



PRESENTED TO
CITY OF CLEARWATER, FLORIDA

SEMI-FINALIST REPORT
CITY MANAGER

WEDNESDAY, JULY 28, 2021



Memo

To: Mayor Frank Hibbard and members of Clearwater City Council

From: Chuck Rohre, Managing Director
Anne Lewis, Director

c.c. Jennifer Poirrier, Human Resources Director

Date: July 29, 2021

Subject: Clearwater, Florida – City Manager Search

On behalf of Baker Tilly, we are pleased to transmit this Semi-Finalist Report to the City of Clearwater, Florida.

This transmittal memo provides:

- a summary of the search;
- a description of the content of this report;
- instructions to review the recorded video interview; and
- recommendations for the review of semi-finalist materials and selection of finalists.

Summary of the Search

We received 109 applications in response to the posting for the City Manager position. None of the applicants have withdrawn from the process. We were impressed with the depth and breadth of the applicant pool. Through our screening process, 12 candidates are being presented to the City Council for consideration. These candidates reflect a wide range of local government management experience from throughout the United States. The candidates we are recommending for your consideration are:

- **Milton Dohoney, Jr.**
- **Dale Dougherty**
- **Charles Duggan**
- **Alfred Fletcher**
- **Carl Geffken**
- **Jon Jennings**
- **David Johnston**
- **Ken Klein**
- **Keith Moffett**
- **Marc Mondell**
- **Marc Nelson**
- **Leonard Sossamon**

The candidates' names and their application materials are presented in alphabetical order. We have not ranked them because each closely meets the established job requirements identified in Clearwater's approved recruitment brochure. We are confident that each is professionally and technically capable of performing the job

and believe that the “fit” between the candidates and the City is an important factor to determine in the final selection.

In order to recruit the best candidates for the position, the following process was followed:

1. **Position Analysis** – Meetings were held with City Council members, the City Manager, and the Human Resources Director on May 24. Information obtained from these meetings was used to identify the key qualifications and experience desired in the City’s next City Manager. A copy of the recruitment brochure and selection criteria is included as part of this report.
2. **Recruitment** – On June 21, advertisements were placed in the following publications on-line:
 - Careersingovernment.com
 - Florida City/County Management Association
 - Florida League of Cities
 - ICMA
 - International Network of Asian Public Administrators
 - Women Leading Government
 - National Association of County Administrators
 - Local Government Hispanic Network
 - National Forum for Black Public Administrators (NFBPA)
 - University Alumni and Job Networks - Handshake
 - Virginia Women Leading Government

In addition, we made direct contact with over 4,864 individuals to inform them of this opening.

The process was posted with a first review of resumes on July 21, 2021; the position was listed as open until filled.

3. **Preliminary Screening** - We received, acknowledged, reviewed and screened the 109 applications received based on selection criteria listed in the recruitment brochure (A master applicant list is included in this report.). Screening occurred in two phases. First, we invited 15 applicants to submit more detailed information on their experience in the form of candidate questionnaires. To bring the number down to the 12 semi-finalists, Baker Tilly reviewed the candidate questionnaires and video interviews, conducted telephone interviews and conducted internet and media searches. Please note that additional candidates may be brought forward in the event we receive new applications from individuals with qualifications that strongly match those of our semi-finalists.
4. **Selection of Finalists** – The City Council will be asked to select final candidates from among the 12 semi-finalists, considering the application materials contained in this report and the recorded video interviews (instructions for the video interviews appear below). The consultant will meet with the City Council to review and select finalists on August 5. Following the selection of finalists, we will conduct a public records background check, contact references, and ask the finalists to complete a leadership-management assessment.

Semi-Finalist Report Contents

Items contained in the Semi-Finalist Report include:

- The recruitment brochure used in this search
- The Master Applicant List
- Sections for candidate application materials with
 - Cover letter
 - Resume
 - Candidate Questionnaire
 - Application Addendum

Instructions for Viewing/Rating Recorded Candidate Video interviews (HireVue)

To accompany the written documentation contained herein, we invite you to view the online pre-recorded video interviews of each semi-finalist candidate. Please refer to the email you will receive shortly from HireVue containing a link to review the videos. If you need to stop and return to the videos at a later time, you may continue to use the link provided in your email from HireVue.

The Exercise. The candidates were given three questions total, one at a time. They had 60-seconds to review the question and three minutes to respond. The interview is on a timer, so if candidates do not complete their answer in the time given – they will be cut off. To begin, candidates are able to 'practice' as many times as they like to feel comfortable speaking to a computer. Once the actual recorded interview begins, they cannot stop, pause, restart, or redo any portion of the exercise. A part of the strategy is to determine how well candidates can respond extemporaneously. When you are viewing the video interviews, the question the candidates are responding to will be above the video box. Please do not rank the candidate responses on the video platform.

HireVue Technical Support or Questions

If you have any questions, or need any assistance, please contact our recruitment analyst, Cecilia Hernandez at 214-736-1606 or at Cecilia.hernandez@bakertilly.com.

Next Steps

We appreciate that we are providing you with a wealth of information on candidates who are interested in being the City Manager. As you may recall, the search process calls for the City of Clearwater to identify three to five candidates that you would like to interview. We would like to present some guidance to assist the Clearwater City Council with its review. Selecting a City Manager is a collective group exercise. Councils can conduct business on a split vote, i.e. 6-4. However, filling an executive position is a decidedly different matter. Appointments must be accepted making this decision one that considers both the interests of the collective Council and the candidate. For that reason, appointments are typically made on a unanimous, or near unanimous vote. Throughout the remainder of the process, Baker Tilly will work diligently with you to listen to all voices and foster consensus.

Tips for reviewing the candidates you would like to continue in the process are provided below:

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- Review the candidate cover letter, resume, and written questionnaires before viewing the video interviews. Doing this provides an important context for viewing the videos.
- Recording the one-way video interviews is arguably the most difficult part of the search. Candidates are answering questions without the benefit of an audience. Consider their ability to be articulate and formulate a response and take into account the nervousness that can occur for some candidates unfamiliar with this medium.
- Note how candidate experience aligns with the desired qualifications in the recruitment brochure. A candidate assessment form is provided to assist you in considering candidate qualifications. The form includes the five areas listed below as well as an “other” category that you can use to assess other areas of experience that are important to you:
 - **General Impression:** Conveys a strong interest in the position and Clearwater; demonstrates integrity and effective interpersonal and communication skills; appears to be highly ethical, with unquestionable integrity, appears to remain calm under pressure, can maintain confidential information and sensitive data; authentic (someone who walks the talk)
 - **Managing Change:** Evidence of a systemic, big picture approach to problem solving; experience transforming organizations and thinking outside of the box
 - **Transferable Knowledge and Skills:** Knowledge and skills are transferable to Clearwater, the candidate brings new experiences of benefit to Clearwater
 - **Organizational Leadership:** Experience working for or with a governing board and staff; aligns the organization with the strategic goals
 - **Effective Working Relationships:** Appears to be able to work effectively with the staff and stakeholders; indicates that they will provide information/options that support the mission of Clearwater; helps identify areas of agreement and will provide strategic leadership

Use the assessment tool to help you identify up to four candidates that you would like to interview. There is no need to assign numbers to your evaluation or to rank the candidates.

On Thursday, August 5, we will meet with the City Council to review and select finalists Clearwater is interested in interviewing. The overview will provide a starting point for a discussion to determine the candidates who will be invited to participate in interviews.

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RECRUITMENT BROCHURE



CLEARWATER
BRIGHT AND BEAUTIFUL · BAY TO BEACH



CITY MANAGER

CLEARWATER, FLORIDA

REOPENED RECRUITMENT—JUNE 2021

The City of Clearwater, Florida is seeking a collaborative, experienced and strategic leader to serve as its next City Manager.



PUBLIC SECTOR EXECUTIVE RECRUITMENT

THE COMMUNITY

Clearwater, a community of nearly 120,000 residents located on Central Florida's Gulf Coast, has a long-standing reputation for supporting a professionally operated and innovative local government and is recognized as one of the most desired places to live and work in the southeastern United States.



Clearwater Beach, a 3-mile stretch of white-sand beach on a barrier island backed by hotels and restaurants, has recently been ranked as the #1 beach in the U.S. by TripAdvisor for several years running. As the county seat of Pinellas County, Clearwater is one of three principal cities in the Tampa-St. Petersburg-Clearwater metropolitan area, most commonly referred to as the Tampa Bay Area. This vibrant and dynamic community is strategically located just north of St. Petersburg and is a short and scenic 25-minute drive to Downtown Tampa, located east on the Courtney Campbell Causeway, the northernmost bridge across Old Tampa Bay. The I-75 corridor is within close-proximity to Clearwater, via I-275, and provides great north-south access throughout Florida. Orlando is less than a two-hour drive to the northeast by using Interstate 4.

Clearwater averages more than 244 days of sunshine annually and the city is comprised of many unique amenities that are emerging as significant destination attractions. The Cleveland Street downtown district and the islands of Clearwater Beach are continuing to grow in popularity and distinction. Both the downtown and Clearwater Beach have expansive marina facilities making that area especially attractive to boaters. The city is also serviced by two nearby airports. Tampa International, hailed as America's favorite, ranks high in convenience and ease of travel, and is located just 19 miles from the beach. The St. Petersburg/Clearwater International Airport is even closer to the beach (11 miles) and with rapidly expanding service, accessible from an ever-increasing number of cities.



THE COMMUNITY *(CONTINUED...)*

The Church of Scientology is a significant property owner in downtown Clearwater, and the new city manager will be responsible for building a relationship with this entity. Ruth Eckerd Hall and the Nancy and David Bilheimer Capitol Theatre are two popular local attractions that are important local partners who host waterfront shows at Coachman Park. These venues and other special events have helped Clearwater carve out a reputation for live music and the performing arts and are attracting large crowds and world-class musicians. The community also takes great pride in being the home of the Clearwater Marine Aquarium and the spring training home for Major League Baseball's Philadelphia Phillies. In 2020, the city council approved moving forward with a multi-million-dollar investment into implementing the Imagine Clearwater Master Plan, which includes a 4,000-seat covered amphitheater as a cornerstone of a redeveloped Coachman Park. The city is committed to working closely with a strong and diverse group of neighborhoods and neighborhood associations in an effort to maintain and continuously improve the community's quality of life.

VISION:

Clearwater will be a uniquely beautiful and vibrant community:

- ◆ That is socially and economically diverse;
- ◆ That invests for the future; and,
- ◆ That is a wonderful place to live, learn, work, visit, and play.

MISSION:

The Mission of the City of Clearwater is to:

- ◆ Provide cost effective municipal services;
- ◆ Facilitate development; and,
- ◆ To support a high quality of life and experience.



THE ORGANIZATION

Clearwater is governed by a city council that consists of five (5) members, including the mayor, all elected at-large serving four-year overlapping terms, with elections held every two years. Appointment of the city manager requires the affirmative vote of four (4) council members, and the city manager may be removed by an affirmative vote of four (4) members, or by a majority of the council at two separate meetings held at least two weeks apart. The city has a record of prudent fiscal management and has been recognized with the coveted GFOA Distinguished Budget Award for its budgeting and accounting excellence for 33 straight years.

POSITION PROFILE

Appointed by the city council to serve as the organization's chief administrative officer, the city manager is responsible for leading an organization of **1,836 FTEs** with 12 direct reports, and a Combined Funds budget (including capital contributions) of **\$542 million**. Of this total, the General Fund accounts for approximately **\$152 million**. The city manager is responsible for overseeing the preparation and presentation of the annual budget as well as for all other financial and operational activities and services provided.

The city manager's functional areas of responsibility include but are not limited to: police and fire protection and rescue services; emergency management; public communications; engineering design, streets and stormwater maintenance and construction; marine and aviation services; public utilities including water and sanitary sewer construction, maintenance, treatment, distribution and collection; solid waste and general services; library services; parks and recreation; planning and development; economic development and housing services; and community redevelopment.

The city's internal services include finance and budget, auditing, information technology and human resources. A unique enterprise utility owned and operated by the city is Clearwater Gas System, the 4th largest and "fastest-growing" municipal gas system in Florida, serving over 28,000 natural and propane gas customers, which includes 20 municipalities and unincorporated areas of north Pinellas and Pasco counties. There is an assistant to the city manager and two assistant city manager positions that provide staff support to the city manager and department directors as assigned.

CITY OF CLEARWATER ORGANIZATIONAL CHART



KEY PRIORITIES

The next city manager will be expected to address several issues during the first 12 months on the job. Examples include the continued use of the Penny for Pinellas local option sales tax and implementing the city council's funding priorities as a part of the ten-year levy. Some of the priorities include: a continued focus on the enhancement of the downtown waterfront and implementation of Imagine Clearwater; completing the upgrades to the spring training stadium; pursuing the next steps required to replace city hall offices; continued enhancements and improvements to the city's utilities and other infrastructure; replacement of the city's public safety buildings; and, continuing to seek progress in working with all stakeholders toward the revitalization of Downtown Clearwater.

CANDIDATE PROFILE

The current city manager is retiring after 20-plus years of service, and the city council is seeking prospective candidates that are experienced, strategic and collaborative. The current city attorney is also retiring after 27 years of service, creating an environment of new leadership in two critical city council appointments. The ideal candidate will be fiscally prudent, possess outstanding "people skills" and have a record of exceptional leadership. The new city manager must demonstrate an ability to effectively communicate with the city council, employees and the community. Experience working on successful commercial, neighborhood and downtown revitalization and redevelopment is strongly desired. Candidates with a record of listening to and facilitating compromise and problem solving among competing stakeholder interests will have a distinct advantage. The city manager will be expected to effectively negotiate on behalf of the city with developers, neighborhood groups, property owners and other governmental and nonprofit agencies. Experience working for a similar sized municipal or county organization, or an organization of similar complexity in an executive and management capacity is important. A strong background in municipal budgeting, finance and strategic planning is also desired.

EDUCATION AND EXPERIENCE

A master's degree in Public Administration, Public Affairs, Human Resources Management, Finance, or a related field is desired. To be competitive, candidates should possess a minimum of 10 years of progressively responsible management experience as a department director or five (5) years as a city manager, assistant or deputy city manager, OR an equivalent combination of education, training, and experience may be considered. Residency within Clearwater city limits is required within 12 months of being appointed to the job.



COMPENSATION AND BENEFITS

The starting salary for this position will range from **\$210,000 to \$270,000**, depending on the qualifications and experience of the successful candidate. The City of Clearwater offers an outstanding array of benefits including 100% paid employee coverage for health, dental, life and disability insurance; 10 paid holidays; and, \$600 per month vehicle allowance. Florida does not have a state income tax.

Visit <https://www.myclearwater.com/home/showpublisheddocument?id=8883> to review more of the City's employee benefits.



APPLICATION AND SELECTION PROCESS

Qualified candidates are invited to submit their cover letter and resume online by visiting our website:

<https://bakertilly.recruitmenthome.com/postings/3002>

This position is open until filled; however, interested applicants are strongly encouraged to apply no later than **Wednesday, July 21, 2021**. Following the first review date, resumes will be screened in relation to the criteria outlined in the recruitment brochure. Applicants selected as finalists for this position will be subject to a comprehensive background and reference check prior to an on-site interview.

For more information, please contact Anne Lewis at Anne.Lewis@bakertilly.com or (703) 923-8214 or Chuck Rohre at Chuck.Rohre@bakertilly.com or (214) 466-2436.

More information about this outstanding community can be found on the city's website: www.myclearwater.com.

Confidentiality: Under Florida's Public Records Act, information from your application is subject to public disclosure at any point in the recruitment process.

The City of Clearwater is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce.



