benefit relationships, while recognizing the political and financial realities governments currently operate under. I also listen to the various constituencies in the community and try to make decisions for the overall community, and not cater to a very vocal minority.

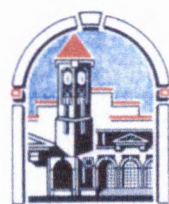
When challenged, I will listen to other points of view, but if it is a complaint, I will always ask for their recommendation and solution, including costs and benefits expected.

Please let me know what would be next steps for this role. If possible, I would like to attend the Economic Development meetings as a concerned citizen to learn more of the challenges currently under consideration.

Sincerely,



Bob Cushing



Venice, Florida
"City on the Gulf"

BOARD APPLICATION

(Please type or print clearly)

BOARD: Economic Development DATE: November 20, 2012

NAME: Robert Cushing HOME PH: 9419283645

ADDRESS: 509 Dante St ZIP CODE: 34285

CITY RESIDENT: Yes ☒ No ☐ EMAIL ADDRESS: rccushing@earthlink.net

HOW LONG HAVE YOU LIVED IN VENICE? Owned property since 2004, built new house May 2010

DO YOU OWN PROPERTY WITHIN THE CITY OF VENICE? Yes ☒ No ☐

IF YES, ADDRESS: 509 Dante St, Venice, FL 34285

OCCUPATION: Owner

NAME OF BUSINESS: Venice Street Legal, a shuttle service on the Island

BUSINESS ADDRESS: 137 Seaboard Ave, Unit B, Venice, FL 34285 BUSINESS PH: 9418823944

ARE YOU CURRENTLY HOLDING AN ELECTED OR APPOINTED OFFICE FOR ANY GOVERNMENT AGENCY (INCLUDING CITY OF VENICE BOARDS)? Yes ☐ No ☒

IF YES, PLEASE LIST: _____

RESUME OF EDUCATION AND EXPERIENCE: Over 30 years of Senior Executive and Management positions in the Food and Beverage industry. Positions include President of \$1.6 Billion Pepsi bottler and President of \$600 million privately held company. Functional experience in strategic planning, marketing, and Shareholder growth.

MEMBER OF THE FOLLOWING CIVIC ORGANIZATIONS: Venice Area Chamber of Commerce, Venice Main Street

WHY DO YOU DESIRE TO SERVE ON THE ABOVE BOARD? To help make the City of Venice and surrounding communities a better place to live, work, and play. By leveraging my business experience, can help create ideas, prioritize options, evaluate cost/benefit relationships, and look out into the future 10-20 years while recognizing the near term political realities of funding and local agendas.

HAVE YOU EVER BEEN CONVICTED OR PLED "NO CONTEST" TO A FELONY OR MISDEMEANOR OFFENSE?

Yes ☐ No ☒

IF CONVICTED OF A FELONY, HAVE YOUR CIVIL RIGHTS BEEN RESTORED: Yes ☐ No ☐
GIVE DETAILS: _____

I UNDERSTAND THAT IF APPOINTED, I WILL SERVE ON THE ABOVE BOARD WITHOUT COMPENSATION AND AT THE PLEASURE OF THE CITY COUNCIL.



APPLICANT'S SIGNATURE

PLEASE NOTE:

MEMBERSHIP ON THE FOLLOWING BOARDS REQUIRE THAT AN ANNUAL FINANCIAL DISCLOSURE FORM BE FILED ON OR BEFORE JULY 1ST OF EACH YEAR: ARCHITECTURAL REVIEW BOARD; FIRE PENSION BOARD; MUNICIPAL CODE ENFORCEMENT BOARD; PLANNING COMMISSION; POLICE PENSION BOARD; AND VENICE HOUSING AUTHORITY.

APPLICANTS OF BOARD APPOINTMENTS ARE REMINDED OF THE PROVISIONS OF THE FLORIDA STATUTES AS APPLICABLE TO CONFLICTS OF INTEREST. ALL BOARD APPLICATIONS ARE KEPT ON FILE AND ARE REVIEWED AS VACANCIES OCCUR. UPDATED INFORMATION MAY BE REQUESTED AT THAT TIME.

DIRECT ANY QUESTIONS YOU MAY HAVE TO THE MAYOR'S OFFICE, PHONE NO. 486-2626, EXTENSION NO. 23003.

ROBERT C. CUSHING

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MOBILE: (941) 928-3645

EMAIL: RCCUSHING@EARTHLINK.NET

<http://www.linkedin.com/in/robertcushing>

C Level Executive and Board Member

Former President/Office of the Chairman of \$1.6 billion publicly traded Pepsi bottler and former President/COO/Board member of a \$600 million privately held company. Over 30 years of business experience in Domestic and International markets with companies such as Pepsi Cola Company, Whitman/Pepsi Cola General Bottlers, and The Dial Corporation.

Corporate and Operating experience includes over 20 years with P&L responsibility and a proven track record balancing growth in operating income, shareholder value, revenue, margins, and market share.

