

Dr. R. James Cook



May 13, 2024

Jefferson County Commissioners
124 E. Washington Street
P.O. Box 250
Charles Town, WV 25414

Dear Jefferson County Commissioners,

I am writing to express my interest in the vacancy on the Jefferson County Commissioners board. As a resident of Shepherdstown, West Virginia, and a committed advocate for the well-being and prosperity of our local community, I am compelled to offer my skills and experience to serve the constituents of Jefferson County during this critical time.

With a career marked by senior leadership roles and executive responsibilities, I bring to the table a wealth of experience in fostering fairness, balance, and effective governance. Throughout my professional journey, I have successfully managed multi-million-dollar budgets both in corporate entrepreneurship and during my tenure in the military.

As a retired Army officer, I understand the importance of steadfast leadership and unwavering commitment to duty. My military background has equipped me with invaluable skills in strategic planning, crisis management, and decision-making under pressure – qualities that are indispensable in navigating the challenges currently facing our county.

I firmly believe that effective governance is essential for the safety and prosperity of our community. The recent vacancies in the Commissioners board have left Jefferson County in a precarious position, jeopardizing the delivery of vital services, and impeding the progress of essential initiatives. I am deeply invested in the welfare of our local economy and the overall health of our community. If appointed, I pledge to leverage my skills, experience, and passion for service to advocate for policies that promote economic growth, protect our natural resources, and enhance the quality of life for all residents of Jefferson County.

I am enthusiastic about the opportunity to contribute to the betterment of our community as a member of the Jefferson County Commissioners board. Thank you for considering my application. I am available on May 30th for an interview to further discuss how my background and qualifications align with the needs of the board.

Sincerely,

James

Dr. R. James Cook, CFRE

and, facilitating recurring leadership team sessions to review market analytics, discuss funding scenarios, model fundraising targets, and capture key next steps. Contributed to and facilitated Board discussions related to individual donor development.

Relationship Development and Appeal Delivery – Lead the development and management of a rational and collaborative process that resulted in successful, funded appeals including: leading the kickoff pitch and appeal development efforts; leading proposal and pitch review sessions; and, packaging supporting documentation in collaboration with internal partners. Cultivated relationships with individual donors, including: prioritizing individual donors by their affinity and capacity to make strategic gifts; understanding donor priorities and goals and reflecting these to relevant Wacif team members; mapping relationships to ensure that the right point of contact is positioned to approach the prospect; lead engagement with prospects, making appeals; positioning teammates and other points of contact to make appeals; following up with prospects to ensure that commitments reach Wacif. Analyzed prospect research with a keen understanding of moves management to steward donors toward major gifts.

Partner Stewardship – managed the organization’s efforts to keep current supporters engaged with Wacif and its work, by: working with executive and program teams to identify and prioritize key relationships; researching stewardship best practices and approaches taken by other organizations; developing stewardship strategies for consideration by the CDCO and CEO; and managing implementation, in collaboration with communications teammates and others. Mentored and lead Individual Development team, managing and providing guidance and support to team members that lead day-to-day work. Effectively manage team, from workload management to performance appraisal, and professional development.

Executive Director, Educational Foundation

Dabney S. Lancaster Community College (DSLCC) Educational Foundation

1000 Dabney Street
Clifton Forge, VA

5/01/2020 – 05/2022

Hours per week: 60

Duties, Accomplishments, and Related Skills:

As the Executive Director of the College Educational Foundation and Director of Institutional Advancement/Public Information Officer for DSLCC, I write policies and establish protocols for scholarship, fundraising, investment, and advancement processes. I am responsible for examining the efficacy of existing policies and developing new programs that align with identified objectives and goals of DSLCC. I work closely with alumni, fundraisers, the Virginia Community College System, and stakeholders to revise existing programs, and to determine the goals and objectives of new policies. Serving as both the Executive Director of the College Educational Foundation and Director of Institutional Advancement/Public Information Officer for DSLCC, I provide direct leadership to over thirty-five administrative staff, Foundational Board members, third-party vendors, and contractors to increase the level of external resources from public sector and private sources to support programmatic and capital needs and aspirations of the College. Responsible for building, maintaining, and strengthening relationships between and among the College’s twenty internal departments/divisions and critical funding sources including individuals, corporations, and

foundations to raise capital and programmatic funding of over \$500k per year.