2500 Dallas Parkway, Suite 300 | Plano, TX 75093 | 972-481-1950 | <https://bakertilly.recruitmenthome.com/>





MASTER APPLICANT LIST

City of Clearwater, Florida
City Manager Search
Master Applicant List

Salutation	First Name	Last Name	City	State	Title	Organization
1 Mr.	Milton	Dohoney Jr	Phoenix	AZ	Assistant City Manager	City of Phoenix
2 Mr.	Dale	Dougherty	Garden City	MI	City Manager	City of Garden City, Michigan
3 Mr.	Charles	Duggan	Redlands	CA	City Manager	City of Redlands
4 Mr.	Alfred	Fletcher	Woodbridge	VA	Assistant Chief Administrative Officer	Montgomery County Government MD
5 Mr.	Carl	Geffken	Fort Smith	AR	City Manager/Administrator	City of Fort Smith
6 Mr.	Jon	Jennings	Portland	ME	City Manager	City of Portland, Maine
7 Mr.	David	Johnston	Ft. Wright	KY	City Manager	City of Covington, KY
8 Mr.	Ken	Klein	Arlington	WA	Executive Director	Snohomish County
9 Mr.	Keith	Moffett	Lizella	GA	County Manager	Macon Bibb County Government
10 Mr.	Marc	Mondell	Rocklin	CA	Assistant City Manager	City of Rocklin
11 Mr.	Marc	Nelson	Poughkeepsie	NY	City Administrator	City of Poughkeepsie, NY
12 Mr.	Leonard	Sossamon	Brooksville	FL	County Administrator	Hernando County Florida
13 Mrs.	Angelia	Adediran	Deerfield Beach	FL	Assistant City Manager	City of Deerfield Beach
14 Mrs.	Diana	Alarcon	Tucson	AZ	Director of Transportation and Mobility	City of Tucson
15 Mr.	David	Allen	Arvada	CO	Assistant City and County Manager	City and County of Broomfield
16 Ms.	Alexa	Barton	Belton	MO	City Manager	City of Belton, Missouri
17 Mr.	Glen	Blickenstaff	Clearwater	FL	Chief Operating Officer	Hammer Haag Steel, Inc
18 Mr.	Laurence	Bradley	West Melbourne	FL	Director of Growth Management	City of Palm Bay
19 Mr.	Roy	Brock	SeaTac	WA	Administrative Director	University of Washington
20 Mr.	Brian	Bulthuis	Acworth	GA	City Manager	City of Acworth Georgia
21 Mr.	Thomas	Burke, MPA, PMP	Palm Harbor	FL	Deputy Director	US Civil Service
22 Mr.	Robert	Caley	Huntington	IN	Realtor/Broker	Self Employed
23 Mr.	Victor	Canning	Montville	NJ	Township Administrator	Montville Township, New Jersey 07045
24 Mr.	Brad	Carr	Wimauma	FL	Information Systems Security analyst	Franklin Templeton Investments
25 Mr.	Anthony	Carson	Forney	TX	City Manager	City of Forney
26 Mr.	Kevin	Catlin	Poplar Grove	IL	County Administrator	County of Boone
27 Mr.	Jonathon	Clontz	Cheyenne	WY	Chief Executive Officer	Wyoming Lottery Corporation
28 Mr.	James	Collie	Collinwood	TN	City Manager	City of Millersville, Tennessee
29 Mr.	Joseph	Coppola	Madison	CT	Attorney	Commercial Attorney
30 Mr.	William	Daniel IV	Baton Rouge	LA	Director of Water and Sewerage	City of Shreveport
31 Mr.	Robert	Daniels	Jupiter	FL	City Manager	City of Madeira Beach
32 Mr.	Lukas	Darling	Campbell	OH	Property Enforcement Officer	Boardman Township, Ohio
33 Dr.	Christopher	Davis	Farmville	VA	Town Manager	Town of Farmville
34 Mr.	Cedric	Davis Sr., C.P.M.	Marlin	TX	City Manager	City of Marlin
35 Mr.	Robert	Deangelis	San Diego	CA	CFO and Treasurer	Port Of San Diego
36 Mrs.	Gretchen	DiFante	Pelham	AL	City Manager	City of Pelham, Alabama
37 Mr.	O'Ne`	Dupre, SPHR	West Palm Beach	FL	Director - Human Resources & Risk Management	City of Riviera Beach
38 Mr.	Jeffery	Eder	Indianapolis	IN	Town Manager	Town of Brownsburg
39 Mr.	Ryan	Elkins	St.Petersburg	FL	Chief of Staff	City of Houston
40 Mr.	Matthew	Evon	St Petersburg	FL	Deputy Director	Department of Defense
41 Mr.	Beau	Falgout	Mooresville	NC	Assistant City Manager	City of Palm Coast
42 Dr.	Joel	Fitzgerald, Sr.	Fort Worth	TX	Chief of Police	City of Waterloo Police Department
43 Mrs.	Christina	Goodrich	Clearwater	FL	Assistant Center Manager	CSL Plasma
44 Mr.	Bradley	Gotshall	Harrisburg	PA	Township Manager	The Township of Lower Paxton
45 Ms.	Dion'trae	Hayes	Lansing	MI	Supervisor	The Charter Township of Lansing
46 Mr.	Scott	Hechler	dade city	FL	Director of Public Safety & Fire Rescue Chief	Hernando County, FL BOCC
47 Mr.	Thomas	Heeney	Sanibel	FL	Adjunct Professor	Florida Gulf Coast University
48 Mr.	Shawn	Henessee	Vancouver	WA	County Manager	Clark County WA

City of Clearwater, Florida
City Manager Search
Master Applicant List

Salutation	First Name	Last Name	City	State	Title	Organization
49 Mr.	Konrad	Hildebrandt	South Jordan	UT	City Manager	Private Person
50 Mr.	fabian	hollis	roberta	GA	County Manager	Crawford County Commissioners
51 Mr.	Richard	Hough	Fort Atkinson	WI	Director of Public Works	Walworth County
52 Mr.	Thomas	Hutka	Pompano Beach	FL	Public Works Director	Broward County
53 Mr.	Richard	Jackson-IPMA SCP	Pepper Pike	OH	Interim County Administrator/Director, HR & Risk Management	Trumbull County Commissioners
54 Mr.	Steve	Johnson	Culloden	WV	Deputy Director	State of WV Commerce Dept.
55 Mrs.	Paige	Kervan	Indianapolis	IN	Chief Operations Officer	Marion Superior Court
56 Dr.	Sungman	Kim	Lincoln City	OR	Planning & Community Development Director	City of Lincoln City
57 Mr.	Jason	King	Lumberton	NC	Assistant County Manager	Robeson County Administration
58 Mr.	Bryan	King	St. Petersburg	FL	Infrastructure and Utility Branch Director	Hillsborough County
59 Mr.	Adam	Kline	Goodrich	MI	Township Manager	Oakland Township
60 Dr.	Alicia	Law	Tarpon Springs	FL	Professor	St. Petersburg College
61 Mr.	William	Lawrence	Lady Lake	FL	Town Manager	Town of Lady Lake
62 Ms.	Carolynn	Lear	Goffstown	NH	Assistant Commissioner of Revenue Administration	State of New Hampshire
63 Mr.	Joseph	Lessard	Austin	TX	Independent Contractor	Self Employed
64 Ms.	Raylene	Lindsay	Springdale	MD	Policy, Planning & Financing Advisor to Secretary of Health	Tobago House of Assembly
65 Mr.	David	Lynch	Newton Falls	OH	City Manager	village of Newton Falls
66 Mr.	Raphel	Maddox	Fort Valley	GA	City Administrator	City of Fort Valley
67 Ms.	Ashley	Manora	Auburn	AL	Community Assistant	Uncommon Auburn
68 Mr.	Krish	Marivada	Pace	FL	Information Technology Vice President	Wilmington Trust Corporation
69 Mr.	Patrick	Marsh	Rochester	MN	City Administrator	City of Fitchburg, WI
70 Mr.	Dennis	Manstall	Manhattan	KS	Assistant City Manager	City of Manhattan, Kansas
71 Mr.	Frank	Mazza	North Caldwell	NJ	Department Director of Housing & Community Reintegration	Hudson County
72 Ms.	Sheryl	McMullen	Calgary	N/A	Program Manager Downtown Strategy	The City of Calgary
73 Mr.	Lawrence	McNaul	Bowling Green	FL	County Manager	Hardee County
74 Mr.	JS	Miller	Nashville	IN	Founder	The American Resilience Fund
75 Mr.	Dejan	Milosevic	Clearwater	FL	Sr. Project Manager	BD / Becton, Dickinson
76 Mr.	Dexter	Mitchell	Kalamazoo	MI	Township Manager	Kalamazoo Township
77 Mr.	Chris	Moriconi	Independence	KY	City Administrator	City of Independence, Kentucky
78 Ms.	Sheila	Mowat	West St Paul	MB	Chief Administrative Officer	Rural Municipality of East St Paul
79 Mr.	Michael	Nagy	Powder Springs	GA	Bus Development Manager	BVNA
80 Ms.	Lillian	Nazzaro	Pennington	NJ	Attorney	County Business Administrator
81 Mr.	Pat	Oman	Barnum	MN	Mille Lacs County	County Administrator
82 Mr.	Allen	Parker	Edenton	NC	City Manager	City of Hemet, CA
83 Dr.	Bobby	Parker	Leesburg	FL	Adjunct Professor	St Leo University
84 Ms.	Cheri	Parrish	Wayland	MI	Finance Director / Deputy City Manager	City of Wayland
85 Mr.	David	Prado	Wilmington	DE	Vice President Senior Security Manager	Citigroup
86 Mr.	Michael	Prato	St Petersburg	FL	Director	Professional Analysis, Inc.
87 Mr.	Shawn	Priest	botkins	OH	New Model delivery	Honda of America
88 Mr.	Jose	Quinonez	El Paso	TX	Principal	EP Global Consulting
89 Mrs.	Kelly	Reed	Little Valley	NY	Deputy County Administrator	County of Cattaraugus
90 Mr.	Hector	Rivera Sr.	Elijay	GA	Int'l Consultant/Adjunct Professor	Casals & Associates/Indian River State College
91 Mr.	Randy	Robertson	Aberdeen	MD	City Manager	City of Dover DE.
92 Mr.	William	Rodriguez	cleveland	TX	Project Manager	Texas
93 Ms.	Yafit	Rokach	Toronto	ON	Parks Manager	City of Toronto
94 Mr.	Christopher	Rose	Coral Gables	FL	Director, Office of Management and Budget	City of Miami - Most Recent
95 Mr.	Santi	Ross	Clearwater	FL	IT Solutions Engineer	TDBANK
96 Mr.	Michael	Russell	Billerica	MA	Executive Director	Scottish Rite of Freemasonry, NMJ

City of Clearwater, Florida
City Manager Search
Master Applicant List

Salutation	First Name	Last Name	City	State	Title	Organization
97 Mr.	Scott	Schmal	Porter	IN	Director Finance	Lake County Indiana Government
98 Ms.	Jane	Shang	Deltona	FL	City Manager	City of Deltona
99 Mr.	Robert	Sivick	Wautoma	WI	County Administrator	County of Waushara
100 Mr.	Lee	Staab	Larkspur	CO	County Manager	Grand County, Colorado
101 Mr.	Council	Still	Byron	GA	Manager/Sales Manager	Mike Garage Doors
102 Mr.	Jeffrey	Stonehill	Chambersburg	PA	City Manager/Dir. Of Utilities	Borough of Chambersburg
103 Mr.	David	Strahl	Darien	IL	Village Manager	Village of Schiller Park
104 Mr.	Rick	Sweet	Tallahassee	FL	Director of Administration	Department of Financial Services
105 Mr.	Jonathan	Torres	Grand Prairie	TX	Surgery Scheduler	Eye Consultants of Texas
106 Mr.	John	Townsend	Natick	MA	Deputy Town Administrator/Finance Director	Town of Natick
107 Ms.	Darnetta	Tyus	Petersburg, Virginia 2380	VA	Deputy City Manager	City of Petersburg
108 Mr.	Jason	Weeks	La Porte	TX	Assistant City Manager	City of La Porte, Texas
109 Ms.	Cara	Wetherington	Clearwater	FL	Project Manager	L3Harris - ForceX
110 Mr.	Matthew	Wolf	Fort Lee	NJ	General Manager - The MET Philly	Live Nation Worldwide, Inc.

CLEARWATER, FLORIDA CITY MANAGER CANDIDATE EVALUATION FORM

Key		
Not Qualified	Qualified	Superior
N	Q	S

COMPETITIVE FACTORS

Candidate	General Impression			Organizational Leadership			Managing Change			Effective Working Relationships			Transferable Knowledge and Skills			Other (specify)			Moving Forward? (Yes /No)		
	N	Q	S	N	Q	S	N	Q	S	N	Q	S	N	Q	S	N	Q	S	Y	N	
Milton Dohoney, Jr.																					
Dale Dougherty																					
Charles Duggan																					
Alfred Fletcher																					
Carl Geffken																					
Jon Jennings																					
David Johnston																					
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Marc Mondell																					
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COMPETITIVE FACTORS

General Impression: Conveys a strong interest in the position and Clearwater. demonstrates integrity and effective interpersonal and communication skills; appears to be highly ethical, with unquestionable integrity, appears to remain calm under pressure, can maintain confidential information and sensitive data; authentic (someone who walks the talk).

Organizational Leadership: Experience working for or with a governing board and staff; aligns the organization with the strategic goals

Other (please specify):

Managing Change: Evidence of a systemic, big picture approach to problem solving; experience transforming organizations and thinking outside of the box

Effective Working Relationships: Appears to be able to work effectively with the staff and stakeholders; indicates that they will provide information/options that support the mission of Clearwater; helps identify areas of agreement and will provide strategic leadership

Transferable Knowledge and Skills: Knowledge and skills are transferable to Clearwater, the candidate brings new experiences of benefit to Clearwater



CANDIDATE 1 – MILTON DOHONEY

Ms. Anne Lewis

July 21, 2021

Bakertilly

Dear Ms. Lewis,

I am requesting acceptance of this cover letter, and attached resume for consideration towards the Clearwater Florida city manager position you are currently recruiting. My background consists of over 20 years of top level administrative roles achieved across four large cities. While leading very large organizations with budgets that ultimately spanned over \$4B I also demonstrated an ability to build relationships throughout the government and across the community.

I have excelled particularly in the areas of economic development, public safety, special events, and organizational development. I have developed a reputation for being a highly skilled collaborative results oriented leader. I remain poised in the storm which has played a significant role in the success that I have achieved working with some very dedicated public servants.

In early 2020 I was charged with leading the COVID response effort for the City of Phoenix. That was a labor intensive effort that took quite a toll on our organization. At the same time we had over 100 consecutive nights of social justice protests. As the Phoenix Police Department was also a direct report to me that too proved to be a very emotionally charged experience. In February of this year I elected to retire from the City of Phoenix. My intention was always to take some time to reconnect with my family and then to seek out a city manager position in a community that would benefit from my skills and experience.

I have watched the City of Clearwater grow and develop over the past 3 decades. I have been coming to the city for that period of time for personal reasons, and also visiting nearby Tampa for various conventions. In reviewing the organizational chart it is apparent that Clearwater embraces diversity. That is an organizational value that resonates with me.

I appreciate the consideration of my candidacy, and look forward to the next steps.

Sincerely,

Milton Dohoney Jr.

Milton Dohoney Jr. ICMA-CM

dohoneym@gmail.com

(513) 720-8155

SUMMARY

Accomplished leader with demonstrated success in executive positions in four municipal organizations with staff sizes of 3,500 to 14,500. Provided results-oriented leadership impacting operations, organizational culture, and fiscal management. Reputation for complex problem solving, excellent communication skills, and remaining calm under pressure. Seeking an executive opportunity that enables me to take advantage of my skills and experience while continuing my professional growth.

EXPERIENCE

City of Phoenix, (Arizona) 7 Years

Assistant City Manager

Direct oversight of Law, Police, Fire, Emergency Management, Convention Center, Library, and major events like the Super Bowl, and Final Four. Worked with the executive team on \$4B budget development. Served on the strategy team for collective bargaining, and working on government affairs agenda. Served as chief operating officer supervising several members of the executive team. Responsible for executive recruitment, teaching in all leadership programs, and mentoring. Provided leadership on the development of police civilian oversight options. Served as Incident Commander for COVID19 coordination.

City of Cincinnati, (Ohio) 8 Years

City Manager/Chief Executive Officer

Directed all aspects of the executive and administrative functions of the municipal government. Provided leadership on transformational development projects like The Banks (waterfront development), streetcar, and neighborhood revitalization. Negotiated federal consent decree with the DOJ and police department. Developed a P3 that created the first casino in the city. Responsible for \$2.5B budget, coordinating legislative agenda and oversight of 6,000 employees.

Lexington Fayette Urban County Government, (Kentucky) 3 ½ Years

Chief Administrative Officer (CAO)

Led the administration of a 3,500 employee organization. Responsible for budget development including judiciary, policy development, and legislative support. Provided catalytic leadership in transforming the last significant public housing development into a mixed-income neighborhood, including a community school.

City of Louisville, (Kentucky) 4 Years

Deputy Mayor (Chief Administrative Officer)

Responsible for the administrative operations of a 4,200 person organization. Played a key role in the merger of City and County governments. Direct oversight with labor negotiations with five unions. Member of the leadership team that created Fourth Street Live, Xtreme Park, and significant neighborhood revitalization.

Director of Public Safety – 2 Years

Holding the rank of colonel had direct oversight of Police, Fire & EMS. Responsible for the appointment of executive staff members and discipline of sworn and civilian personnel. Provided police powers to private sector security professionals. Led the coordinating effort to provide security for the Kentucky Derby post 9/11.

Department of Community Services – 10 Years

Assistant Director

Managed the operations of a city department focused on community engagement and environmental stewardship.

