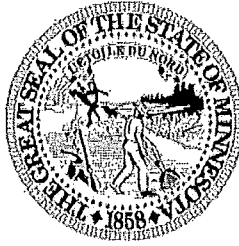


# STATE OF MINNESOTA

Executive Department



**Governor Tim Walz**

## NOTICE OF APPOINTMENT

**Michael Herman**

Because of the special trust and confidence I have in your integrity, judgment, and ability, I have appointed you to the office of:

**Water Conditioning Contractor Member**

**Plumbing Board**

Effective: January 4, 2021

Expires: December 31, 2023

This appointment carries with it all rights, powers, duties, and emoluments granted by law and pertaining to this position until this appointment is superseded or annulled by me or other lawful authority or by any law of this State.

Signed and sealed December 23, 2020.



Handwritten signature of Tim Walz in black ink.

Tim Walz  
Governor

Handwritten signature of Steve Simon in black ink.

Steve Simon  
Secretary of State

Reappointment

Filed on December 23, 2020  
Office of the Minnesota  
Secretary of State,  
Steve Simon

# Application for the position Water Conditioning Contractor

## Part I: Position Sought

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Agency Name: Plumbing Board  
Position: Water Conditioning Contractor

## Part II: Applicant Information

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Name: Michael Herman  
Phone: (507) 649-1389  
County: Steele  
In House District: 24B  
S House District: 1  
Recommended by the Appointing Authority: True

## Part III: Appending Documentation

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### Cover Letter and Resume

Type	File Type
Resume	application/vnd.openxmlformats-officedocument.wordprocessingml.document

### Additional Documents (.doc, .docx, .pdf, .txt)

Type	File Name
No additional documents found.	
Veteran:	No Answer

## Part V: Signature

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Signature: Michael Herman  
Date: 10/2/2020 3:27:46 PM

**Michael T. Herman**

8624 Rose St  
Owatonna, MN 55060

Cell (507) 649-1389  
[mikeh@ultrapure.com](mailto:mikeh@ultrapure.com)

**EXECUTIVE BUSINESS LEADER**

Broadly recognized as a strong and inspirational leader within Driessen Water as well as the entire Water Treatment industry, with fifteen years of experience as the **Chief Executive Officer**. Generated transformational top and bottom line results over time by blending exceptional team building skills, brand building and strong operating skills with proven organizational development abilities.

Drove strong core businesses, turned around underperforming branches, started up entirely new operations, and led successful acquisitions. Assignments included oversight of complete operations and P&L responsibility of Driessen Water with 24 locations within the continental United States. Leading the development and expansion of the Commercial & Industrial division of Ultrapure. Identifying and integration of acquisitions of business entities into Driessen Water.

**Leadership** Consistent track record of courageous leadership focused on bold, game changing business strategies that drive revamped innovation, marketing and operations programs that lead to exceptional results that stand the test of time.

Known as an excellent strategic thinker who drives meaningful, lasting change in the business and organization so that the excellence of their results is maintained after his departure.

Respected as one of the strongest and most informed voices in the industry with regards to leading change, garnering results and what capabilities and programs are required to win.

As the senior leader within the company has reporting responsibility for CFO, HR/IT, Director of Sales, Region General Manager (2), and 11 General Managers. Widely known as a strong coach, team developer, and tireless leader that leads by example.

**Innovation & Brand Building** Consistently transformed the businesses he has led with a relentless drumbeat of game changing innovation and brand building efforts. This included the refocus of advertising efforts and taking the company from the "yellow page/newspaper" age to the implementation of website, electronic and other current advertising methods garnering greater brand recognition and company branding.

Drove the creation of new advertising campaigns, sales tools, and presentation packages utilized by both residential and commercial sales representatives. Broadly viewed by Advertising Agencies as one of their favorite clients for being both demanding and empowering.

Created organization capability to systemically drive strategies that create lasting competitive advantage. Set a high bar for excellence in product and package design as well as communication and marketing programs.

**Operations** Profit & Loss (P&L) responsibilities he has led included the management of enterprise and 22 branch P&L's.

Known for running a tight ship and exhibiting strong operating discipline. Deeply engaged, penetrating style served to teach the organization how to run a business, and kept the executional bar of performance expectations high. Employed strong systemic strategic process for capital and human resource allocation.

**Organization Development** Uses a "clock builder" approach to people development. Strong one-on-one coach and proven capability builder via implementation of robust work processes, management systems, and culture. Consistently leaves behind in his wake teams & leaders that are capable, inspired, and ready to fly solo and deliver consistent results on their own.

**Global** Citizen of the world; born and raised on a farm in the Midwest. Traveled, lived and worked in several locations throughout Southeast Asia and the Middle East in various capacities while serving in a Military capacity. Culturally adaptable and enjoys the opportunity to experience various cultures.