In May 2020, DSLCC had no formal alumni outreach program, no data base of alumni, and no method of linking the alumni to career opportunities. I was faced with minimal resources, staffing challenges, and scarce data. I worked to identify alumni pools within different local corporations to begin cataloging them for the purpose of building an alumni database. From there, I developed strategies for outreach to increase alumni participation and support to DSLCC. My efforts resulted in a data base of over 200 alumni participating in school events and becoming reoccurring donors.

During the onset of the COVID-19 pandemic, I was responsible for developing a marketing plan that addressed academic and workforce training solutions. I utilized articles written for press releases for all the local news outlets and social media platforms focusing on three areas (culinary, nursing, and forestry). Part of that plan was to develop an advertising portfolio with local station WSLS to increase public engagement with DSLCC by utilizing video advertisements, radio spots, commercials, and social media. The challenge with this effort involved identifying, publicizing, and promoting the courses appropriate for an online format as well as courses that could not transfer to an online platform without significant degradation of the class content while still maintaining Center for Disease Control protocols. In addition, DSLCC historically had a sporadic marketing plan with no strategic achievable goals. My solution was to develop a dynamic marketing platform highlighting three unique departments in order to establish a baseline for future marketing strategies and increase student full-time equivalent enrollment. During Spring 2021, the Virginia Community College System mandated that five of the seven colleges named after historical figures must change their names because the namesake's values were no longer aligned with the State Board's criteria. I was responsible for improving DSLCC's public relations without compromising the historical value of the namesake and DSLCC. DSLCC serves four counties and a large section of the community opposed the name change. The result of the name change included the loss of donor support, financial resources, partnerships, and community engagement. I developed a public relations campaign focusing on the future of the college with a new name while celebrating the previous 60 years of education and community involvement. I led a name changing task force comprised of 30 individuals that focused on facilities and budget, marketing and media, and fundraising to culminate in a weeklong celebration in June 2022. I contracted with a third-party marketing firm that I provide oversight to for the renaming efforts, the marketing and media, press releases, and social media.

Utilizing a three-prong strategy, I revamped the DSLCC investment strategy so that we had maximum leverage of funds available for the unrestricted budget and student scholarships. I changed the administrative fee policy from a static 2% to a dynamic range of 1% to 3.75% which allowed more flexibility under market trends that maximizes educational foundation operations. Additionally, I changed the spending cap policy from a static 5% to a dynamic range of 4% to 7% that leveraged the market funds that resulted in higher scholarship distribution each semester. Following generally accepted accounting principles (GAAP) of reinvesting dividends, my actions created more operational funding.

Supervisor: Dr. John Rainone [REDACTED]

Okay to contact this Supervisor: Yes

Principle

Cook and Associates

39 Thatcher Ct.

Shepherdstown, WV

9/01/2018 - Present

Hours per week: 20

Duties, Accomplishments, and Related Skills:

Coached, consulted, or contracted for strategic and fundraising initiatives with small nonprofit organizations and churches. Increased fundraising revenue and constituent affinity among various nonprofit portfolios for private donor, corporate partnerships, and programmatic foundation funds. Led and implemented several strategic development programs including prospect research and market segmentation planning, and outreach and engagement through to cultivation. Built campaigns and identified structural and organizational changes to best position them for success. Coached and consulted with several nonprofits with operational budgets ranging from \$1.5M to \$10M. Contracted with nonprofits in Lexington, Lynchburg, Roanoke, and Chicago for planning and executing their fundraising strategies to include their Day of Giving initiatives to raise unrestricted or programmatic funds. Raised collectively over \$1M during Day of Giving period. Led the strategic overhaul of corporate and foundation partner outreach focusing on donor designated funds, corporate social responsibility, corporate management, programmatic funding, and grant proposals. I used market data and best practices that resulted in \$600K in donations and \$400k in the consideration phase. Developed an innovative corporate affiliation program recruiting six corporate partners within cyber security and STEM programs producing \$150k annually in unrestricted funds. Restructured prospect development strategies and codified position descriptions in order to synchronize communications among C-Suite, staff, and major gift officers to reduce duplication of efforts and increase fundraising impact.

