

Gene Richards III

168 Summit Street
Burlington, VT 05401
H. 802.658.5620 | C. 802.343.9909
E. generichards@generichards3.com

Strengths & Qualifications:

Business Development: Efficiency expert with demonstrated skills in reviving business performance and profitability through improvements in sales, marketing and financial strategies. Successful history of inspiring vision within an organization and achieving business objectives through cross-functional support, task coordination and drawing on people's strengths. Able to effectively identify and analyze markets, and generate creative campaigns and promotions with limited resources.

Operations Management: More than 25 years of experience managing operations, organizational change and projects in business and banking. Well-developed analytical, planning and negotiating skills. Enjoy managing multiple workloads in changing and stressful environments. Committed to providing superior customer service.

Personnel Management: Highly motivated, hard-working self-starter and team builder. Experience leading outstanding groups of people, eliciting interest, enthusiasm, and drive.

Professional Experience:

CEO and Founder, Spruce Mortgage

Spruce Mortgage; Burlington, VT - 1995 to Present

- Manage team of 13 and all residential real estate loan operations.

Business Development Consultant; Burlington, VT

1995 to Present

Successful record of improving operations, devising and implementing strategic plans, increasing market share and developing motivated work teams while creating positive work environments. Select clients/projects include:

Post Script, Inc.; Burlington, VT – 1996 to 1997

- Advise advertising firm on sales and marketing strategies. Develop market analyses.

Merchants Bank; Burlington, VT – 1995 to 1996

- Researched, analyzed and compared client banking products and services to those of competing banks. Recommended new products and specific improvements to enhance customer service and satisfaction.

Key Bank; Burlington, VT (formerly Bank of Boston & Bank of Vermont)

1989 to 1995

Vice President – Mortgage Department

1990 to 1995

Managed team of 12 and all residential real estate loan operations. Priced products, originated and processed loans, managed closing and sale to the secondary mortgage market.

Key Accomplishments:

- Through exceptional sales team effort tripled business volume from \$50 million to \$150 million within two years. Sales division cited as number one and two among all Bank of Boston affiliates in U.S.
- Created first-of-its-kind sales culture in a conventional bank environment, reducing staff from 42 to 12 while improving productivity and morale.
- Developed Old North End Housing Program, a Community Reinvestment Act project improving low income housing. Successful program was adopted by banks throughout New England.
- Member of Executive Management Team responsible for Bank operations and hiring of Bank President.
- Launched low-cost, innovative promotional campaigns: (e.g. Eagle Program - placed marketing computers at realtor locations state-wide; Realtor Limo Tour - a multi-limousine tour of properties bringing realtors and bank originators together).

Vermont State Manager of Regional Sales

1989 to 1990

Directed loan production of 20 originators throughout Vermont.

Key Accomplishment:

- Identified and implemented strategies to reduce costs and improve efficiencies, including the conversion of entire real estate operation to a PC-based computer system.

Merchants Bank; Burlington, VT

1980 to 1989

Manager of Residential Real Estate Underwriting & Processing

1986 to 1989

Managed staff and workflow of residential real estate underwriting and loan processing department. Maintained Bank's mortgage loan quality process and knowledge of underwriting requirements. Assisted Real Estate Department Manager with departmental operations and projects.

Key Accomplishments:

- Introduced and implemented quality standards which improved financial products, replenished cash reserves and increased revenues available for reinvestment.
- Consolidated underwriting, loan processing and clerical staff developing effective team approach.
- Developed broad knowledge of banking (1980-86), rapidly advancing from various customer service positions to consumer loan collections, residential real estate underwriter, and manager.

Airborne Apartment Co.; Burlington, VT

1985 to Present

Owner/Manager

Manage 50 rental unit properties. Interview and screen prospective tenants. Review lease agreements and educate tenants regarding tenant/landlord rights and expectations. Answer tenant inquiries; address and resolve problems. Manage accounts payable and process general bookkeeping

Key Accomplishments:

- Maintain excellent relations with tenants; majority of new tenants are referrals from current tenants.
- Near zero rate of vacancy over 24 years, generating positive cash flow.

Community Service:**Boys & Girls Club; Burlington, VT**

1993 to 2003

Capital Campaign Chairman/Board Member

- Facilitated a \$750,000 fundraising campaign. Fundraising team successfully turned around nonprofit on the brink of bankruptcy
- Coordinated alliances with community businesses to donate products and services.
- Developed fundraising strategies, OCFYHB slogan, manuals, goals, and training for board members and a network of fund-raisers.

Community Health Center of Burlington, Burlington, VT

1985 to 1988

Board Member

March of Dimes, Burlington, VT

1985 to 1991

Board Member

Arthritis Foundation; Vermont & Northern New York Chapter

1989 to 1995

*Chair of Budget/Finance Committee/Board Member***United Way – Bank of Vermont, Burlington, VT**

1989 to 1995

*Employee Campaign Chairman***American Red Cross, VT/NH and New England Division**

1995 to 2007

*Board Member/Finance Committee***Lund Family Center, Burlington, VT**

1996 to Present

*Chair of Board/Finance Committee/Board Member***Stern Center for Language & Learning, Williston, VT**

1996 to Present

Chair of Board/Finance Committee/Board Member

Community Service (cont.):

Maple Leaf Farm, Underhill Vermont <i>Chair of Capital Campaign</i>	2011 to Present
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Professional Associations:

Church St. Marketplace, Burlington, VT <i>Board Member/Finance Chair</i>	1996 to 2007
Vermont Development Credit Union, Burlington, VT <i>Board Member</i>	1995 to 1997
Burlington Airport Commissioner, Burlington, VT <i>Board Member/Commission Chair</i>	2007 to Present
Act 250 Commissioner for the State of Vermont, Chittenden County <i>Board Member</i>	2003 to Present
Burlington Country Club, Burlington, VT <i>Chair of Human Resource Committee/Board Member</i>	2007 to Present

Education & Training:

St. Michael's College, Colchester, VT
Course in Personal Financial Planning Level I and II

American Institute of Banking, Montpelier, VT
Completed course work in: Principles of Banking, Installment Lending, Real Estate Finance and Computer Processing. Additional training: Facilitation, Dealing with Difficult People, various banking seminars.

References available upon request