TEACHING EXPERIENCE

Arizona State University – Public Management Program
Bellarmine University – Non-Profit Management Program
University of Louisville – College of Business
Eastern Kentucky University – College of Business & Economics

EDUCATION & SPECIAL TRAINING

MS Personnel Management – University of Louisville
BA Psychology – Indiana University Southeast

PUBLICATIONS

“Chief Considerations: How Phoenix, Arizona Modernized the Recruitment Process for Its Top Law Enforcement Position” Public Management (May 2017)
“Phoenix Peels the Onion to the CORE,” Public Management (November 2015)
“Positive Results for City of Phoenix’s Customized Organizational Review Process 2015” Alliance for Innovation Newsletter
“Cincinnati Re-invents its Riverfront,” American Infrastructure (Summer 2011)
“Recession Provides Opportunities to Enhance Leadership Skills,” The Forum (2010)
“Cincinnati’s Neighborhood Enhancement Program Produces Results, Forges Partnerships,” Public Management (December 2008)
“Collaboration Key to Advancing Housing Opportunities,” Public Management (August 2006)

CIVIC/PROFESSIONAL ORGANIZATIONS

Vitalyst Health Foundation Board of Directors
Dignity Health/St. Joseph’s Hospital Community Board
International City/County Management Association – ICMA
Arizona City/County Management Association
National Forum for Black Public Administrators

AWARDS

NFBPA Marks of Excellence Award - 2019
Assistant City Manager of the Year Award for Arizona – 2019
ICMA Program Excellence Award – Phoenix Tucson Water Exchange 2017
City of Phoenix Excellence Award – 2016
American Society for Public Administration Administrator of the Year – 2013

LEADERSHIP MOMENTS

PUBLIC SAFETY

Negotiated Cincinnati Police Consent Decree
Designing Internationally Recognized Inclusive Police Chief Hiring Processes
Presidential Rally & Aftermath
Phoenix Monsoon 100-Year Flood Recovery
Lexington Ice Storm Recovery
Cincinnati Initiative to Reduce Violence (CIRV)
Kentucky Derby Security Planning Post 9/11

TRANSFORMATIONAL PROJECTS

Burton Barr Central Library – Recovery & \$10M Restoration
The Banks – (Cincinnati Waterfront Development)
Streetcar System Development
Park DuValle Revitalization
Fourth Street Live
Bluegrass Aspendale Revitalization
Horseshoe Casino Area Development
Sheraton Grand Phoenix Hotel - Sale
Lexington Transit Expansion

COMMUNITY ENGAGEMENT

Founder of the Regional Neighborhood Network (Louisville)
Neighborhood Enhancement Program (Cincinnati)
Community Police Trust Initiative (Phoenix)
Created Citizen's Government Academy (Cincinnati)

SPECIAL EVENT COORDINATION

Dignitary Visits
Super Bowl XLIX
College Football Championship
Final Four Planning & Execution
World Choir Games
World Equestrian Games Prep

Candidate Questionnaire

Name	Milton Dohoney Jr	Primary Phone	513 720-8155
Email	dohoneym@gmail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. Assistant City Manager, City of Phoenix, April 2014 – Feb 2021 2. City Manager – City of Cincinnati, August 2006 – Dec 2013 3. Chief Administrative Officer – Lexington Fayette Urban County Government, Jan 2003 – Aug 2006 4. Deputy Mayor/CAO – City of Louisville, Jan 1999- Dec 2002
Currently / Most Recently Reports to (by title):	Reported to City Manager at the City of Phoenix
Population Served (last 2 organizations):	Phoenix – 1.7 million Cincinnati – 316,000
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 12 2. 80 3. 14,500 4. \$15M 5. \$4.3B
Highest level of education achieved (include degree and institution):	MS University of Louisville BA Indiana University Southeast
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	ICMA Credentialed Manager

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	<p>Please tell us why you are interested in this position and why you are considering a career move at this time?</p>
<p>I retired from the City of Phoenix this past February with the intention of taking some time off and then pursuing a city manager’s position again. It is my desire to be selective about the community that I work in. It needs to be a place that is growing, embraces diversity and inclusion, has a positive reputation for good government, and it needs to be a community where my skills and experience would be a good fit. I believe that applies to Clearwater. I have been to Clearwater and the Tampa area many times so I am familiar with some of what the area has to offer.</p>	
2.	<p>What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?</p>
<p>I was the assistant city manager for the City of Phoenix for 7 years. I served as the chief operating officer for the organization. I supervised 5 deputy city managers, police, city attorney, emergency management, convention center, census, special events, the COVID response effort, and I was responsible for developing the city’s police civilian review initiative. Also during my tenure there I supervised, HR, the Library system, Fire, Government Relations, and Parks for a few years. The City built and owned the Sheraton Convention Hotel. When I arrived in 2014 I was asked to become president of the Hotel Corporation. I also was a member of the collective bargaining team, and the budget prep team. Both Phoenix, and Cincinnati have the council-manager form of government. In Phoenix I was the number two person in an organization for the 5th largest city in the US. My experience gained there is highly relevant to the requirements that Clearwater is seeking. For nearly 8 years I was both the chief executive, and chief administrative officer for the City of Cincinnati. That is 15 years of top level experience in a council manager form of government which has prepared me to lead the Clearwater organization.</p>	
3.	<p>Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?</p>
<p>I embrace service excellence. I am an collaborative, family oriented, results oriented leader. My approach is to share information broadly with the team articulating the vision/direction that has come from the policymakers. I generally outline a structure that will enable us to perform within. I want there to be no doubt with the staff that I am dedicated to their success. Part of that involves discussing with them the resources that they need in order to do their job. I work to ensure people can see the importance of their role in executing the overall vision. To ensure accountability I initiate frequent communication with a collective effort to remove any obstacles that might be an impediment to our success. My words and my actions model that we are all there to be problem solvers, not just focusing on process for process sake. For projects I like to assemble interdepartmental teams for key items. It ensures we are not locked into a silo approach, and it gives people opportunities to work on things they may not otherwise see. It can be a good skill builder. I also like to have at least a couple of people that are the far opposite of subject matter experts. If what we’re doing doesn’t make sense to an inhouse person from another department it may also be confusing to the residents we serve. Finally, where appropriate I like to have co-leads on projects so that if something happens to one the project does not get off point.</p>	
4.	<p>How do you incorporate the values of diversity and inclusion into an organization you lead?</p>

Diversity and inclusion needs to be institutionalized. It's intuitive for me that the workforce top to bottom needs to reflect it, but to ensure it happens we need to review how we recruit. Who does it, how are our materials designed meaning both words, and photographs. Depending upon the area demographics it should likely be in multiple languages. HR should gather data not only on our hires, but also our retention efforts, disparities on discipline, make up of interviewing panels, and pay equity. I would also want to ensure that we examine the content of our training courses, or other organizational development efforts to ensure we are being inclusive in our professional development efforts. Additionally, I want to make sure that our projects or special assignments are staffed in a diverse or inclusive manner. As the top administrative executive I need to model what I'm ascribing to which means I need to espouse the importance of organizational values which includes diversity and inclusion. When we have the opportunity to acknowledge and respect the observances of other cultures that are reflected in the workplace we should consider the best way to do that. That encourages people to see that their employer values them.

5. Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?

Recognizing that our residents receive information and engage in a variety of ways it is imperative that our outreach be managed accordingly. We need to disburse information across multiple platforms i.e. using our website, taking advantage of social media platforms like Nextdoor, ensuring we are using accessible tools like Zoom if we are still operating with remote access only due to COVID. In addition to working through our Communications office I would also want to utilize our libraries as resources for community engagement. The same for community centers as well as requesting other community partners work with the City where applicable to help us reach/engage with the public we serve. I have used multiple budget meetings across the neighborhoods to let people see what is being proposed but also to provide input on the front end for what they would like to see the budget address. I have used time blocks where I respond to chat sessions when I was the manager in Cincinnati where the public could engage with me. Ensuring that all interactions are not in City Hall or on city property is important. For specific issues I have used focus groups, survey monkey, utility bill inserts, and PSAs. Though not as popular as it once was we also still use traditional media to help get the word out about engagement. Having special events like Neighborhood Summits which we did annually in Cincinnati was also very effective at spurring community engagement.

6. Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.

From an experience standpoint I have had responsibility for submitting budgets to policymakers 12 times, meaning my name was on it. I have been involved in developing the budget but did not have the final administrative say for an additional 12+ times. That does not include my experience developing departmental budgets which goes back some years. Budget development is a collaborative process that involves the finance & budget staff, the city manager's office, department heads, policymakers and community stakeholders. I like to have individual discussions with the electeds to see what their ideas are for what needs to be addressed in the upcoming budget. I also support having a public process to ensure the residents can submit their feedback across a variety of platforms. Through our finance and budget teams we do revenue forecasting, engage with local economists in order to have a basis for our budget assumptions. There has to be ongoing communication between the staff and council about fiscal policies. We have a responsibility to recommend sound policies that recognizes the value of adequate reserves, debt ceiling management, rating agency watch

points. I support using one time revenues to cover one time expenses, and developing financing options for the things Council wants to see happen. Unfortunately I've had several years where there were gaps that we needed to close. I've used strategic cuts, across the board cuts, raked unspent funds from projects that have been completed, deferred or paused projects to ensure we stayed balanced. One year in Cincinnati we had a \$14M shortfall and everyone was expecting me to come forward with recommended cuts. I had asked our economic development head and our finance director to review our prior agreements that had clawbacks in them and make sure the provisions of the contracts were being fully adhered to. That exercise did uncover an agreement from years ago where the company had not generated the sufficient number of jobs as promised when they got their incentives. In fact that had moved some jobs from the city location to a facility outside the city. We were able to obtain a refund in excess of the \$14M we needed which removed the need for cuts for that one year. While one could argue some luck was involved I would submit it is also an example of being aggressive to turn over every stone to look for options. Two of the cities I've worked for had serious pension issues. The ARC required huge financial investments every single year which dented the ability to have money for raises etc. This necessitated having strategies and policies just for addressing pension obligations.

7. Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:

- a. Neighborhood and downtown revitalization / redevelopment
- b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements
- c. Strategic goal setting and citizen based strategic planning

- a. I have experience working with downtown enhancement district organizations where property owners pay an assessment to ensure clean & safe, marketing, security, streetscapes etc are provided. I have worked with developers on infrastructure projects for neighborhood subdivisions involving impact fees. I have extensive experience working on downtown revitalization including doing several transformational projects both in downtown and in neighborhoods. One example is I have worked on the complete demolition of large scale public housing developments and replacing them with a mixed income neighborhood with ancillary retail.
- b. I have worked on capital planning, replacing firehouses, building new parks, doing a wraparound infrastructure program to coincide with a new downtown casino that abutted a neighborhood.
- c. I have worked on a strategic goal setting process that involved only council members. I have also lead a 100 person community planning process for the empowerment zone application back in the 80s. I was trained by the GE company under an agreement reached with then CEO Jack Welch.

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

In both Phoenix and Cincinnati we used resident surveys to determine customer satisfaction with our service delivery. There was online options for leaving feedback regarding services or to express a concern. We also gathered data regarding certain field operations. For example we knew how many houses a solid waste operator would service on a shift, how many patrons visited each of our 17 library branches each day, how many people visited each pool, how many kids fed at Kid's Café... By tracking use data and repeat use where trackable we were able to validate our effectiveness in service delivery. This also assisted in our budget planning. The more we are able to provide services online like payments, or plan review in the Planning Dept.

<p>the more data we were able to collect. This information also helped in determining staffing levels.</p>
<p>9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?</p>
<p>I have done a couple of 360 exercises which ICMA requires every 5 years for Credentialed Managers. As the top executive I have been reviewed by either the Mayor or Council Committee. I have also received anecdotal feedback from the workforce on various projects or issues I have lead/managed. I pay attention to what was liked/appreciated and what people may be complaining about regarding the outcome. I ask my direct reports how they like to be lead/supervised, I also ask them what more they need from me in order to be successful. The way they answer those questions can inform some things I may need to do or do better in order to be responsive to them.</p>
<p>10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.</p>
<p>During the course of my career I have made presentations and given speeches in front of every audience imaginable. City councils, churches, community gatherings, online vehicles like Teams, or Zoom, (with technical help) are all sources I have used to do presentations. Years ago I was lead facilitator for a community visioning process for our Empowerment Zone application. I was invited on two occasions some years ago by the White House to do a presentation for an event they were doing. I've been on a number of special television shows to talk about things local government was doing. I've done podcasts that could be repeated to provide vital information for various populations. When more granular engagements are necessary, like for a zoning change hearing, or the creation of an outward facing new policy I have always found it important to bake a lot of time into the process to give people time to reflect on what's being proposed so that they can make enlightened responses.</p>
<p>11. Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p>
<p>As time passes a local government's needs change. That is why I get directly involved in the development of hiring materials for directors and others that are in my direct line of reporting. Each time there is an opening we repeat the process. One of the things that goes into it is me doing an overall assessment of the collective skill & talent coming from the exec team. I make a judgement on whether or not we are missing a key ingredient to making us a complete team, and determining in consultation with the HR director where we might insert it into a future search process. I develop performance goals in concert with the executive rather than simply telling them here's what I expect. I factor in policy maker direction on what they want to see from the administration. Sometimes policymaker demands causes us to adjust a particular department head's goals. I usually do 1:1 updates weekly and my assistant cm's are doing likewise with their direct reports. Feedback is also fluid/in the moment so everyone is aware if we are needing to address a performance issue. I engage with HR on what our training or organizational development curriculum looks like particularly around customer service standards, and leadership development. I usually teach a segment of the course. In selecting new execs I support a two round process with different panels. Even if a candidate comes past me in panel format I may circle back for a 1:1 discussion to help me decide. For key hires like</p>

police chiefs I have flown to their city and talked to community people about them. To groom for succession I ensure people are being rotated on assignments, or reporting to broaden their exposure. I like a mixture of promoted up and outside hires to keep the team fresh.

12. Briefly describe your experience (if any) leading and/or managing:
(experience in all areas is not a requirement)

- a. *Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,*
- b. *Bond rating and/or a rating process review,*
- c. *Management of municipal utilities including water, sanitary sewer, natural gas, etc.*
- d. *Public library operations,*
- e. *Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,*
- f. *Working collaboratively with community, neighborhood, civic and business organizations and leaders,*
- g. *Marine and aviation services,*
- h. *Affordable housing, homelessness and/or housing related issues, including policies,*
- i. *Neighborhood revitalization programs, policies, and initiatives,*
- j. *Commercial development and redevelopment.*

- a. I had a leadership role with a multi-jurisdictional effort for three mega sporting events, 3 presidential visits, two FEMA sponsored COVID testing sites, and a valley wide effort to address homelessness.
- b. When working in Cincinnati I participated in several meetings with our rating agencies including traveling to New York for in person reviews. I also worked with the CFO in Phoenix and participated in visits from the rating agencies.
- c. In Cincinnati we operated the sewer district. The director was my hire and was a direct report. In Phoenix we operated the water utility.
- d. I have had oversight of library operations in 3 cities
- e. I've had extensive experience making budget related presentations in two cities, conducted citizen outreach budget meetings in Phoenix, served on the Planning Commission in Cincinnati addressing a wide range of issues of interest to the public. I also have experience working on strategy sessions to persuade the Council to accept doing two sewer rate increases in order to do a \$1B underground pipe replacement project.
- f. Over 30 years experience working with all of those groups on issues ranging from policing, economic development, transportation, infrastructure, housing, & public policy
- g. No marine experience, but I do have experience working on airport expansion in two cities.
- h. I have experience working on homelessness issues in Cincinnati, and Phoenix. I worked on housing related issues including policies in 4 cities Louisville, Lexington, Cincinnati, & Phoenix.
- i. I created the NEP or Neighborhood Enhancement Program in Cincinnati. I founded the Regional Neighborhood Network when I was working in Louisville. I worked on the demolition and build back of two major public housing developments in Louisville, & Lexington. We created two new mixed income neighborhoods.
- j. I worked on downtown commercial development projects in 4 cities including the creation of 4th Street Live in Louisville which still operates today. I was president of the Sheraton Hotel Corporation in Phoenix which was a city built and owned facility. I also lead the negotiations for the sale of the property a few years ago.

13.	Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.
<p>I completely embrace using newer technologies where affordable, and where we can make a strong business case to policymakers to support the necessary investment. For me that is the key, being able to articulate the difference a technology upgrade would make. Transitioning from manual operations is advisable when possible. Many local governments are confined to using legacy systems because a system overhaul is an expensive and time consuming undertaking. It also may not be politically popular. In Phoenix we replaced the phone system that was 25 years old, the police system that tracked several functions and installed a new software that allowed us to track every time an officer drew their weapon and pointed it at someone. In addition to embracing the newer technology it is also important to factor in the cost in time and money for doing the necessary training so the users (employees) are prepared to utilize the new enhancement.</p>	
14.	Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.
<p>The City of Phoenix is one of the C40 Cities which is an international network dedicated to addressing climate change. The executive that facilitates the city’s participation was a direct report to me. We development goals that we wanted to reach and put practices in place that affected our day to day operations. For example we diversified our fleet with electric vehicles, we developed a tree and shade master plan, we redesigned bus shelters, and we developed water conservation strategies as Arizona has been in drought mode for many years. We created a sustainability office and hired a team to help departments establish operational practices consistent with where we were trying to go as an organization.</p>	
15.	What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?
<p>Goal setting is a collaborative process but I believe each department needs to have a set of goals that are transparent to the internal and external stakeholders. Given that, organizations I run embrace open communication deadlines are well known, review discussions are ongoing, and accountability is required. My style is to critique individually in private but to communicate directly with a full team if performance from the team is not where it needs to be. If an individual needs a performance plan I work with HR to develop it. If an exec would benefit by having a coach there have been times where I have worked with HR to bring one in. As the leader ultimately I am responsible and accountable for the administrations timeliness and overall performance. Therefore I need to be actively engaged to make sure we are on track at all times. I also believe in doing an after action on projects and significant issues so we can be poised to improve going forward. Factoring into this has to be honest communication using whatever performance appraisal tool that the organization has.</p>	
16.	Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?
<p>Over the course of my career in executive level positions I have been directly involved in securing a HQ, expansion deals, waterfront development projects, relocation deals, hotels, a baseball stadium deal with the Milwaukee Brewers for their spring training facility in Phoenix, an arena project, developing a streetcar system and relevant transit oriented development, a downtown casino in Cincinnati, an airport expansion project. My experience is that incentives have to be tailored to the particular deal in front of you rather than a blanket application of all</p>	

incentives for everything. Cities need to weigh what they are actually gaining over the life of the deal in determining what level of incentives if any to put within a deal. The tools I have personally utilized in helping my cities win deals include: land, land swaps, air rights, master development agreements, cash, secured state or federal assistance, policy changes, zoning assistance, infrastructure, job training assistance, sale lease back arrangements, TIF, abatements, rebates, parking assistance, public private garages, new market tax credits, P3s, operating leases, land clearance assistance. Each deal typically has some gap. My approach with my team is to creatively find a solution to help get the gap closed. Though it's hard to call it an incentive or tool but sometimes a city needs to be willing to use the word "No". That can at times help a deal to come together if it's meant to. Finally, though not an incentive in the traditional sense agreeing to form one "city team" to address all the facets of bringing the deal on line through build out is considered value added by developers because if it expedites implementation it saves them money.