**Director – Clinical Collaboration and Education (DOCCE)
Liberty University College of Osteopathic Medicine (LUCOM)**

306 Liberty View Lane
Lynchburg, VA

8/01/2013 - 9/01/2018

Hours per week: 80

Duties, Accomplishments, and Related Skills:

Served the first two years as the Director of Admissions and Student Services prior to promotion to DOCCE. Developed our national and international medical outreach, patient care, and international elective clinical rotations for the students, staff, and faculty. Supervised the planning, operations, and logistical support of both multiple short-term (1 week or less) of medical outreach events and developed long-term (1 month to 6-weeks) clinical rotations for medical students during their fourth-year international elective clinical rotations. Developed and maintained long-term partnerships with US governmental agencies and host country Non-Governmental Organizations. Advised the Dean in developing multiple continuity of care health clinics and hospital services in partnership with groups in Central and South America, and Africa. Provided administration, support, and technical assistance to outpatient clinics in underserved locations within developing countries. Served as advisor to Ministers of Health and healthcare providers in developing countries for clinical operations analyzing the socioeconomic impact of the impoverished population regarding healthcare, continuity of care, public health, and epidemiology.

International Clinical Rotation Sites -

20 Medical outreach trips to Guatemala; 4 to Honduras; 4 to Dominican Republic; 1 to Peru; 6 to Togo (West Africa), 8 to Kenya; 1 to Rwanda; and 1 to Zambia

Domestic Clinical Outreach -

Annual healthcare collaborative events with local providers in Martinsville, VA; Lynchburg, VA; and Danville, VA.

Supervisor: Dr. Ronnie Martin [REDACTED]

Okay to contact this Supervisor: Yes

Chief Operating Officer (COO)

Sayre Enterprises, Inc.

45 Natural Bridge High School Road
Natural Bridge Station, VA

8/01/2011 - 8/01/2013

Hours per week: 80

Duties, Accomplishments, and Related Skills:

As a senior level Executive, I reported directly to the Founder and CEO of Sayre Enterprises and was responsible for the company's day-to-day Budget, Operations, and Logistical activities, including revenue and sales growth; expenses, cost and margin control; product manufacturing and distribution; marketing internal and external communications; and monthly, quarterly and annual financial goal management. I managed over 115 company employees with annual gross sales over \$15M.

Managed three sale branches (government, commercial, and promotional products). Additionally, I had oversight of warehouse operations for production and manufacturing of over 70 lines of merchandise. I created an employee taxonomy and management structure, auditing various workplace processes and implementing new strategies to improve efficiency and communication across all parts of Sayer Enterprises' supply and distribution chain.

Supervisor: Ms. Mary Sayre [REDACTED]

Okay to contact this Supervisor: Yes

Executive Officer (XO), 12th Aviation Battalion (XO)

Davidson Army Airfield
Fort Belvoir, VA

11/01/2007 - 01/31/2009

Hours per week: 80

Duties, Accomplishments, and Related Skills

Served as executive level decision maker responsible for \$300M Budget in the maintenance, logistics, administration, intelligence, and operations of a Battalion of 18xUH60 Blackhawk helicopters and a Technical Rescue Engineer Company specializing in search and rescue. Second in command within an Army battalion. As the battalion's "chief of staff", I was prepared to assume the duties of the battalion commander at any time.

Program Manager for Special Access Programs and served Liaison to the White House Military Office and the Pentagon Joint Staff for contingency operations. Supervised and coordinated logistics and operations for four unique and high-security airfields to include the joint use airfield at the Pentagon.