CORE COMPETENCIES

- | | |
|--------------------------------------|---|
| ◆ Startup and Turnaround experience | ◆ Strategic Planning |
| ◆ M&A Due Diligence and Integrations | ◆ Integrated Marketing and Revenue Strategies |
| ◆ Revenue and Margin Management | ◆ New Business Development |

SELECTED ACCOMPLISHMENTS

- As President, led the acquisition team negotiating the merger and new bottling appointment with PepsiCo, increasing Pepsi-Cola General Bottlers' gross revenues from \$1.6 billion to \$2.3 billion, and creating the first Pepsi Anchor Bottler.
- Successfully developed and implemented a comprehensive Strategic Plan for Pepsi-Cola General Bottlers focusing on margin growth, cost controls, and capital planning. As a result, company achieved industry-leading compounded revenue growth of 5%, annualized operating income growth of 10%, and increasing ROIC above Cost of Capital over a 5 year time period.
- Member of Senior Management team creating the Strategic Plan and operating tactics for Pepsi-Cola General Bottlers' entry into Eastern Europe, resulting in incremental sales of \$100 million within 4 years.
- Developed and implemented benchmarking strategies for Pepsi-Cola General Bottlers and Coca Cola Enterprises that achieved savings of \$5 million within 5 years at Pepsi-Cola General Bottlers and \$.7 million during the first year with Coca-Cola Enterprises.
- Integrated acquisition of a privately held retail business reducing costs by \$1.5 million.
- Created a strategic selling platform for the supermarket and convenience channels focusing on the consumer/household purchase dynamics, resulting in compounded margin growth of 8% over 3 years.
- For a Pepsi Division, doubled the operating profit from \$2.5 million to \$5 million, increased volume by 20%, and increased return on sales from 8% to 13% within 2 years.
- Collaborated with the Pepsi-Cola Bottlers Association and Pepsi-Cola Company developing a strategic solution for Pepsi's growth in the fountain arena, doubling the growth rate over the next 4 years.
- Turned-around the foodservice operation of 3 Pepsi markets, increasing operating income from \$100,000 per year to \$2.3 million per year after the second year.

PROFESSIONAL EXPERIENCE

SALIENT MANAGEMENT COMPANY, Horseheads, NY 2009 to 2012

VP Strategic Consulting Sales – Responsible for Strategic relationships of top clients representing over 50% of sales. Company is also known as Margin Minder, the industry leading collaborative information suite helping our clients become more efficient and profitable. Created proprietary Cost to Serve application allowing for significant cost reduction opportunities.

CLEAR SOLUTIONS CONSULTING, Sarasota, Florida 2001 to 2009

President /CEO–Management Consultant to Beverage, Packaging, and Distribution Industries. Worked with local businesses and Sarasota Conservation Foundation on various Land Trust projects. Participated in Coors General Manager Development Program. Guest Speaker and accepted as Adjunct Professor at Florida Gulf Coast University, teaching Leadership and Group Dynamics.

COCA-COLA ENTERPRISES, INC., Tampa, Florida 2000 to 2001

Vice President and General Manager –Responsible for the P&L of a \$1 Billion Business Unit of CCE. Developed revenue management strategies, improved business productivity by 3%, and managed 25 sales/distribution centers with 4,400 employees in Florida.

SSP PARTNERS (dba Circle K), Corpus Christi, Texas 1999 to 2000

President and COO – Responsible for the P&L of the Convenience store sector of a \$600 Million privately held company, and a member of the Board of Directors. Established pricing and margin management strategies, merchandising standards, managed store operations cost structure, and led corporate administrative staff.

PEPSI-COLA GENERAL BOTTLERS/WHITMAN CORP., Chicago, Illinois 1984 to 1999

President and Office of the Chairman (1997-1999) –Responsible for the P&L and Capital Plan of a \$1.6 Billion publicly traded company. Presented plans and results to investors, shareholders, and Board of Directors. Led an Executive staff of 9 officers, and reported to the Chairman of the Board. Company had 6,600 employees, 80 distribution centers, 15 manufacturing plants, and operated in 12 states and 6 international countries.

Executive Vice President, Marketing and Strategic Planning (1995-1997) – Responsible for developing and implementing Strategic Plan. Worked with investors and sell side analysts explaining company's new business plan. Collaborated with Divisions in identifying margin growth and cost reduction opportunities.

Prior to 1995: Held positions of progressive accountability in operations, marketing, and strategic planning with PEPSI-COLA GENERAL BOTTLERS/WHITMAN CORP, PEPSI COLA COMPANY, AND THE DIAL CORP.

EDUCATION & PROFESSIONAL DEVELOPMENT

M.B.A. program, Eastern Illinois University, Charleston, Illinois

M.B.A. program, University of Missouri, St. Louis, Missouri

B.A., Chemistry, University of Missouri, St. Louis, Missouri

ASSOCIATIONS

National Soft Drink Association, Director 1997-1999

Pepsi-Cola Bottler Association, Director 1997-1999

Dr. Pepper Bottler Association, Director 1997-1999