17. What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?

I have worked for Councils ranging from 9 to 15 members. I am responsive to how they prefer our communication be handled. I've had some, Mayor's included that wanted a standing meeting to discuss things. Others wanted it to be more fluid. Some only desired a direct communication when it was something pertaining to their particular district otherwise wanting one of my assistant cms to speak with their chief of staff. Some of that is determined based on if they have an outside full time job or not. From my end in some instances we have submitted weekly reports to Council, and always made sure they get noticed before we are about to put anything out to the media. I know how to respect confidences so what one shares with me I hold it unless they expressly want me to test it out with others. They do sometimes need me to be in a sort of shuttle diplomacy role if they are not getting along with each other. In terms of prioritizing or addressing initiatives it is influenced by the structure of the government. If everyone is there by virtue of a district election and the culture is to defer to the Councilperson on district related things I abide by it. The prioritization comes in if several people want something from a given department. Then I work to make sure expectations on speed of response is managed. If everyone is at large depending upon what they are asking I will diplomatically remind them that what they are asking needs to go through a council committee or receive a vote from the full body so that it's a majority driven direction rather than the preferences of one individual. The other part of that which I believe is critical is sharing information with the members of my leadership team. We process it as a group and discuss the best ways to address what is being asked for. That also facilitates better responses within departments. Additionally, I pay attention to how elected officials process information. If I know a person is a visual learner that informs how I present information to them. Finally, I work with them to make sure we are on the same page regarding communication protocols. For example, when they send an email at 10pm is that simply to be there for when I review them the next morning or are they expecting an immediate response regardless.

18. Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.

One of the traits my candidacy offers is a professional who is poised under pressure. During the course of my career I have experience dealing with floods, sewer explosions, massive fires, mass shootings, crane accidents, ice storms, plane crashes, securing international events, and

coordinating large scale events like Super Bowls, Final Fours, and one college football championship game.

19. The full salary range for this position is \$210,000 - \$270,000 annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.

Yes, I am comfortable with this range.

20. Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.

I have never worked anywhere for as short as two years. In fact 4 has been my shortest tenure. I chose to retire (temporarily) from the City of Phoenix this past February after 7 years there. I was asked to organize and lead our COVID response effort at the beginning of the pandemic. It was extremely labor intensive and emotionally draining. We had over 2000 employees test positive, and we had double digit deaths just on my watch. We performed a lot of activities we had never done before. Our international airport is owned and operated by the City so we had to figure things out on the fly on the airport property. At the same time I was running the COVID operation I was also up late working with the police. PD was a direct report to me. We had social justice protests for 100 consecutive nights some going until the wee hours. Additionally we were informed by the FBI that we should at least plan for trouble for the upcoming election. We have about 70 polling places which again turned out to be a monumental undertaking. After doing all that for one solid year I needed to step away from that and recharge which is exactly what I've done. I always had the intention of getting back into the profession but only as a city manager. Phoenix is the only city where I was not in the top administrative post. I much prefer it to being a number two like I was in Phoenix.

21. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained - rather than being asked to react to reports discovered by the prospective employer.

Other than traffic tickets I have never been in trouble with the legal authorities. I've been in the business a long time and being mentioned in articles on controversial topics is part of the environment that I work in. There was an article about what turned out to be a deferred comp deposit that the city made to my account per my contract that was written about a few years ago. Beyond that I am not aware of anything that would embarrass the City should they choose to hire me.

Due Diligence Questionnaire

Name	Milton Dohoney Jr.	Date Completed	07/24/21
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No, however I did resign after 8 years in Cincinnati when the incoming Mayor signaled a major change of direction.	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
At some period after I left Cincinnati there was a story or question raised regarding a \$20K payment to me that was supposedly made to me on my first day there. It turns out it was in reference to the actual day the City made a payment into my deferred comp account per my contract. There was nothing inappropriate about it.	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes	



CANDIDATE 2 – DALE DOUGHERTY

DALE "DOC" DOUGHERTY, ICMA-CM

July 18, 2021

Baker Tilly
Ms. Anne Lewis
2500 Dallas Parkway, Suite 300
Plano, TX 75093

Dear Ms. Lewis,

I am writing to inform you of my interest in the position of **City Manager with the City of Clearwater, Florida**. For over 26 years I have created a portfolio of successful experiences in public administration in South Florida, South Carolina, Georgia, Central Florida, and now Michigan. In addition, I built the **morale of the staff** by creating a more pleasing working environment, with an importance on **community excellence** and **being responsive** to the needs of the residents.

After leading varied organizations by way of **policy development, innovation, and program improvement**, to effect positive change in Clearwater I would bring experienced leadership with a visionary mindset. As indicated in my resume, I have great experience in **project leadership, major event management, staff management, and capital campaigns**. In leading large organizations, I also have great involvement in the **composition and enforcement of new ordinances, and policies and procedures**. In managing a full-service city, **I have experience in dealing with issues relating to public safety, finance, HR, public works, planning, marketing and communications, purchasing, contract management, and IT**.

To Clearwater I would also bring an entrepreneurial spirit, as well as a strong responsibility for the oversight and implementation of long-range projects, the development of strategic plans, and performance monitoring. **My highly developed interpersonal skills, sound ethics, and acute business sense** allows me to work strategically in a fast-paced environment. The Ethical Foundation I live by and encourage my staff to adopt is, **"Be Fair; Be Honest; Tell the Truth; Keep Your Word; Exercise Integrity."**

After **successfully leading a commission** in South Carolina, and then directing a department accountable to a board of 15 commissioners in Georgia, in Hillsborough County, Florida, I led a department of 330 employees to be recognized for **national accreditation**. Since becoming city manager in Garden City, Michigan, I was able to **restructure the entire organization with new technology and a new way of looking at their old, antiquated processes**.

Along with my **long-term experiences in leading organizations**, as well as my **understanding of customer service and how to motivate others**, I am confident in my **endless energy and work ethic** to leverage my project management skills to make a positive impact on the City of Clearwater over the next decade and beyond.

Thank you for your time and consideration.

Doc Dougherty

Dale "Doc" Dougherty, ICMA-CM

This attachment is the list of my personal accomplishments given to my City Council following my first year of employment in Michigan. While it is always an unknown when hiring a person to lead a new community as it was in Michigan by hiring me as a stranger from Florida, I am hopeful that the attached file will indicate my ability to succeed quickly in the City of Clearwater. A similar list is composed each year.

Accomplishments of Doc Dougherty **City Manager of Garden City** **First year – 3/1/2018 to 3/1/2019**

MISCELLANEOUS CHANGES

Moved into Garden City
Successfully created and managed the Roads Millage Campaign - \$15 million
Developed the MOU for the Westland residents using Garden City water
Encouraged McDonald's to change their design
Changed payroll from being paper-based to being emailed
Changed payroll from pre-paying a week ahead to paying for the past week
Enabled department heads to receive credit cards
Reorganized the Sidewalk Program to be more resident friendly
Gave Police access to dog licenses after hours
Re-evaluated the purchasing of vehicles
Removed the double space on the City Logo between the words Garden and City
Created a new City-Wide letterhead
Replaced wilted American Flags
Replaced the sign in front of City Hall
Distributed leadership business books to staff
Created a uniform organizational chart by department
Created a simple newsletter that is inserted into the water bill
Directed the street sweeping of all roads, not just the local roads
Installed benches in the Council Chamber and lobby
Replaced broken and un-matching windows in the Council Chamber
Moved the parking lot dumpster from the middle of the parking lot
Directed the replacement of the rusty metal "water bill box" on the side of City Hall
Updated our city-wide computer systems to move to the Cloud by this November
Installed a Wi-Fi system throughout City Hall – public and closed systems
Completed an Agreement with Judge Hammer and the Courts
Putting all HR functions online – no more handwritten applications
Changed job descriptions from being one paragraph to being a detailed booklet
Encouraged the citizens to sign-up for the Nixle emergency system
Created the taglines: "Keep the Green in Garden City" & "Our City, Our Team"
Created a working relationship with the Garden City Employee Unions
Responded effectively to resident concerns

Worked with the Santaland Parade Committee to enhance the event
Assisted in the composition of the Veteran's Day Brochure
Established the City's first asset inventory software program
Established the City's first electronic payroll system software program
Completed the McDonald's reconstruction process and Agreement
Moved the City Offices to work through the Cloud on Microsoft 365
Purchased new computer processors in replacement of outdated units
Updated the City logo with a fuller tree and a horizontal design
Contracted out the future street sweeping of the City
Negotiated a new Court Agreement to remove retiree healthcare
Investigating the termite issue in the Chamber
Reconstructing a portion of City Hall for the Indigent Council meeting space

MAYOR AND CITY COUNCIL

General Information

Updated the Mayor and City Council's Orientation Book
Kept the Mayor and City Council informed of important events
Coordinated monthly reports from each department
Created new name tags for the City Council and department heads
Encouraged Council to attend the MML Conference
Created and regularly updated the Issues List for City Council updates
Helped develop the Elected Officials Compensation Commission

City Council Agenda Information

Successfully suggested the new Council Meeting format (Removed B to C)
Successfully suggested removing the roll call from every vote
Rewrote the entire City Council Rules of Procedure
Coordinated a Parks and Recreation Workshop
Offered a new Purchasing Policy for the City Council to adopt
Offered a Lighting Policy for the City Council to adopt
Offered a Medical Marijuana Policy for the City Council to adopt
Offered a Sign Policy, to remove signs in 30 days, for the City Council to adopt
Directed the clean-up the DPS facility
Replaced High Pressure Sodium streetlights with more efficient LED lights
Installed street lighting on Manor Park Road and Cardwell Road
Composed several Council Resolutions: Ms. Michigan, Orin Jewelers, Sen. Knezek, Merriman Baptist Church
Composed and analyzed bids, and then purchased the following vehicles and equipment:
Four F-250 trucks with plows, Sewer Vac, Fire Chief Truck, Fire Marshall Car, ToolCat, BobCat, Concrete Saw, Top Dresser, Aerator, Water Van, Backhoe, Two 10-Yard Dump Trucks
Moved all new Fire/Police personnel swearing in ceremonies to the Council Meetings
Composed the new City Meeting Calendar to avoid MLK Day and President's Day
Pushed all off-date volunteer board members reappointment dates to January 1st

City Council Directed Activities

Opened City Hall on Friday's
Met with SEMCOG and MDOT about Ford Road intersection crashes
Gathered information on the cost of the Moeller restrooms
A report was composed that detailed all Parks and Recreation Grants
A report was composed detailing the County CRT Team
The blighted fruit stand was removed and grassed over
A report was composed on Ordinance Cuts, entailing cost and fees
Researched Contractor vs. In-house Ordinance Cuts
Researched a Millage vs. Assessment vs. Bond approach for the Roads Vote
Created a Grand Opening Letter for new businesses
Researched the City's self-insurance toward damaged car replacement
Researched and rectified numerous businesses issues as directed by Council
Coordinated the 2019 Charity Hockey Event to have more time for events
Produced a detailed business list as requested
Had the Police Station Command Center painted
A report was composed in reference to rental house inspections
Sent Code Enforcement to numerous locations and issues throughout the City
Researched the decision process of the Zoning Board
Researched a full Charter review – will be an 18 month process
Researched the *Simple Trash* Contract
A report was composed that detailed a 3-Year Budget Projection
Researched the City's position on how to handle drug OD individuals
Directed the organizing of a meeting between all youth sports presidents
Immediately took care of the take-home car situation that arose
Researched take-home car insurance
Composed a Vehicle Policy
Composed a Travel Policy
Met with GFL to discuss issues with their performance and received guarantees
Hired a part-time Code Enforcement Officer and a Code Secretary
Established a free credit card program at the ice rink
Worked with DTE about regular power outages across the City
New Ordinances: Vacancy Ordinance, Medical Marihuana Ordinance, Sign Ordinance, Recreational Marihunana Opt-Out
Lots of research and meetings about Medical Marihunana
Hired a new DPS Director
Hired a new City/Clerk Treasurer
Hired a new Fire Marshall
Followed the timeline I established for road bids and construction starts
In regular contact with the Roads Bond Council and marketing representative to assure the City complies with the law

CREATED NEW PROGRAMS

- Created the Service Lead Repair Program to repair resident's sewer systems (Sept. 10)
- Created and implemented the 4 x4 Neighborhood Improvement Program
- Created and implemented the Purple Bag Challenge
- Mailed a mini-Golden Book of Rules to businesses before enforcing the business codes
- Christmas decorations throughout City Hall
- Created the Santa Claus Mailbox activity
- Created the Santa Ride event
- Established the water bill insert newsletter known as the Garden City Buzz
- Composed, printed, and mailed the Golden Book to every property
- Budget reorganization – Restructured the annual budget to be more efficient in composition and more transparent

EMPLOYEE ACTIVITY / MORALE BOOSTING

- Presented a City-wide employee orientation
- Increased employee expectation to be Excellent in everything we do
- Encouraged employees to attend trainings and conferences
- Encouraged an atmosphere of teamwork among the staff
- Disciplined employees as necessary
- Created an eye care program to the list of benefits for the employee
- Created an EAP program to the list of benefits for the employees
- Coordinated and emceed an Employee Appreciation Luncheon and games (Sept.)
- Coordinated and emceed an Employee Holiday Luncheon and games (Dec.)
- Designed and awarded the "Department Trophy" to the department winner of the games
- Brought an end to employee grievances ASAP
- In favor of employee safety, made the decision to close City Hall due to extreme weather
- Reorganized some staff and their job titles to be more efficient

ONGOING PROJECTS – TO BE COMPLETED SOON

- Updating the Employee Personnel Handbook – last done in 2002
- Developing a plan for City-wide sidewalk installation to reduce grandfathering
- Meeting with a company to analyze all city buildings – HVAC, roof, windows, etc...
- Planning to present a City-wide Volunteer Dinner
- Started the rewriting of all employee job descriptions
- Reviewing computer-based evaluation programs
- Considering a professional uniform for forward-facing employees
- Working with the School District on future joint projects
- Started the initial plans on "Garden City Month" for next spring/summer
- Reviewing an upgrading and expansion to the Fire House, the Library, Maplewood Center, and the ball fields
- Creation of a business façade program for non-DDA business areas
- Currently working on several other ideas yet to be announced

DALE "DOC" DOUGHERTY, ICMA-CM

1646 Belton Street
Garden City, Michigan 48135

734-748-3349
DaleDoc12@gmail.com

EXECUTIVE PROFILE

Core Competencies

- * Public Administration
- * Strategic Planning
- * Financial Management
- * Staff Development
- * Marketing/Communications
- * Project Leadership
- * Economic Development
- * Recreation Programming
- * Public Works Management
- * Conflict Management
- * Event Production
- * Municipal Redevelopment

Summary:

- For over 26 years, I have held leadership positions where I managed staff and projects by articulating a vision and inspiring others to follow.
- My diverse experiences in public and private administration allows me to mentor staff, as well as have a strong sense of cost-benefit analysis and strategic planning.
- I have a proven record of project management experience from concept analysis, to the development of a structured-actionable deliverable, to final implementation.
- I have extensive experience in being accountable to elected and appointed boards, as well as community groups & residents.
- My interpersonal savvy builds rapport and constructive relationships by using diplomacy and tact, whether dealing with citizens, organizational leadership, or working with labor.
- I focus on brand development by positively reimagining the community; promoting its amenities; being responsive to resident needs; and being proactive...*not reactive*.