Coordinating staff officers including S1, S2, S3, S4, S5, S6, special staff, civilians, and contractors. I ensured the staff was coordinated, synchronized, and supervised within multiyear and complex long- and short-range planning, training, and execution of worldwide aviation mission support and support within the National Capital Region. I was the primary synchronizer of staff actions. Coordinated with senior level pentagon officials for the purchase of the LUH72 Lakota, and the reorganization of battalion air assets equipping the USANG with 16xUH60L for operational readiness improvements. Understood the air and ground transportation security requirements for the JTFNCR and executed SAP for NSSE support within all laws, regulations, and policies while developing SOPs. Complete oversight of Delta Company logistics and maintenance for three airframes (UH60A/L, VH60A, and LUH72). VH60 program was unique to the area as the only fleet of VIP equipped, specially designed airframes to fly in/around the National Capital Region. Special equipment modifications and Air Worthiness Releases (AWR) from FAA, DoD, and US Army Aviation proponents. Establishing staff operating procedures ensuring the commander and the staff are informed on matters affecting the command; assembling and supervising the staff during the decision-making process ensuring a coordinated, synchronized plan; establishing timelines (1/3-2/3 rule); establishing the required liaison; ensuring information flow between the staff and commander on staff recommendations and the commander's decisions; representing the commander (when required); monitoring the overall battle and supervising planning of future operations; directing the staff; enforcing standing operating procedures; serving as the materiel readiness officer and supervising unit status reporting; providing for battalion logistical support; and leading the Military Decision Making Process during staff planning.

Director of Operations (Brigade S3)

Army Air Operations Group, JFHQ-NCR
Fort McNair, DC

08/01/2006 – 11/30/2007

Hours per week: 80

Duties, Accomplishments, and Related Skills

I served as the brigade commander's principal staff officer for matters concerning operations, plans, organization, and training for the Army Air Operations Group (AAOG) in the Joint Task Force – National Capital Region and the Military District of Washington. AAOG consists of the 12th Aviation Battalion of UH/VH60 Blackhawk aircraft and the LUH72 Lakota; and the US Army Priority Air Transport (USAPAT) fleet of Gulfstream aircraft.

I was responsible for planning, coordinating, and executing aviation operations, to include regional and worldwide priority air transport for the Army's senior leadership, selected DoD officials, and Combatant Commanders. Executed airfield operations at Davison Army Airfield, and provided Air Traffic Services support to the Pentagon helipad. As directed, I employed rotary wing aviation and engineer technical rescue assets to support designated contingency operations. On order, received additional rotary wing aviation forces OPCON to JFHQ-NCR and coordinate for their employment in support of consequence management operations.

I was the director in planning and coordinating the operations, and the principal program manager for Special Access Programs (SAP) concerning Army UH/VH60 aircraft within the NCR and fixed wing aircraft worldwide.

Directed operations with an operational budget over \$30M for various National Special Sensitive Event (NSSE) programs of an Army Aviation Brigade with two battalions specializing in worldwide

executive level air transportation and complex interagency contingencies. Responsible for analyzing, planning, resourcing, and executing budget and operations involving Army Aviation and Technical Rescue Engineer capabilities for NSSE, ceremonies, State Funerals, and emergencies. Worked directly with Joint Staff at the Pentagon and White House Military Office.

I developed the contingency planning and briefed pentagon officials on readiness and deployability of the Army Aviation assets worldwide and within the NCR. I wrote the SOPs that supported several SAPs within the NCR and worked within the incident command structure prioritizing assets and adjusting resources required to complete NSSE missions.

I managed SAP training and execution within the NCR, informing the MDW and JTFNCR command of operational readiness. Executed SAP IAW Pentagon and Joint Level directives, commander's intent, monitors adjacent units' progress, submitted reports per SOP, anticipates changes required and prepared the Fragmentary Orders.

Executive Assistant to the Commanding General (Aide de Camp)

JTF-GTMO, Cuba
SOUTHCOM

08/01/2005 – 08/01/2006

Hours per week: 80

Duties, Accomplishments, and Related Skills

Assigned to the United States Southern Command with duty at the Joint Task Force-Guantanamo Bay, Cuba and reported to the senior commander for the Joint Task Force Guantanamo Bay. I provided liaison and coordination with interagency nongovernmental agencies, International Committee of the Red Cross, foreign dignitaries, congressional delegations, media, and senior officials within the Department of Defense, subordinate commanders, and staffs.

I performed as scheduler, coordinator, office manager, and trip planner for senior level DoD officials in and around JTF-GTMO area of operations. Scheduled congressional visits for senior government officials. Served two flag officers (General and Admiral) as their personal assistant ensuring compliance for global travel, budgets, force protection, and confidentiality.