DRIESSEN WATER, INC. Owatonna, MN

2006 - Present

Chief Executive Officer/Chief Operating Officer/Executive Vice President (2006 - Present)

Brought onboard by CEO/BOD to move Driessen Water from "small family business" operation to a more structured business entity while driving to strengthen overall growth and capabilities.

For perspective, Driessen Water is now the 3<sup>rd</sup> largest Culligan franchisor in North America and is recognized as one of the fastest growing North American Dealers by Culligan International.

- Generated major productivity gains resulting in significant bottom line results through the implementation of several operational, sales and fiscal projects and plans.
- Driessen Water's growth had been stagnant with little focus on expansion of the Commercial & Industrial arena of operations. The core of the issue was a strategic one; the unit was limited with regards to expertise in the Branch and Sales Leadership roles which kept them from exploring new opportunities, new technologies and stepping outside the comfort zone, which kept them from embracing winning strategies that could drive lasting competitive advantage. Through execution of organic growth and M&A opportunities have grown Driessen Water from a 22M company to over 45M in annual revenues,
- Overcame unprecedented commodity inflation and the US credit recession of 2008 with major pricing, cost reduction, productivity improvement programs, and consumer friendly offerings.
- In short order, completely redesigned the companies strategies which in turn led to several consolidation projects, acquisitions as well as organizational reporting restructuring. On innovation, chose to enter new, profitable, fast growing segments with new technologies such as waste water, reclamation and utilization of other new technologies available.
- New advertising strategies utilizing website design, electronic marketing and focused market campaigns.
- Created strategic partnerships with leading companies like General Electric, Aquafine, Pacific Ozone and others to enable fast and efficient diversification and capabilities of the business.

SEARS HOLDINGS

1999 - 2006

District General Manager, Ft Lauderdale, FL (2003 - 2006)

- Responsible for all aspects of the South Florida Field Service District that completes 250,000 in home appliance, HVAC, and electronic repairs per year. Producing \$15 million in annual revenue.
- Directly supervise 18 department managers and accountable for 275 technicians and support associates.
- Responsible for overall P&L to include \$20 million in total annual expense and payroll.
- Responsible for the daily sales and operations of 6 Retail Parts Stores.
- Implemented a performance management process in 2004 resulting in increased associate accountability and productivity, while improving the quality of service provided to our customers. **Recognized as the Number #1 District in the nation for Customer Service.**
- Serve as the company's representative with regards to ongoing Company and Union initial contract negotiations.

National Labor Manager, Hoffman Estates, IL (2002 - 2003)

- Selected to take on Labor assignment as part of an executive development plan in order to gain home office/field experience and bring a sense of urgency and business literacy to a struggling HR organization.
- Successfully provided Senior Labor support to a Home Services Field Organization that consisted of 11,600 Repair Technicians and 4200 support associates throughout 520 locations.
- Developed and Implemented a National Labor Strategy which consisted of union avoidance training for all members of management, proactive communications, more aggressive performance management, and risk assessment process that evaluates managers, associates, and individual work units.
- Promoted from District Operations Manager position into National Labor Manager role by demonstrating the ability to generate and communicate positive company culture in adverse conditions.

District General Manager, Fresno, CA

(1999 - 2002)

- Successfully lead team in the integration of three Product Services Districts into the Mid-California District, creating the largest Product Services District in the nation.
- Through consolidation realized in excess of \$8 million in expense related dollars over a three year period.
- Formulated and controlled a \$30 million annual budget. Reduced overall expense cost per call by 4% resulting in \$900,000 annual cost savings.

**UNITED STATES MILITARY**

1977- 1999

U.S. Military

(1977-1999)

21 years on active duty assigned to various positions throughout the United States and Southeast Asia. Led various team to high levels of success, many times in less than favorable conditions. Recognized throughout career as an exceptional Leader that always achieved superior results.

Cryptologic Technician – based out of the US and deployed to various locations	1977
Cryptologic Supervisor – National Security Agency – Ft. Meade, MD	1981
Cryptologic Supervisor/Team Leader - Japan	1984
Brief Hiatus	1988
Department Leader – Home Base San Diego – Various deployments overseas	1989
Fleet Support Officer – Southeast Asia – headquartered Singapore	1994

**EDUCATION**

**BS in Management Studies**, University of Maryland – Singapore Campus - 1999

**Specialty License**

National Water Quality Association – Certified Master Water Specialist  
 Texas Commission on Environmental Quality – Class II Water Treatment Specialist  
 State of Minnesota – Water Conditioning Master

**PROFESSIONAL & COMMUNITY ACTIVITIES**

MN State Plumbing Board of Directors (Appointed by Gov Dayton)	Current
National Water Quality Association – Board of Director	Current
Minnesota Water Quality Association – Board of Directors (Past President)	Current
Steel Waseca Utility – BOD Election Chairman	2017
Driessen Water Inc – Board of Directors	2016
Northfield Crisis Pregnancy Center – Board of Directors	2014
Cornerstone Community Church – Board of Elders	2014
Northfield Community Center – Board of Directors	2013