RELEVANT PROFESSIONAL EXPERIENCE

City Manager, ICMA-Credentialed Manager

City of Garden City (Pop. 27,000 / \$48 million / \$18 million CIP)

Garden City, Michigan

2018 - Present

- City Council appointed to oversee the daily operation of a full-service municipality with 166 employees, serving 27,000 residents, in the greater Detroit Metro area
- Determine and formulate policies and procedures, as well as provide overall direction of the City within the guidelines established by the City Council
- Responsible for the preparation of the annual city-wide budget, and the management of revenues and expenditures of more than \$48 million
- Plan, direct, and coordinate all operational activities at the highest level of management, including Police, Fire, Finance and Taxes, Human Resources, Building, Planning & Zoning, Code Enforcement, Water Department, Parks and Recreation, City Clerk and Elections, Communications, and Community Resources. Quasi-governmental organizations include a District Court, a City Library, and the Downtown Development Association overseeing the Central Business District
- Maintained a positive relationship as lead negotiator with five labor and supervisory unions
- Implemented a "Zero Based Budget", which required budget requests be justified in detail
- Restructured the Water and Streets Division budgets to upgrade the fleets with the purchase of nearly \$1.5 million in new equipment
- Campaign manager for the successful passage of a \$15 million bond issue for road repair
- Steered the development of a "Critical Response Team", bringing police, fire, and social services together to alleviate repeat crime and restructure city services
- After receiving a state mandate to replace lead water lines throughout the City at 7% a year, I directed the replacement of 100% of the 200 single homes lines in two years
- Personally created the 4x4 Neighborhood Improvement Program, the Purple Bag Challenge for litter pick-up, and the Golden Book, an all-inclusive book of city laws and services mailed to every property

- Directed and many times composed the instituting of over 100-pages of new and updated policies and city Ordinances
- Spearheaded the first-time installation and the replacement of the City's legacy software with advanced integrated solutions and robust e-government capabilities
- Created "Garden City University", a City-wide citizen engagement program, as well as numerous first-time seasonal events, including personally writing letters to the youth as Santa Claus
- Created employee seasonal events, including exceed the department vs department annual games
- Managed the reconstruction of a 60-year-old City Hall, as well as directly composed plans for the reconstruction of a fire station and a community center
- The City of Garden City is the home of the Country's first-ever K-Mart and Little Caesars Pizza franchise, as well as the first dine-in McDonald's in the State of Michigan

Director of Parks and Recreation, CPRE Tampa, Florida
Hillsborough County (Pop. 1.3 million / \$28 million / \$83 million CIP) 2015 - 2018

- Responsible for the overall management of a national-sized parks & recreation department, including over 330+ employees, serving a population of 1.3 million residents
- Accountable for six distinct divisions, including finance, maintenance & construction, and therapeutic, managing a \$28 million budget
- Led a capital development plan of \$83 million for planning and construction of parks and facilities
- The department included 166 parks, 53 community centers, 291 ball fields, 143 basketball courts, 85 tennis courts, 6 dog parks, and 118 playgrounds, over a territory of 1,048 square miles
- Responsible for all department contracts and agreements, as well as all policy formulation
- In saving the cost of consultants, I personally developed and composed a county-wide master plan, including a needs assessment, funding initiatives, sustainable goals, and recommendations
- Directed the achievement of the Department being recognized as a nationally accredited CAPRA agency - an accomplishment of professional organization, policies, and procedures
- Through national involvement, became President-Elect of the National Association of County Park and Recreation Officials (NACPRO) Board of Directors

Adjunct College Professor Macon, Georgia
Mercer University (Enrollment - 8,500) 2012 - 2015
Middle Georgia State University (Enrollment - 7,500) 2010 - 2015

- Taught courses including Small Business Management, Entrepreneurship, Facilities Mgmt., and Business Ethics. With 30+ students per class, I received an average 4.73 on a 5.0 scale in computerized student evaluations, with outstanding comments.

Director of Parks and Recreation, CPRE Macon, Georgia
Macon-Bibb County (Pop. 160,000 / \$7 million / \$40 million CIP) 2010 - 2015

- 15-member City Council appointed Director with responsibilities that included the overall management of a major parks & recreation department, as well as over 150+ employees
- Accountable for six distinct divisions, which includes a 1,700-acre recreation lake (Park Police), 9 recreation centers, 128 parks, 6 swimming pools, a golf course, and a former minor league baseball stadium used in the movies "42" and "Trouble with the Curve"
- Led the consolidation of the department from being City managed to be governed County-wide
- Evaluated current amenities and developed a multimillion-dollar SPLOST leading to the construction of \$40 million worth of SPLOST development
- Developed new athletic programs and revitalized past programs with updated strategies
- Produced a performance matrix system and quality improvement initiatives to improve organizational performance, with specific performance measures
- Restructured the Grounds Division for greater efficiency in maintaining properties, as well as reorganized the Operations Division to be more resourceful in delivering programs & activities
- Restructured the management of each Division including a municipal golf course, where I led the remodeling of the club house, redeveloped the course, and created a strategic 3-year plan

- Constructed a new personnel evaluation system, focused on detailed expectations, to properly appraise each employee's contribution to the organization
- Continually performed reviews of department activities, prepares reports and recommends policy and operational changes as needed to the Recreation Committee and Board
- Increased employee moral through leadership and staff interaction events, including visioning sessions, seasonal activities, personal meetings, and effective communication

Executive Director, CPRP (20 employees/\$680,000) Walterboro, South Carolina
Walterboro-Colleton County Recreation Commission (Pop - 40,000) 2009 - 2010

- Accountable to a Commission, for whom I formulated public policy alternatives and implemented adopted policies to continually strive to provide exceptional parks, programs, and facilities
- Responsible for the expansion of a county-wide program, through the reorganization of rules and regulations and positive park planning
- Led a staff of administrative and maintenance personnel, to whom I encouraged a personal stake in the decision-making process, as well as their first involvement in the preparation of the operating and capital improvement budgets
- Composed the multimillion-dollar reconstruction of passive & active parks, & a recreation center
- Enhanced activities through the acquisition of a large football stadium & surrounding grounds
- Rebranded the organization by changing the organizations name and logo
- Developed a positive image, produced special events, and developed a gift certificate program
- Instituted a communication program, including the founding of the department's first web site, directed community meetings, developed press releases, flyers, newsletters, and event ads

Consultant Notre Dame, Indiana
University of Notre Dame 2008 - 2009

- Composed deliverables for the University leadership in a wide array of diverse topics such as the development of land conservation financing, a coding procedure for ethical progress, and the implementation of the United Nation's Global Compact (UNGC) upon multinational corporations

Director of Community Affairs (Including Parks & Recreation) Lake Park, Florida
Town of Lake Park (8 employees/\$350,000) 1995 - 2007

- Responsible for all public relations, marketing, and promotion to create a positive public image through media relations, community recreation programs, and events
- Lead the campaign for the successful passage of a \$10 million-dollar bond issue, while additionally procuring millions of dollars in grant money for development
- Assisted in the creation of a Community Redevelopment Agency (CRA), as well as the Tax Increment Financing (TIF) Plan, and the Town's Historical Society
- Managed all community sports and activities for youth, adult, and senior residents and guests
- Conceived and produced major regional events and festivals, created, and edited a monthly newspaper, all media press releases, print ads, promotional brochures, & direct mailings
- Produced RFPs, RFQs, reviewed & awarded product & service bids, & assisted in rewriting of the purchasing policy
- Member of a redevelopment team that produced over \$15 million in reconstruction, leading the project teams for the downtown revitalization, reconstruction of a waterfront park, and a marina
- Assisted with hurricane emergency preparation, and led a team for storm damage clean-up
- Developed an employee newsletter and presented internal events for staff interaction

Executive Director Allentown, PA/Palm Bch. Gardens, FL
High School Football All-American Bowl 1994 & 1998

- Founded the first ever national high school football all-star game
- Chose the top-rated football players in the country, and coordinated all event activities
- Developed and sold corporate sponsorship packages to regional and national companies, negotiated several major contracts, including the national television broadcast of the game on ESPN2 and FOX Sports, and promoted events via all major marketing channels. Negotiated the sale of the business to a publicly traded NASDAQ company

LEADERSHIP PROJECTS / MANAGEMENT

Plan Development

Tampa, Florida

Hillsborough County Master Plan

2016

- Led community meetings to personally composed an extensive county-wide master plan, which included a needs assessment, funding initiatives, sustainable goals, and recommendations for the future

Consultant

South Bend, Indiana

The Boeing Company

2008

- Using value chain mapping, market participation strategies, and an analysis of needs and capabilities, I led a team that developed a program whereby Boeing would employ the logistical expertise for FEMA's Pre-Disaster Preparation

Consultant

South Bend, Indiana

Rudy Beverage

2007 - 2008

- Produced the business plan for the sports beverage division of the Rudy Nutrition Company, and assisted the organization in developing a promotional strategy

HOA President

Palm Beach Gardens, Florida

PGA National

1998 - 2003

- I was a board member and then president of my homeowner's association, where through a redevelopment plan, we increased property values by 80%

RECOGNITION / MEMBERSHIP / COMMUNITY INVOLVEMENT

- Recipient of a Savvy Award by the national City-County Communications and Marketing Association through regular presentations to community groups and elected boards; Historical/Cultural Facility Award - NACPRO; Class II Parks and Recreation Program Award - NACPRO
- International City/County Management Association (ICMA-CM); Michigan Municipal Executives (MME); Michigan Municipal League (MML); National Parks & Recreation Assoc. (NRPA); Michigan Recreation & Parks Association (MPARKS); Attendee at professional meetings, as well as the annual national and state conferences
- Political appointee to the Southeast Michigan Council of Governments; Conference of Western Wayne; Central Wayne County Sanitation Authority Board of Directors; and an AARP Age Friendly Advisory Committee
- A Wood-Badge trained Boy Scout Scoutmaster, with two Eagle Scouts sons and a daughter currently working on her Girl Scouts Gold Award
- Usher and Altar Server Ministries Coordinator at our churches in Georgia and Tampa

EDUCATION

University of Notre Dame

Notre Dame, Indiana

MBA – Marketing/Management

2008

United States Sports Academy

Daphne, Alabama

MSS – Sports Management

1993

King's College

Wilkes-Barre, Pennsylvania

BS - Health Care Management

1991

Certifications:

Credentialed Manager (ICMA-CM); Certified Parks & Recreation Executive (CPRE); Six Sigma White Belt & Yellow Belt; NRPA Leadership Certificate, Project Management Masters Certificate; FEMA Emergency Mgmt. Institute: Incident Command System (ICS 100, 200, 300, 400, National Incident Mgmt. System (NIMS 700), 800, & Emergency Support Function (ESF#11, 811)

PERSONAL

Married. Proud father of five homeschooled children ages 16-22 - attending the University of Florida Master's program in Computer Science (summa cum laude bachelor's degree in 3 years); Eastern Michigan for Sports Management on an Army ROTC Scholarship; U.S. Military Academy at West Point for Law and Legal Studies; and two high school aged children, both applying to the Service Academies.

My hobbies include weightlifting, auto repair, landscaping, and taking family trips.

DALE "DOC" DOUGHERTY, *ICMA-CM*

**1646 Belton Street
Garden City, Michigan 48135
734-748-3349
DaleDoc12@gmail.com**

RESUME ADDENDUM

Elected Officials and Volunteer Boards

For 26 years, I have been accountable to many different boards of elected officials, with as many as 15 members, as well as volunteer boards. Because of such experiences, I am aware of the importance of being politically sensitive, while also proactively leading groups to positive outcomes in creating new policies, activities, campaigns, & community development.

Integrity

I do everything personally and professionally with a sense of honesty and fairness! Within my workplace, I establish an Ethical Foundation for all my staff stating, "Be Fair; Be Honest; Tell the Truth; Keep Your Word; Exercise Integrity."

Fairness for Everyone

I spent my entire career treating everyone fairly and equally. As a city manager, I have kept this position and my integrity secure by not allowing anyone to obtain any special benefits that no one else could receive. While this is not always an easy stance to maintain in a very political environment, my city councils and employees would attest that I am very committed to my above Ethical Foundation.

Transparency and Communication

I pride myself on being an open book. I clearly understand that some issues cannot be discussed during the actual operation, but I also understand that in public administration, secrecy and a lack of transparency is unacceptable. To properly serve my mayor and city council members, I stay in regular contact with them as to any controversial issues that just arose, as well as keep them updated on the development of plans. Responding quickly to my council's concerns is a priority for me, which often leads to nearly daily contact.

Economic Development

After composing an 8-step economic development plan for business recruitment in Michigan, I have begun implementing the defined activities to set the stage for business recruitment. Throughout my career, I have focused on economic development with the simple phrase - "A city must invest into itself before asking others to invest into it". Property values and private investment has increased in Michigan since the passage of my 2018 road bond. To further the attractiveness of the city, I have invested into several additional code compliance officers and updated the public safety departments with the most modernized technology, vehicles, and training. After successfully managing the passage of a bond issue in South Florida, I led the project teams for the downtown revitalization, reconstruction of a waterfront park, and a marina. At the same time, I assisted the town manager in the creation of the town's Community Redevelopment Agency (CRA), which allowed the downtown to flourish even more over the years. To create a business-friendly environment by way of laws and processes, I directed the updating of scores of ordinances and made the permit process much more efficient. In addition, through a robust Communications Department, the community is continually kept up to date on current happenings, as well as issues of concern happening in the city.

Policy Development / Ordinance Updates

In review of all current policies and procedures, I am very proactive in either updating current guidelines or instituting policies for the first time. In the last few years, I personally composed social media policies for staff and board members, travel guidelines, transient vendor policies, and medical marijuana policies. In 2021 alone, I brought over 100-pages of ordinance and policy changes to the City Council to consider. The more I evaluated the City's Code of Ordinances, the more I realized that significant changes needed to be made to not only follow State law, but also modernize the Code Book for today's legal environment.

Project Management

I have managed major marketing campaigns that included multimillion-dollar bond issues, as well as obtained millions of dollars in grants funds. In Georgia I led the transfer of a department from being city managed - to county-managed - to become governed by a consolidated government, as well as developed a \$40 million-dollar SPLOST redevelopment plan. After overseeing the development of a CIP budget of \$83 million in Florida, I am presently managing \$24 million in road and reconstruction projects in Michigan. By way of construction, I have managed projects including the building of facilities, the redevelopment of historic parks and open spaces, and the construction of millions of dollars' worth of development. Through a "Court Building Fund" I inherited in Michigan, which sat dormant for many years, I designed the plans and led the reconstruction of the Council/Court Chamber, the City and Court offices, and the Community Development Offices. As a natural organizer, I am always looking forward with strategic planning to lead projects through detailed analysis and evaluation. Through the development of business/strategic plans, I enjoy leading projects to successful outcomes. In addition, as a professional public administrator, I annually develop, defend, and manage a large budget. I am also accustomed to effectively controlling costs through the economical use of staff, materials, and equipment.

Staff Management

I have hired, evaluated, promoted, suspended, and terminated full-time, part-time, seasonal, and contract employees. I provide a work environment where employees are treated equitably as individuals and are cultivated to maximize their potential. I believe that the ability to show legitimate concern for each employee is essential, while also juggling the necessity of keeping intact the manager/employee roles. In my "management by walking around" approach, I often take the time to effectively teach and counsel my subordinates. Since I see my role as coach and mentor, I enjoy sharing my experiences and knowledge on how to manage a situation and how to deliver the best outcome. I also encourage my staff to acquire new skills, as I support continuing education to expand their knowledge and to open other opportunities for themselves and their families. To additionally share my experiences, I also taught business ethics and management courses at Middle Georgia State College and Mercer University in Georgia.

Performance Measurements

I am presently involved in developing key performance indicators to define annual comparisons, as well as our position in relation to national standards. I am also currently leading the self-assessment phase of the Baldrige Performance Excellence Program, in my effort to strive for perfection and recognition, as a well-managed organization.

Union Management

Although I have dealt with Unions on a smaller scale in past positions, in Michigan I manage an environment comprising of five different Unions, involving five different Collective Bargaining Agreements (CBAs). Not only have I negotiated MOUs with each of the Unions to make changes to the current Agreements, I have also personally split apart each of the Agreements to compare all five side-by-side to rewrite each one to make them more uniform and up to date.

Technology

Always looking to work more efficient with technology, in Michigan I quickly moved the community's operations into the "Cloud". Having to apply for the City Manager position in 2017 by way of a handwritten application, my first change was to have Human Resources shift to a computer-based application software. In addition, the payroll system was changed from timecards to a computer-based payroll software program. I also purchased a GIS/GPS software program for the Public Works Department to electronically record all utilities locations, as well as locate all water main repairs, and oversee fleet management. In addition, upon my arrival in early 2018, all police vehicles and officers were fitted with body cameras, which have already been of great use.

Procurement

I have personally organized hundreds of RFPs and RFQs for everything including construction projects, maintenance services, and event activities. In leading procurement services for my organizations, I created spec sheets; advertised bids; accepted and opened bids; and then created a matrix of the received bids for side-by-side comparison. After choosing the most responsible bidder, I defended the decision before boards of elected officials, and then worked with the winning bidders by way of timelines, mobilization, and payments.

COVID-19 Action

Without hesitation, I moved to rearrange all staff schedules to continue offering the City's normal services without the concern of perpetuating the passage of the virus. I was the first in the State to relocate City Council meeting outdoors, as well as contact the Governor's Office to explain our disagreement with laws being passed down on the cities. Through the temporary layoff of employees who made more money on unemployment, the City saved nearly \$200,000 in two months. Through a relationship with Wayne County, I led two vaccine pods that vaccinated City employees as well as residents. Through efficient measures, the employees stayed healthy and City services did not lapse for a moment.