Served as liaison for foreign dignitaries visiting Naval Station Guantanamo Bay, Cuba. Supervised CJTF policies for contingency operations involving the senior official. Ensured secure messaging of the GO/FO Public Key Infrastructure and Defense Red Switch Network direct with SECDEF and SOUTHCOM Command.

Assistant Professor of Military Science

Virginia Military Institute (VMI)

2020 Kilbourne Hall
Lexington, VA

5/01/2003 - 8/01/2005

Hours per week: 60

Duties, Accomplishments, and Related Skills:

As the Military Science Level II (MSII) Branch Chief, I was responsible for writing and executing a new Military Science Curriculum. In order to ensure continuity of training for advancement, it was important that I synchronize the four-year curriculum to professionally develop them from Cadet to Lieutenant.

Responsible for instructing over 300 MSII Cadets each year, maintaining an Order of Merit List rankings for schools and leadership responsibilities, and identified and recommended extremely competent Cadets to prestigious awards. I performed duties as counselor, mentor, and facilitator to the Student, Athlete, and Leader. Coordinated and planned field training events specific to the MSII and worked jointly with the other three MS Branches in the Army department. I coordinated efforts with the Navy and Air Force departments as well as Cadet Life, Commandant's staff, and faculty of VMI. Served as Training, Advising, and Counseling (TAC) Officer to Delta Company of over 200 Cadets of all levels and disciplines, selected as a faculty advisor to several clubs. I traveled extensively to the three partnership schools to ensure success for ROTC at each school and advised staff and cadets on all matters relating to Aviation Components of the Army. Interviewed select scholarship candidates and briefed prospective cadets and parents on Army programs and benefits. I served as Officer in Charge of the Ranger Challenge Team, Assistant Officer in Charge of the Army Combat Diver Program, Assistant Officer in Charge of Barracks, and liaison to the Combative Martial Arts Club.

Education:

Doctorate degree 5 / 2020

University of Lynchburg

Lynchburg, VA United States

Major: Organizational Leadership

Master's degree 10 / 2008

Liberty University

Lynchburg, VA United States

Major: MAR (Master of Arts in Religion) Leadership

Bachelor's degree 5 / 1995

Methodist University

Fayetteville, NC United States

Major: Political Science

Professional Publications:

Dissertation: May 2020. Cook, Robert James, "A Wrap Around Poverty Intervention Model: Leveraging Social Capital Reduces Poverty" (2020). Graduate Dissertations and Theses.

35. <https://digitalshowcase.lynchburg.edu/etd/35>

Poster: October 2018 at OMED: "Advancing Ultrasound Techniques in Guatemala" Megan Boyer, MS, Samuel Creighton, BS, Kathleen Bogacz, MD, FACP, and R. James Cook, MAR

Poster: ACOFP: "Building a medical outreach model for sustainability: An osteopathic approach" Elizabeth Johnsen, MS, Sherin Cherian, MS, Shawn Cherian, Renee Frantz, James Cook, MAR, Kathleen Bogacz, MD, FACP. Presented spring 2018 ACOFP.

Abstract: 2018 VIE Poster symposium. "Medical Students as Point-of-Care Ultrasound Instructors: Learners as Successful Teachers" Alycia Lee, Abigail Wheeler, Mariam Asper, Emily Rawlings, Jake Beerel, Stephen Chu, Joshua Albert, Camden Towne, Sarah Elrod, James Cook MAR, Kathleen Bogacz, MD, FACP, David McLario, DO. Presented at the CMDA National Convention 2018.

Language Skills:

Language	Spoken	Written	Read
Spanish	Intermediate	Intermediate	Intermediate

References:

Name	Employer	Title	Phone
Brigadier General Sally Selden, PhD, SPHR (*) [REDACTED]	The Citadel	Provost and Dean of the College Professor of Management	[REDACTED]
Kathleen P. Bogacz, MD, FACP (*) [REDACTED]	Augusta Health	Internist	[REDACTED]
Honorable James D. Pagonos [REDACTED]	Dutchess County Surrogate's Court	Retired Justice, New York Surrogate Court	[REDACTED]

(*) Indicates professional reference

Other Schools, Certifications, Affiliations, and Skills

Certified Fund Raising Executive, 2019-2022
 US Army Aviation Officer Basic Course 1995 to 1996
 Combined Logistics Officer Advance Course 1999 to 2000
 Combined Arms Services Staff School 2000
 US Army Business Lean Six Sigma Green Belt Certification 2007
 US Army School of Cadet Command Faculty Development Course 2003, 2008
 Army Aviation Maintenance Officer Course
 Ranger School
 Jumpmaster School
 Defense Language Institute for Spanish
 Rotary Wing Course for CH47D, UH60A/L, VH60A, UH1, and TH67 helicopters.
 Rated Aviator: Private, Commercial, and Instrument.
 Rotary International District 7570 Area 6 - Area Governor

Civilian and Military Awards:

Paul Harris Fellow from Rotary International – Four awards
 Honorary Brother Rat for the Virginia Military Institute (VMI) class of 2006
 Virginia Military Institute Faculty of the Year 2004
 Colonel Leo Codd Award National Army ROTC Instructor of the year 2004
 Order of St. Michael Bronze Medallion – Army Aviation Association of America
 Bronze Star Medal
 Defense Meritorious Service Medal
 Two Meritorious Service Medals
 Two Army Commendation Medals
 Two Army Achievement Medals
 Afghanistan Campaign Medal
 Global War on Terror Expeditionary and Service Medals
 Humanitarian Service Medal
 Military Outstanding Volunteer Service Medal.

Military Service 1985 – 2008

Served in the U.S. Army for 20 years serving as enlisted (Private through Staff Sergeant) and as an officer (Lieutenant through Major). I was promoted routinely into comprehensive and progressive leadership and management positions in Intelligence, Operations, and Aviation Logistics and Maintenance. Deployed in combat to Afghanistan.

Other duties (1985-2000):

Maintenance and Operations Officer

Fort Bragg, NC and Bagram Airfield, Afghanistan – 2001 – 2003 (Combat Tour 2001-2002)

I was responsible for Aviation Unit Maintenance budget and flight operations for two northern deployed CH47 units at Bagram Army Airfield, Afghanistan. I supervised Production Control (PC) and Quality Control (QC), back shop maintenance, contracting, and technical inspections with direct collaboration of civilian agencies for phase and intermediate level maintenance in a high operation tempo environment. I directed all CH47 flight operations for the northern part of Afghanistan excluding SOAR. I flew 140 combat hours in direct mission and maintenance support. Upon returning from combat, I was dually responsible for Maintenance and Operations for the CH47 fleet at Simmons Army Airfield with Charlie Company, 159th (Flippers). We maintained Operational Readiness Rates in the 90th percentile.

Company Commander, HHC, 4-159th Aviation Maintenance Battalion

Fort Bragg, NC – 2001 to 2002

Commander with oversight of command and control, military justice, administration, training, budget, operations, and command logistics in support of an Aviation Intermediate Maintenance Battalion. Responsible for support to the Command Leadership for Moral, Welfare, and Discipline. Managed a unit-level supply and maintenance program for fleet of light, heavy equipment, and refueling tankers for operational support. I facilitated various Army training courses and provided human resource support to the Battalion staff.

AVIM Platoon Leader, 4th Battalion – 159th Regiment

Fort Bragg, NC – 2000 to 2001

Supervised logistic and maintenance crews, conducted production and quality control measures, and provided reports on maintenance and logistic metrics. Intermediate maintenance included Hydraulics, Pneumatic systems, Rotor assemblies, Engine and Transmission, Avionics, and tool calibration. Managed Work In Process for all components of aircraft and conducted phase inspections on AH64 Apache, CH47D Chinook, OH58D Kiowa Warrior, and UH60 Blackhawk.

Flight Platoon Leader – Bravo Company, 4– 123rd Aviation Regiment, Fort Wainwright, Alaska

Class III/V Platoon Leader – Bravo Company, 4– 123rd Aviation Regiment, Fort Wainwright, Alaska

“Raven” Liaison to Infantry – Bravo Company, 4– 123rd Aviation Regiment, Fort Wainwright, Alaska

98G3V – Military Intelligence Voice Interceptor (Spanish Linguist): Private to Staff Sergeant (seven years)

Various units and locations ending with 7th Special Forces Group (Airborne) Fort Bragg, North Carolina