Hurricane (Storm) Management

In addition to my many diverse experiences, I have also been involved in the leadership of securing a municipality and helping its residents through four major hurricanes in Florida. My involvement included:

- *Member of the leadership team that led the town-wide preparedness*
- *Directed resident ice and food distribution, at two locations*
- *Led the post-hurricane street clean-up and the removal of debris*

Creative Skills

As a creator of festivals, special events and productions, I developed creative concepts, themes, and ideas, and brought them to life. In several past position, I've changed the name of the department, designed a new logo and colors, and founded and edited the organization's first website. I regularly organized press releases and met with members of the media to develop positive storylines. In my current position, I personally compose a newsletter that is mailed bi-monthly within the resident's water bill. Through internal communication for employees, as well as external community workshops and presentations, I take responsibility for creating a positive public image for the community.

Events, Events, and more Events -

Over the years, I have personally conceived and produced all of the following events (most on an annual basis): *Youth/Adult Sports Tournaments, Golf Tournaments, 5K Runs, Arbor Day Events, Bicycle Rodeos, Blood Drives, Celebrity Tennis Clinics, Christmas In Dixie Pageants, Christmas Street Fests, Christmas Tree Lightings, Santa Claus Mail Box, Santa Claus Rides, Thanksgiving Basket Drives, Toys For Tots Clock Tower Time Capsule, Crime Rally & Marches, Easter Egg Hunts, Egg Haunt and Costume Competitions, Employee Holiday Luncheons, Employee Retirement Luncheons, Fireworks Festivals, Fishing Tournaments, Friday Night Ballroom Dances, Friday Night Flea Markets, Haunted Mansions, Health Fairs, Holiday By The Shore Festivals, Holiday Light Competitions, House of the Month, Imagine Café on Park Ave., Jazzmatazz Festivals, Kaleidoscope Street Fairs, Irish Fests, Safety Fairs, Toy & Train Shows, Park/Marina Grand Openings, Martin Luther King Festivals, Mirror Ballroom Theater, Music On Park Events, National Night Out Block Parties, New Year's Eve Festival, New Year's Eve Reception, North County Green Markets, Paint Your House, Palm Beach County Sheriff Transfer, Police Memorial Service, Interview Receptions, Valentine Dinner Theaters, Veteran's Day Celebration and Classic Car Show, Volunteer Dinners, Watercolor Street Fest, Boxing Tournaments / Georgia Golden Gloves, Movies in the Park, Polar Express Camp, Family Fun Day, etc....*

Facility Operations

In managing hundreds of parks, scores of building facilities, a minor league baseball stadium, hundreds of ball fields and courts, six swimming pools, and a golf course, I have led teams of grounds, maintenance, and construction employees who have maintained the properties with preventive maintenance and advanced grooming. I also developed schedules for weekly and monthly maintenance, in addition to encouraging the staff to be proactive in addressing concerns. I also have great experience in teaching a college class titled *Facilities Management*.

Entrepreneurship

With an entrepreneurial mindset, I take ownership of the projects that I manage. From growing up in a retail business environment, where my father was the sole proprietor of a community pharmacy, my personal business experience includes concert promoting and founding the first-ever national High School Football All-American Bowl. Because of my great interest in strategic planning, I have also composed several business plans for companies, including one for a national sports beverage company, as well as a strategic plan for a municipal golf course and a county-wide master plan. By teaching college level entrepreneurship classes for several years, I have additionally become in tune with the many aspects of strategic planning in academia.

Communication Style

One of my best attributes is my interpersonal savvy and disarming personality. I can relate well to all people, up, down, inside, and outside of the organization. Whether I am working with a member of labor or meeting with an elected official, I build rapport and constructive relationships by using diplomacy and tact. This consciousness and organizational agility have served me well over the years and has garnered me the reputation to be a very approachable leader. In addition, my political savvy effectively aids me in maneuvering within the formal channels and informal organizational networks to get things done. While all organizations have different cultures, I easily adapt to my surroundings to make the best of every situation.

Customer Service

Customer service was ingrained in me from a young age by growing up in a family business - *where service with a smile was expected*. Even more, as an experienced public employee, I have the temperament to deal with the most demanding customer – *the resident*. It is because of my diverse experiences; I can deal effectively with all classes of people and demand fair treatment and opportunity for everyone.

DALE “DOC” DOUGHERTY, ICMA-CM

1646 Belton Street

Garden City, Michigan 48135

734-748-3349

DaleDoc12@gmail.com

Candidate Questionnaire

Name	Dale Dougherty	Primary Phone	734-748-3349
Email	Daledoc12@gmail.com		

<p><u>Please List Your Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> <i>(include start/end dates by month/year, plus the position & organization):</i></p>	<ol style="list-style-type: none"> 1. City of Garden City, Michigan City Manager, ICMA-CM Pop. 27,000 / \$48 million / \$18 million CIP 03/2018 - Present 2. Hillsborough County, Florida Director of Parks and Recreation, CPRE Pop. 1.3 million / \$28 million / \$83 million CIP 07/2015 – 03/2018 3. Macon–Bibb County, Georgia Director of Parks and Recreation, CPRE Pop. 160,000 / \$7 million / \$40 million CIP 03/2010 – 07/2015 4. Walterboro-Colleton County Recreation Commission, South Carolina Executive Director, CPRP Pop - 40,000 / \$680,000 01/2009 – 03/2010 												
<p>Currently / Most Recently Reports to (by title):</p>	<p>Mayor and Six City Council Members</p>												
<p>Population Served (last 2 organizations):</p>	<p>City of Garden City, Michigan Population: 27,000</p> <p>Hillsborough County, Florida Population: 1.3 million</p>												
<p>Employees Supervised & Budget</p> <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Garden City, MI</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Hillsborough County, FL</u></th> </tr> </thead> <tbody> <tr> <td>1. 8</td> <td>1. 7</td> </tr> <tr> <td>2. N/A</td> <td>2. 330</td> </tr> <tr> <td>3. 166</td> <td>3. 5,000</td> </tr> <tr> <td>4. N/A</td> <td>4. \$28 Million</td> </tr> <tr> <td>5. \$48 Million</td> <td>5. \$5 Billion</td> </tr> </tbody> </table>	<u>Garden City, MI</u>	<u>Hillsborough County, FL</u>	1. 8	1. 7	2. N/A	2. 330	3. 166	3. 5,000	4. N/A	4. \$28 Million	5. \$48 Million	5. \$5 Billion
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<p>Highest level of education achieved <i>(include degree and institution):</i></p>	<p>MBA University of Notre Dame</p>
<p>Licenses <i>(include states)</i>; Professional Certifications; Specialized and Advanced Training; and Awards:</p>	<ul style="list-style-type: none"> • Credentialed Manager (ICMA-CM) • Certified Parks & Recreation Executive (CPRE) • Six Sigma White Belt & Yellow Belt • NRPA Leadership Certificate • Project Management Masters Certificate • FEMA Emergency Mgmt. Institute: Incident Command System (ICS 100, 200, 300, 400, National Incident Mgmt. System (NIMS 700), 800, & Emergency Support Function (ESF#11, 811)

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

<p>1.</p>	<p>Please tell us why you are interested in this position and why you are considering a career move at this time?</p>
<p>After living in Palm Beach County for 12 years, and then for 3 years in Hillsborough County, having the opportunity to lead the City of Clearwater as its next City Manager will very much feel like coming home. Even our trips to visit one of our daughters at UF in Gainesville just feels right. As my resume would indicate, the first time we left Florida was to obtain my MBA at the University of Notre Dame. The second time we left the state was for me to become a city manager, with the hopes to return to Florida in that same capacity.</p> <p>With five teenage children in 2015, our first trip to Clearwater included a visit to see Winter and Hope at the CMA before visiting the white sandy beaches of Clearwater Beach. From that day on, crossing the Courtney Campbell Causeway to make Clearwater Beach our beach of choice was a regular occurrence for not only my family, but also the family and friends that visited us in Florida. Also, growing up just outside of Philadelphia, spring training brought us to the City many times to see the Phillies at Bright House/Spectrum Field.</p> <p>While I have a great history of creating “first-time” amenities, I look forward to having the ability to continue to redevelop the City of Clearwater’s current facilities by way of reconstruction and image, as well as continue to revitalize all downtown Clearwater. After a couple of decades of being directly involved in reconstruction projects, as well as the creation of major special events, I am very enthusiastic about the opportunity to share my experiences for the betterment of Clearwater.</p>	

In consideration of applying to Clearwater, I took the time to watch numerous City Council meetings. What I found was a group of elected officials who genuinely care about the city and its future. The city staff, along with the residents who spoke to numerous topics, presented an atmosphere that was very professional. Such an environment is very attractive to me for a city that has much going on.

After positively leading communities around the country as a department director, my experiences show that I can also succeed greatly as a city manager. Although I have a wonderful working relationship with my current mayor and council, as well as a fantastic staff that I was able to assemble, the opportunity to be considered to lead the City of Clearwater is without a doubt a dream job and a career opportunity that I could not pass up.

2. **What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?**

Current Title:

City Manager, ICMA-Credentialed Manager
City of Garden City, Michigan

Governance Structure:

City Manager form of government since 1975

Essential Functions:

- City Council appointed to oversee the daily operation of a full-service municipality with 166 employees, serving 27,000 residents, in the greater Detroit Metro area
- Determine and formulate policies and procedures, as well as provide overall direction of the City within the guidelines established by the City Council
- Responsible for the preparation of the annual city-wide budget, and the management of revenues and expenditures of more than \$48 million
- Plan, direct, and coordinate all operational activities at the highest level of management, including Police, Fire, Finance and Taxes, Human Resources, Building, Planning & Zoning, Code Enforcement, Water Department, Parks and Recreation, City Clerk and Elections, Communications, and Community Resources. Quasi-governmental organizations include a District Court, a City Library, and the Downtown Development Association overseeing the Central Business District
- Maintain a positive relationship as lead negotiator with five labor and supervisory unions
- Implemented a “Zero Based Budget”, which required budget requests be justified in detail
- Restructured the Water and Streets Division budgets to upgrade the fleets with the purchase of nearly \$1.5 million in new equipment
- Campaign manager for the successful passage of a \$15 million bond issue for road repair
- Steered the development of a “Critical Response Team”, bringing police, fire, and social services together to alleviate repeat crime and restructure city services

- After receiving a state mandate to replace lead water lines throughout the City at 7% a year, I directed the replacement of 100% of the 200 single homes lines in two years
- Personally, created the 4x4 Neighborhood Improvement Program, the Purple Bag Challenge for litter pick-up, and the Golden Book, an all-inclusive book of city laws and services mailed to every property
- Directed and many times composed the instituting of over 100-pages of new and updated policies and city ordinances
- Spearheaded the first-time installation and the replacement of the City’s legacy software with advanced integrated solutions and robust e-government capabilities
- Created “Garden City University”, a City-wide citizen engagement program, as well as numerous first-time seasonal events, including personally writing letters to the youth as Santa Claus
- Created employee seasonal events, including exceeded the department vs department annual games
- Managed the reconstruction of a 60-year-old City Hall, as well as directly composed plans for the reconstruction of a fire station and a community center

The essential functions of my current position only touch on the leadership that I would bring to Clearwater. Early in my career in South Florida, I assisted the town manager in the creation of a downtown CRA, which thrives today. In addition, I have led millions of dollars’ worth of projects to successful conclusions. Most of all, having a background in parks and recreation, as well the experiences of creating hundreds of events and activities, will assist me greatly in a city which prides itself on being a “wonderful place to live, learn, work, visit, and play”.

3. Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?

I view my leadership style as having three components: *Clarity of thought; tenacity for action; and uncompromising values*. I bring vision to any new position, as well as the will to obtain that vision. But, due to my ethical foundation, there are limits to what I am willing to do.

As a leader, I create an atmosphere where my staff feels free to innovate, without a concern of failure. Through this autonomy, I am also able to convince my staff that they can do the impossible. This has garnered me great support from my staff and colleagues and has created award winning, national accredited organizations. My proactive management style can be best described as “Management by walking around.” To effectively manage positive change in an organization, I prefer to understand my subordinates’ strengths and weaknesses, as well as how our programs can be improved. While I am a very hands-on manager, I favor to delegate responsibilities to proven assistants. But, when working on a project of which the outcome would be very significant to the organization, I prefer to be directly involved.

Over time, I give the confidence to my subordinates to take on more of a leadership role and to become a part of the overall process. I also regularly keep my subordinates abreast of what is happening, and encourage them to be openly creative, as well as voice their concerns with decisions being made. Being open to debate assures me that I have the information that I need to make the best possible decision. This is achieved through the building of a climate of trust, which encourages my staff to work well autonomously, and in-group settings.

One of my best attributes is my interpersonal savvy. I build rapport and constructive relationships by using diplomacy and tact. Because I enjoy working with all levels of staff and leadership, these relationships are not forged because of necessity. When dealing with a maintenance worker, I am viewed as a hands-on manager, which assists me in communicating with credibility and confidence. I would not ask any employee to perform a task that I would not do myself. In speaking with the elected officials/community leaders, my education and experiences allow me to communicate respectfully and professionally. This consciousness and organizational agility have served me well over the years and has garnered me the reputation to be a very approachable leader.

What I have done in my last couple of positions is, by the first month of employment, I brought all employees into an auditorium to communicate my vision. Through a 1-hour PowerPoint presentation, I outline my history and then describe my initial impression of the organization. After explaining the importance of being responsive and looking at the organization with an outsider's perspective, I later detail what I expect from the staff and what the staff can expect from me. There is no doubt that this orientation meeting sets the tone for how the organization is going to change positively, and how I understand the importance of everyone's contribution to the success of the community.

Strategically, I am a calculator who can easily anticipate the outcome of every decision I make. For projects, I quickly consider the pros and cons of every decision made so no action is taken just to act but is decided as to how the outcome will benefit the community. I view strategic thinking as creating a road map to an outcome. While it is hopeful that the full outcome can be anticipated in advance, with a plan, at least we can be moving in the correct direction.

With an open-door policy and my style of more communication, not less, staff has a better understanding of what is expected of them and how each team member has a role in the final product. Conflicts negatively affecting the organization are dealt with swiftly. If a solution can be found, it is implemented immediately. If a resolution cannot be found, then this needs to be explained in detail why not.

4. How do you incorporate the values of diversity and inclusion into an organization you lead?

In my last two positions, I immediately established an ethical foundation that states: *“Be Fair; Be Honest; Tell the Truth; Keep Your Word; Exercise Integrity.”* I inform my staff that if they keep within this framework, the community will benefit greatly. To remind everyone of this mantra, I designed wall signs and had them installed in every facility across the city. I am a firm believer that everyone needs to know what is expected of them, and what should be considered in any decision process, whether dealing with elected officials, city colleagues, or the residents.

I grew-up in a very multicultural area whereby it was expected that everyone was treated fairly. Throughout my professional career, especially through parks and recreation, every community I worked in had unique circumstances by way of race or cultural background. I have a rich history of hiring and promoting a diverse array of employees, regardless of their race, gender, or orientation.

Among the many qualities I would bring to Clearwater, which I believe has assisted me in becoming a better leader, is my ability to not see color, gender, or orientation in the workplace or in the community. The number one topic in my ethical foundation is to “be fair”.

My open-door policy allows any employee at any time to speak with me about a concern they have in the workplace. Whether it be a hostile work environment, harassment of any kind, or missing an opportunity for promotion. This is emphasized during the orientation presentation I give to the staff, where I highlight that there will never be repercussions to anyone who wants to speak with their superior’s superior to file a complaint...including to me. This does not mean that everyone is correct in their complaint, but they will be listened to, and the issue will be fully investigated.

While having a city workforce resemble the population that it serves is always a goal, I ultimately believe that the more important foundation is that the culture from the top down is that everyone is treated fairly, with respect, and with complete integrity. This goes for colleagues in the city buildings, as well as the residents and guests of the City of Clearwater.

5. Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?

As an event manager by trade, I have been involved in producing many community programs from large festivals to stakeholder forums. In addition, the most comprehensive master plan I ever composed included me personally leading over 100 stakeholder meetings. In saving the cost of consultants, the master plan, including community discussions on needs assessment, lifecycle programming, funding initiatives, sustainable goals, and recommendations, was a blueprint for the organization to follow for the next decade.

As a great believer in transparency, I focus on excellence in good governance. To do so, the public must be involved to the point of assisting in the direction of their government, or at least to understand why an action is being taken.

From my experience as a campaign manager for a town’s redevelopment bond issue in the 90’s, which included many methods of community engagement, to my newest “university” program that will teach residents about their local government, my entire career includes public outreach.

I don’t believe that there is any one method that is the most effective. Social media offers a quick response, but only from those people on social media. This may attract younger respondents, but not older residents. On the other hand, snail mail may reach the older population, but the younger residents may not take the time to read information mailed to them. Depending on the topic, a public workshop could attract hundreds of people or not a single person.

Once a campaign to seek input utilizes all available methods of communication, the most important idea would be to create a list of influential leaders in the community. By staying in contact with these organizers, who may be church leaders, youth sports administrators, or school officials, a contact base could be developed to successfully have outreach by word of mouth.

6.

Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.

As a public administrator for over 26 years, at several organizations, I have annually composed diverse budgets, and defended those budgets before boards of elected officials. In doing so, I am familiar with the need to do more with less, especially with ever increasing higher expectations. So, with an eye on where the city needs to go, and an analysis of what it will take to get there, I am able to maximize the funds that are allocated.

What I find to be the most important factor in financial decisions is whether or not the expenditures are in the best interest of the entire community. If the answer is no, then the decision is already made.

When considering cost reduction, no business or governmental entity should immediately remove layoffs or furloughs as an option to get through a difficult downturn in the economy. Just as the City’s residents must deal with uncertainty in the job market, their taxing authority must do the same. Having said that, through a quick cost/benefit analysis, I would prefer to deal with layoffs by attrition. Rarely does a financial downturn happen without some warning. It is during these times that an efficient organization must do without a bit more by leaving less significant open positions vacant, thereby reducing the need for the toxic atmosphere created by layoffs.

I should note that I do care greatly for the quality-of-life issues that truly make a community. From safety to clean streets, to inviting parks, to homeless assistance programs, to community events, etc., a well-maintained community raises the resident’s quality of life and, in turn, raises property values.

By prioritizing the most pressing needs of the organization, as well as the biggest wishes of our residents, we can ensure service delivery at a high-quality level. So, overall, I am a strong advocate for managing a lean organization, while at the same time, being sure to meet the community’s needs.

A challenging situation I am confronting right now is the high cost of retiree healthcare. Currently, the city I manage stopped offering retiree healthcare in 2009, but hundreds of retirees and 35% of my current workforce retire with 100% free coverage. No premium, no deductible, and a \$5 prescription plan. This cost has moved from \$2 million in 2014 to \$3 million today and is expecting to raise to \$4 million within the next few years. This legacy cost could diminish the employee raises in the next contract talks. I have been meeting with the retiree association, as well as our unions, to create a deductible that will reduce the cost immediately and help us get through to 2033 when our retiree health care group begins to reduce in size forever. The plan I developed would include a \$2,500 deductible, strengthen the retiree healthcare program that it would never be touched again, and allow for raises to our current employees. So far, this approach is being well received.

7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <ul style="list-style-type: none"> a. Neighborhood and downtown revitalization / redevelopment b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements c. Strategic goal setting and citizen based strategic planning
	<ul style="list-style-type: none"> a. As a member of a redevelopment team that produced over \$15 million in reconstruction in South Florida, I led the project team for the downtown revitalization project. In doing so, I also assisted the town manager in the creation of a Community Redevelopment Agency (CRA), as well as the Tax Increment Financing (TIF) Plan to redevelop the downtown. In Michigan, even though my city has a DDA for downtown development, I personally designed a new McDonald's and assisted in the design of a large banquet hall. In addition, although the DDA oversees the downtown corridor, I had to challenge them publicly to increase available parking to make the downtown more attractive to new business. b. In Michigan I was the campaign manager for the successful passage of a \$15 million road bond, as well as the overall director of the construction. After overseeing \$40 million in capital development in Georgia, as well as an \$83 million CIP in Hillsborough County, I have been directly involved in the planning and directing of major development projects for many years. In addition, in South Carolina I led the planning for a new sports complex, and in South Florida I lead the campaign for the successful passage of a bond issue, while additionally procuring millions of dollars in grant money for development. Presently, in Michigan, I am redesigning the city's fire station and community center to be fully revitalized. c. Through the development of an extensive master plan in Hillsborough County, I personally led the goal setting meetings with the community to develop a fully implementable plan. Each of my development projects in Georgia, South Carolina, and South Florida entailed community-based meetings to request ideas and approve of final concepts. While teaching university courses for five years in Georgia, my entrepreneurship course included the full break-down of strategic planning and the design of a business plan.
8.	<p>Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.</p>
	<p>The biggest use of performance measurement and benchmarking strategies I utilized was when I was composing a County-wide Master Plan for Hillsborough County a few years ago. The plan included state-wide and national measurements to determine where the community was or was not in compliance with best practices in staffing, programming, facilities, financial support, etc. Through community surveys for the general public and randomly mailed, statistics were also able to be gathered for organization's performance and community needs. In addition, I created a lifecycle program for all recreational programs to determine what activities were in the introductory and growth stage, and which were in the mature and declining stage. By doing this, the organization could begin to end declining programs in favor of new introductory programs. In the end, the decision was made to remove the lowest 10% of the programs for future programming.</p>

In my current position, I have directed each of the departments to start implementing an annual calendar to compare year-to-year statistics for effectiveness. For the Public Works Department, who utilized no computer system whatsoever at my arrival, I purchased a software program for them to include all fleet management information, as well as the documentation of water main breaks in the city to determine pipe replacement. In addition, I instituted the city's first zero-based budgeting procedure, whereby all budget requests must be accompanied with an explanation for effectiveness.

I recently handed out to each of my department heads the Baldrige Award self-assessment information to begin analyzing each departments effectiveness for high performance. Also, to become more in tune with benchmarking strategies, I obtained certificates as a White Belt and Yellow Belt in Six Sigma.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

An area of improvement may be to reduce my over explanation of issues. After serving in the public sector for well over two decades, I am aware of being very transparent for public record. Knowing this, I prefer to over explain my position on an issue, than just offer a "yes or no" response. I believe the extra information shared clarifies how the final decision was made. This issue comes about sometimes when I over explain a topic to one of my elected officials. I have always been concerned that if I just offer a yes or no answer, and my elected officials tells the press the yes or no answer, they will not be prepared when the reporter ask, "why?" Therefore, I tend to over explain. Since I recognize this background information is not always necessary, I now try to assess my audience to determine if I need to further elaborate.

10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.

I have spent my career in front of the room leading community meetings and engaging in partnerships to enhance the community. Whether it be leading charrettes in developing a master plan, leading stakeholder meetings for a development project, or managing bond issue campaigns, I am always willing to lead a charge and/or take the heat about a sensitive topic. Besides presenting my own issues, I have many times written speeches and talking points for my elected officials to be well-versed in a certain topic.

As a professional event coordinator, I have created national, regional, and local events that cross the spectrum. As indicated in my resume, the list of events is unlimited. Being in the events business, I have great experience in dealing with all forms of media, as well as leading communication initiatives.

Last year an issue came about that clearly had racial undertones regarding the reconstruction of a former bowling alley into a banquet hall. The new owner was an Arabic man, which made the issue even more unusual because of the large Arabic population in the neighboring city. While I was helping him through the process, the city Planning Commission stopped him at every turn with unnecessary barriers that other reviews did not receive. Then the social media

blitz by some residents made it very clear that they did not want this person or the business in town. After spending a lot of time speaking with the dissenters and researching the allowance of the business at that location, as well as being told by his lawyers that he is going to sue us drastically for what is obvious racism by our volunteer board and the citizens, I created a major presentation that put the whole issue to rest. He was legally allowed to rebuild the building as a banquet hall and the City Council was overruling the Planning Commission. During my presentation, there were moans in the crowd and the exit of several of the angriest opposition. The next day, several Planning Commission volunteers resigned their position.

As my ethical foundation states, “be fair” is number one. If something is legally allowed to happen, then it must be permitted. Otherwise, the action will happen in the end, and the city would end up paying for it due to the eventual court ruling. On the other hand, if something is not allowed to happen, then I would be the first person to fight back, lawsuit threats or not. We must follow the law.

11. Inherent in every manager’s job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.

“Get the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins, Author of Good to Great

The above philosophy is one that I have embraced for many years. First, just because there is an opening, I do not fill it with just anyone. I would rather leave it open until I find the right person. Secondly, everyone should be given a chance with proper training and coaching to succeed. Unfortunately, not everyone will; especially those employees who refuse to embrace the needed changes to make the organization successful. Third, I make sure the right hires or promotions are in the right seat before considering a change. Sometimes a great hire might be put to better use elsewhere.

From my first orientation with my staff, where I explain what I expect of the staff and what they can expect of me, I talk about educating the staff with workshops, conferences, and certifications, as well as announce to the managers that they need to begin finding their successors. I remind them at the orientation that if they cannot think of one employee who can grow into their position, then they need to rethink their leadership.

In managing large staffs, I am well aware of the importance of not only delegation, but even more, empowerment. As the new city manager, I quickly find out the strengths and limitations of my staff. From there, individual meetings take place as to the overall expectations of how much I expect the department to achieve, and in what time period. From there on, the empowerment becomes very evident, with simple follow-up from myself. I believe the empowerment comes from me setting the expectation, and then the trusted staff is allowed to figure out the best way to accomplish the city’s goals. That being said, when an activity is of utmost importance to the community, I prefer to be more directly involved to be sure of the issue’s success.

In addition, while periodically a position will need to be filled by an outside employee, I prefer to promote from within as much as possible. This leads to great succession planning, including the fact that my assistant has taken over for me at each community in which I resigned. Two weeks ago, I promoted a clerical union employee to by the City's new Deputy Clerk; a position that never existed. The union was displeased with this move, but I easily noticed the value of this employee to possibly become the next City Clerk in three years, and the fact that I heard he was considering options to take a job elsewhere to move up.

My humor and positive attitude are infectious. This impression garners me the image to be a very approachable manager and confidant. Through collaboration, others quickly recognize that I am not a territorial person; I am very accommodating. I understand that the best way to serve the residents is by getting things done. If one department can assist another department in accomplishing its goals, they are expected to do whatever they can. I see mutual respect as professionals to be a positive way to develop working relationships and an effective team.

Briefly describe your experience (if any) leading and/or managing:

(experience in all areas is not a requirement)

12. *a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,*
b. Bond rating and/or a rating process review,
c. Management of municipal utilities including water, sanitary sewer, natural gas, etc.
d. Public library operations,
e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,
f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,
g. Marine and aviation services,
h. Affordable housing, homelessness and/or housing related issues, including policies,
i. Neighborhood revitalization programs, policies, and initiatives,
j. Commercial development and redevelopment.

- a. Upon my arrival in Michigan, I resolved an issue involving a large amount of a neighboring city's residents who were in my city's water system. Through a simple IGA we agreed that if we needed to work on their water system, the other city would be sure to tax their residents accordingly to make us whole.
- b. Through the passage of a road bond issue, I recently went through the process a second time in three years dealing with our bond council and bond advisors. The city's S&P rating is A+.
- c. My Public Works Department is responsible for all water and sewer lines throughout the city and my Finance Department is responsible for all water billing. The water utility itself is owned by Great Lakes Water Authority.
- d. We have IGAs regarding the usage of our community center to house the library which is an outside entity with an elected board and a separate funding milage.
- e. I lead all budget sessions; announce major construction updates, discuss water issues, including the replacement of lead lines into resident houses. My P/W takes care of water

testing and quality and puts out an annual booklet. I will lead any issue that is not department specific.

- f. After more than two decades in parks and recreation, I have worked with scores of different types of community groups and business organizations becoming a very recognizable figure in the community.
- g. I ways the lead on a marina redevelopment project in South Florida, but no recent work with marinas and no experience with aviation services.
- h. No professional experience in housing related issues other than gathering information for homeless services for anyone in need. My city houses a food bank within our community center, which has been very helpful to the community.
- i. I created a 4x4 redevelopment program that specifically targets 4 square block neighborhoods for street repair, blight clean-up, illegal activities, sign replacement, etc.
- j. In Michigan, I assisted in approving the rehabilitation of several commercial properties, including personally designing a McDonalds as the corner piece of our downtown. In South Florida I assisted in the creation of a CRA for downtown development.

13.

Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.

When I applied to my current position as a city manager in Michigan, I needed to hand-write the application. The city did use a computer program for employment applications. Fortunately, or unfortunately, I knew at that moment that the city was ready to make great strides. My first change was to get rid of paper check stubs and change the system to everyone receiving an email. Then the change came for the application system. The city now uses NEOGOV, which has helped the city attract more public safety applications from across the state. One issue after another, the staff recognized that my decision process included using the newest technology in the workplace.

A short time later, I approved the installation of body cameras on all police officers and the fitting of dash cameras in all public safety vehicles. The Public Works Department who utilized no technology at all now has all their information at their fingertips, including GPS scanners for daily use during road and water repair. In addition, after passing scores of filing cabinets in the Building Department, I directed the files to be scanned and destroyed. The office space is now more inviting to the residents and more spacious for the department staff. After decades of using timecards and general ledger paper for payroll, I have become directly involved with the installation of a fully cloud-based payroll system.

I am very supportive of utilizing technology for efficiency.

14.

Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.

I have limited experience in addressing climate change on a large scale. On a smaller level, I approved the installation of LED lights throughout the city to replace less efficient streetlights. In addition, through facility and park redevelopment experience, I was always aware of utilizing energy efficient building supplies such as solar and drought resistance landscaping. For a

community clean-up program, I created the “Purple Bag Challenge”. The challenge includes a display stand in city hall that comprises of a purple plastic trash bags rolled around a pair of gardening gloves. The wrap around the bag that keeps the bag and gloves together explains the clean-up procedure and offers a returnable postcard to identify what area of the city was cleaned-up. This project has been very successful in liter clean-up.

15. What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?

As I mentioned earlier, I empower my staff to take responsibility for their departments and its actions. Once the expectation of excellence is set across the city, I expect the department heads to implement the same expectation on themselves and their staff. From there on, I coach and mentor my staff on the best ways to handle situations, as well as offer my own ideas on projects or activities that the department may want to pursue. By spending quality time with each of my department heads, and bantering around short and long-term goals, professional relationships are forged with the common goal of success for the city.

16. Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?

Through redevelopment, I assisted the Town Manager in creating a Community Redevelopment Agency (CRA), as well as Tax Increment Financing (TIF) Plan. Following the organization’s establishment, I produced and managed the events in the downtown corridor to bring publicity to the region. In addition, I was part of a team that utilized TIF funds to purchase and revitalize downtown buildings, as well as reconstruct the alleyways between the commercial and residential zones. One of the rehabbed buildings due to the CRA now houses the city’s official post office, drawing daily visitors to the downtown area. The CRA that we created now has millions of dollars to continue to redevelop a formerly blighted area of the community.

Last year I composed an 8-step policy for business recruitment for the Downtown Development Authority (DDA). While my Council is discussing expanding our development efforts outside of the downtown, I shared my approach with them, and it was well received. Presently we are starting to gather the information on all commercial properties in the city.

The main incentive that we offered in South Florida and my DDA offers in Michigan is façade improvement loans. Besides cleaning up the downtown neighborhoods, and putting positive, business friendly laws in place for growth (of which I did this past year), I have had limited experience in offering direct incentives. In hopes of attracting and retaining businesses, my city has definitely become more business friendly since my arrival due to my directing 100 pages of ordinances be updated to better reflect today’s business climate.

I truly believe the image of the community is the number one issue that affects business opportunities in a city. The cleaner and kept up a community is, indicates a city government that cares about their residents and neighborhoods. In addition, whether it is for the purpose of raising property values in a blighted area, or to attract guests to the community with “new money”, I believe one of the great benefits of a productive government is in creating an atmosphere where the community can have the ability to prosper with a great “quality of life.”

17.

What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?

As my current city council would attest, I stay in regular contact with each of them. I am a firm believer in keeping the council abreast of what is always happening. While I understand the manager-council form of government and the separation of powers, I also clearly understand the need to keep the elected officials aware of what's happening in their city and/or why I am making a certain decision. As a loyal and trusted advisor to the mayor and council, I am very protective to make sure that everyone is informed of the goings on.

Daily I speak with the mayor, while I personally speak with the other six council members a few times a week. Many times, I will offer a quick update on a major issue or respond to a concern brought to my attention by a council member. As for emails, on average I probably send an email to the mayor and councilmembers daily about a hot issue.

In South Florida I worked with a mayor and four council members, for who I wrote speeches for special events and the city's monthly newspaper which I edited. In South Carolina I had great success in leading a recreation commission where together we were able to make positive changes that were needed for years. In Georgia, I became accountable to a mayor and a city council of 15 elected officials, where I quickly built rapport with the elected officials, as well as regional activists. In Hillsborough County, I worked with seven full-time county commissioners, who each employed two full-time assistants. On a regular basis I was in touch with 21 people in the commissioner's offices.

The most important issue that I discuss with my new council, usually during my interview, is that I do not have favorites in the workplace. I understand that my responsibility is to act in the best interest of the city, not for my own personal benefit or that of any one elected official, employee, or resident. Everyone in the city is treated the same through my ethical foundation. By following the city's established laws and policies, I have always been able to stay out of any ethical issues or compromising positions. I treat all employees in the same manner so there are no favorite departments or employees, and I treat all citizens equally so that no special favors are given to anyone person or group over another.

To keep requests by the council from slipping through the cracks, I keep an "Issues List" so that my staff and I can be sure to respond to requests in a timely manner. On most occasions, issues not needing research are answered as soon as possible. In addition, during budget season, I request an annual workshop to discuss council's priorities.

I clearly understand that while I am responsible for day to day operations, it is the mayor and city council who set policy for which the staff and myself should operate.

18.	<p>Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.</p>
<p>I have had great success in conflict management. I very much look for a compromise to any situation. While I never compromise my values, I will always look for a win-win outcome to bring an issue to a close. Resolving most issues quickly usually results in a tremendous savings of money and time.</p> <p>In addition, I am confident in my ability to lead a community as marketable, and event oriented as Clearwater due to my decades of experiences in creating and presenting hundreds of special events. My background will serve me well in making sure that the city continues with its events and activities, as well as add many new ones.</p>	
19.	<p>The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate’s qualifications and experience. Are you comfortable with this range? If not, please explain why.</p>
<p>Yes</p>	
20.	<p>Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.</p>
<p>Upon graduating from the University of Notre Dame during the economic turn-down of 2008, which eliminated jobs everywhere, I was hired to lead a Commission in South Carolina. Since I knew the reduced salary would be a financial strain, during my interview I admitted that I could not guarantee how long I would be there, but if they gave me the opportunity, I would do more than enough for them to agree that my hiring was a good decision. One year later, the Chairman of the Board, surrounded by the other board members at my going away party, repeated my story and acknowledged publicly that I changed the place for the better more than the Board could have imagined. My leaving South Carolina for Georgia was certainly a good career move, but it was for financial reasons that my time was short in South Carolina.</p>	
21.	<p>If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.</p>
<p>Since I do not personally utilize or post anything on any social media outlets other than my resume on LinkedIn, I don’t expect anything negative to appear.</p> <p>In full disclosure, I do have a personal website – MasterHypnotistDoc.com. Since 2002, I have been a trained, certified hypnotist, where I periodically perform humorous stage shows and work with individuals with fears, phobias, confidence issues, etc... While I keep it separate from the workplace, it does show I have a great sense of humor, while at the same time, a well-</p>	

developed compassion for individuals. Both attributes are useful traits in engaging employees and bringing out their best.

To indicate how I do not bring any hypnosis talk into the workplace, most of my employees and colleagues have no idea that I am a hypnotist. In addition, it should be noted that it is not a regular part-time job or anything that would ever interfere with my professional environment. In fact, the busier I have become in my career over the years, the less I am involved in hypnosis. Although I am rarely involved with it today, I am sure an Internet search will bring about the issue.

As a follow-up to my overall resume, below is the link to my interview when I first arrived in Michigan:

https://www.youtube.com/watch?v=Jg95iey_K0s

Due Diligence Questionnaire

Name	Dale Dougherty	Date Completed	07/26/2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No.	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No.	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No.	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No.	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
No.	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No.	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes.	



CANDIDATE 3 – CHARLES DUGGAN

Charles M. Duggan, Jr.

10732 Opal Avenue, Redlands, CA 92374 Phone 415-599-9153

cdugganauburn@me.com

July 14, 2021

Ms. Anne Lewis and Mr. Chuck Rohre
Baker Tilly Public Sector Executive Recruitment

Dear Ms. Lewis and Mr. Rohre:

I am excited about the opportunity to apply for the City Manager position with the City of Clearwater. Having spent my formative years on the beaches of Clearwater, the waters of the Intracoastal Waterway and as a graduate of Dunedin Senior High School, I am well acquainted with the city as well as the surrounding communities in Pinellas County. The Clearwater City Manager position would satisfy my great desire to work in a community that combines interesting work challenges with superior quality of life in a setting of remarkable beauty. As you can see from my resume, I will bring a varied and comprehensive background incorporating experience from every level of local government. I am an extremely self-motivated professional interested in participating in an organization dedicated to excellence with an emphasis on delivering exceptional customer service to citizens.

Throughout my career I have proven my ability to succeed in increasingly responsible and challenging positions. I have the ability to lead an organization effectively, work collectively to set realistic goals, communicate and collaborate with a wide variety of individuals, analyze complex information and to disseminate clear, focused, realistic recommendations. I place great emphasis on the timely, efficient, and cost effective delivery of high quality services to the public.

My educational experience combines graduate work in public administration with a strong business, financial and technology background bolstered by executive leadership training from both Harvard University and the University of Virginia.

During my tenure as City Manager with the City of Auburn, I began instituting High Performing Organizational concepts that led to public satisfaction with customer service increasing each year. I have built on that experience with time spent working for a major water utility and a premier city in Southern California. Additionally, I previously served on the Board of Directors of the Alliance for Innovation and for ICMA. Both organizations strive to foster a community of practice shaping the future of local governance.

I am positive that a personal interview will more fully display my qualifications, and my abilities, to join the City of Clearwater team working towards the community's continued success. Thank you for your time and I look forward to meeting with you and the City Council.

Sincerely yours,



Charles M. Duggan Jr.

Enclosure

Charles M. Duggan, Jr.

10732 Opal Avenue
Redlands, California 92374
415-599-9153
cdugganauburn@me.com

SUMMARY

Committed local public agency manager with an extensive history of collaborative, strategic leadership of a high performing management team in a well-educated, quality of life focused community. Extremely skilled at managing and communicating in a dynamic, fast-paced environment. Over thirty years' experience in local government (13 as a city manager) with strong emphasis in financial management, human resources, customer service, information technology, intergovernmental relations, parks and recreation, and planning. Highly effective in improving the quality of public services, staff productivity, efficiency, and morale while remaining fiscally focused and operating within existing budgetary restraints. Possesses exceptional ability: to quickly consume large amounts of new information; in assessing needs; forging strategic partnerships; consensus building; displaying emotional intelligence; utilizing strategic thinking; and implementing policy changes. Adept at employing innovative problem solving, team building, and project management techniques. Excellent writing, interpersonal, and presentation skills.

PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

COLLABORATIVE LEADERSHIP

Current Position: City Manager, Redlands, CA

- Supervise eight (8) department heads and advise daily on policy questions, operations, personnel issues, citizen requests and problem situations. Full service city providing police, fire, parks & recreation, water, sewer, garbage, airport, etc.
- Managing During a Pandemic
 - Led emergency management efforts in a dynamic environment where the situation changed on a regular basis.
 - Delivered a 2021 fiscally responsible budget that included significant budget cuts in all areas.
 - Conducted extensive public outreach for a 1% sales tax initiative that passed with a 58% majority.
 - Created a plan to conduct a Citizen Survey, develop a six-year Strategic Plan to include a six-year Capital Improvement Plan (CIP), and a prioritization schedule for the next city budget.
- Implemented a process to improve employee onboarding, career development, mid-career assessments, and end of career knowledge transfer.

Previous Position: Division Director for Marin Municipal Water District, CA

- Supervised five (5) department managers, in a division of 63 employees, and advised daily on policy questions, operations, personnel issues, customer requests and problem situations.
- Charged with aligning all internal service departments towards delivering exceptional customer services to all areas of the District, both internally and externally.
- Created Budget Committee to foster collaboration and included mid-managers as well as division managers.
- Developed and communicated responses to the public during 2017 & 2019 Proposition 218 initiatives and in doing so built a reputation for responsiveness, honesty, and competence.
- Worked closely with other District staff to reduce overdue employee evaluations from 32% to 9% districtwide. Only division director to have 100% of evaluations within the division completed in FY2018 and FY2019.

Previous Position: City Manager for 11 years, Auburn, Alabama

- Supervised 12 department heads and advised daily on policy questions, operations, personnel issues, citizen requests and problem situations. Full service city providing police, fire, parks & recreation, water, sewer, garbage, etc.
- Managed/operated human resources function for a staff of 850 employees (475 permanent full time with temporary and part time employees all totaling 617 Full Time Equivalent positions).
- Introduced higher performing organization concepts to management team.
- Created employee team to compose City's Core Value Statement.
- Oversaw team that led to the creation and adoption of City's Comprehensive Plan – winner of "Best Comprehensive Plan" 2012 Alabama Chapter of American Planning Association.
- Created steering committee to develop proposed Downtown Plan and redevelopment.
- Led adoption of Opelika Road Corridor Plan to revitalize strategic commercial corridor.
- Collaborated extensively with Chamber of Commerce on downtown event planning and commercial development policy improvements.
- Implemented development review team to foster interdepartmental cooperation, remove barriers and time delays, during engineering and zoning plan approval stage.

FINANCIAL PLANNING & MONITORING

Current Position: City Manager, Redlands, CA

- Developed the Fiscal Year 2020-21 budget through a three-tiered reduction process that ensured fairness while preserving community priorities in light of the challenging economic environment as a result of the COVID-19 Pandemic.
- Coordinated with the City's consultant and provided direction to staff to support necessary actions to promote the passage of Measure T, the City's 1% sales tax measure.
- Completed installation of six million dollar, Phase 1 wastewater treatment plant improvements on time and within budget.
- In process of creating a six-year, long range fiscal plan.

Previous Position: Division Director for Marin Municipal Water District, CA

- Played significant role in 2017 & 2019 Prop 218 effort of the District including managing 2017 Cost of Service Analysis (COSA), creating financial reports, handling a large portion of public questions, helping to create public presentations, delivering presentations, etc.
- Lead role in \$42 million bond financing for capital projects.
- Devised and delivered a series of informational financial presentations to the Board.
- Lead role on 2019 Cost of Service Analysis (COSA) and Budget preparations.
- Supervised and worked closely with Finance Manager to develop improved financial projections.

Previous Position: City Manager for 11 years, Auburn, Alabama

- Led presentations to rating agencies that resulted in three upgrades since 2006.
- Analyzed fund balance, debt plans, revenues and financial policies to keep budget in line with policy objectives of governing body and sound financial practices.
- Streamlined budget process to facilitate efficient creation, review, and adoption.
- Directed the creation of official, City Council adopted, financial policies.
- Created Solid Waste Enterprise Fund to better track expenditures and revenues.

- Distinguished Budget Presentation Award for four biennial budgets.
- Eight consecutive years receiving GFOA Certificate of Achievement for Excellence in Financial Reporting CAFR award.

RELATIONSHIP BUILDING & COMMUNICATION

Current Position: City Manager, Redlands, CA

- Attended eighty-nine (89) City Manager introduction meetings with members of the Redlands community. This included service clubs, local businesses, public officials, local event holders, public meet and greets at the Community Center, City Departments and City Boards/Commissions.
- Continuously and actively monitored ongoing developments relating to the COVID-19 pandemic, including executive orders, public health orders, and recommendations made at the county, state, and federal level for appropriate action at the City level while maintaining services to the community. Conducted weekly meetings with the executive team to discuss and coordinate further COVID-19 response in addition to holding Council Subcommittee meetings as needed for direction.
- Led efforts to create an interagency team from the city, local hospital, the University of Redlands and local businesses to offer vaccinations to the public. Over 30,000 vaccination doses administered.

Previous Position: Division Director for Marin Municipal Water District, CA

- Spearheaded efforts of internal departments to streamline decision-making and remove barriers to working interactively with all areas of the District.
- Merged Communications and Water Conservation departments to create a single entity focused on disseminating the message that water is a precious resource and to lead the District in community engagement efforts.
- Utilized feedback from District Directors in making improvements to financial reporting as well as the communications strategy of the District.

Previous Position: City Manager for 11 years, Auburn, Alabama

- Forged excellent working relationships with local school system, county officials, Auburn University Administration, State and Federal elected officials.
- Improved interagency cooperation leading to developed/furthered partnerships on significant projects:
Auburn University: new Airport terminal, Research Park, Doctor of Osteopathy School;
Lee County: Jail expansion, Solid Waste disposal bid/contract;
Auburn City School system funding; Chamber of Commerce downtown events.
- Instituted City Manager's Weekly News to update City Council on past week's events and upcoming activities and projects.
- Created monthly Public Works report to assist City Council's knowledge on project schedule and status.
- Citizen Survey satisfaction with city's effectiveness of communication with the public improved from 59% to 75%.
- Citizen Survey satisfaction with Image of the City raised from 78% to 90%.

PAST ECONOMIC DEVELOPMENT FOCUS – DISPLAYS ABILITY TO WORK COOPERATIVELY WITH A DIVERSE AUDIENCE

- Led economic development efforts that resulted in:
 - Job Creation = 3,790 with Capital Investment = \$812,089,292.
 - New Companies = 14 created \$348,876,753 in capital investment and 1,519 jobs.
 - Expansions = 52 resulted in \$463,212,539 in capital investment and 2,271 jobs.
- Sales tax growth: FY2014 receipts approximately 7% higher than FY2013.
- Travelled internationally to attend and lead economic recruitment and expansion meetings with CEO and upper level management of transnational companies (Germany, France, Korea, etc.).
- Oversaw construction of West Tech Park – a new 400+ acre technology park dedicated to industrial recruitment.
- Ensured completion of infrastructure and Phase I of the Auburn Research Park, a joint-initiative between the City of Auburn, Auburn University, and the State of Alabama.
- Created development review team/process to better support the needs of new and expanding commercial and industrial business and to remove impediments.
- Collaborated with Auburn Mall owners on completion of \$40M renovation and expansion.
- Implemented Commercial Development Incentive Program for sales tax sharing.
- Facilitated community forums to receive input on development/redevelopment.

EMPLOYMENT

2020 – Present	City Manager	City of Redlands, CA
2017 – 2020	Administrative Services Director/Treasurer	Marin Municipal Water District, CA
2006 – 2017	City Manager	City of Auburn, AL
2005 – 2006	Assistant City Manager	City of Auburn, AL
1998 – 2005	Information Technology: Deputy Director, Asst. Dir., Network Admin	City of Auburn, AL
1991 – 1998	Parks & Recreation: Director	City of Auburn, AL

EDUCATION

Master of Business Administration, Auburn University, Auburn, Alabama
Elective courses in Public Administration (MPA) and Information Technology

Bachelor of Science, Applied Physics, Auburn University, Auburn, Alabama
Elective courses in Electrical and Mechanical Engineering

Candidate Questionnaire

Name	Charles M. Duggan, Jr.	Primary Phone	415-599-9153
Email	cdugganauburn@me.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City Manager, City of Redlands, CA, January 2020 – present 2. Administrative Services Director/Treasurer, Marin Municipal Water District, CA, February 2017 – January 2020 3. City Manager, City of Auburn, AL, February 2006 – February 2017 4. Assistant City Manager, City of Auburn, AL, August 2005 – February 2006
Currently / Most Recently Reports to (by title):	City of Redlands, CA – City Council
Population Served (last 2 organizations):	City of Redlands 70,000 Marin Municipal Water District 195,000
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 8 2. 21 (includes OCM, HR, Purchasing and PIO) 3. 568 4. \$ 6,348,247 5. \$ 167,000,000 approximately
Highest level of education achieved (include degree and institution):	Master of Business Administration, Auburn University Concentrations: Information Systems and Public Administration
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	<ul style="list-style-type: none"> • Microsoft Certified Systems Engineer • 2017 Alabama City/County Management Association Sam Gaston Vocational Excellence Award (Manager of the Year for the state of Alabama)

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
<p>I am interested in this position because I am very familiar with the City of Clearwater having spent quite a bit of time there in my youth – I graduated from Dunedin Senior High. The city has a great reputation for being well run, as well as progressive, and I know Bill Horne through professional circles, which gives me some perspective on the current state of the city and how it has been managed. The city council is stable, the staff is solid and plans for the city are exciting. I was not looking to leave my current position when I saw this advertisement and I am not applying for jobs elsewhere. The short version is that the City of Clearwater is an incredible community and would be a great place to be the city manager. Additionally, a big factor is that I have family in the area, including my mother, so this position checks all of the boxes from professional to personal.</p>	
2.	What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?
<p>I presently serve as the city manager for the City of Redlands, CA, which is under the Council/Manager form of government and a full service city. My scope of responsibilities includes supervising all department directors and the work of their departments, including police and fire. I also serve as the link between the governing body and the administration/staff, as well as being the chief policy advisor for the city council. Effectively, I am the CEO of the organization. My local government experience is extensive and I have been active in the profession both nationally and internationally. I have over thirty years of experience ranging from parks and recreation, to IT and other internal services, to a large water utility, to economic development, to more than a decade of direct city management. I have served on the Board of Directors for both ICMA and the Alliance for Innovation. I feel that I would be well suited to handle the challenges associated with being the city manager of Clearwater.</p>	
3.	Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?
<p>a) While it is always important to match my approach with the situation, and to the personality/disposition of the person(s) with whom I am working, my first approach is to be inclusive, to forge a team atmosphere, and to value the input of all participants. In addition to emphasizing that everyone’s voice has a place and will be heard, I work to be genuine and honest in my interactions. Of course, there are times when being direct or demanding is necessary. Regardless of the situation, I am extremely calm at all times and believe that is one of my strengths. Finally, I always find that a good sense of humor is necessary and signals to staff that while our work is incredibly important we should never take ourselves too seriously.</p> <p>b) When it comes to projects, it is important to establish clear expectations about the quality of the finished product as well as the importance of the deadline. Of course, matching the right project manager to the task is the first step. Some projects are too big for an inexperienced employee. I typically then ask the manager to present a schedule which identifies the important steps and decision points. Next, I schedule regular meetings to receive updates and progress reports. It is never my inclination to be a micro manager so the employee gets an appropriate amount of freedom while I make sure that I stay informed. However, if things get off track I must quickly determine if coaching will work to fix the issue, if I need to assign a new manager, or if I need to take charge myself.</p> <p>When I say that I am an inclusive leader it makes me think of the following statement that I hope my employees could make about me:</p>	

“His capacity for hearing out another point of view is exceeded only by his willingness to change his own once he's heard you out.” I am results focused and I welcome anyone’s good idea.

4. How do you incorporate the values of diversity and inclusion into an organization you lead?

The first step is to establish the specific needs and desires of the organization. The approach could range from reinforcing a well-established history of Diversity, Equity, and Inclusion (DEI) memorialized in a statement of Core Values. Another approach is to create a DEI plan for the organization and include DEI in organizational goals. Additionally, a more extensive approach would be to join the Government Alliance on Race and Equity (GARE) that includes making a commitment to achieving racial equity, focusing on the power and influence of the organization, and working in partnership with others to leverage and expand opportunities. Finally, in all cases, the most important factor is to lead by example and to take every opportunity to reinforce throughout the organization that the polite, professional, equal treatment of all is mandatory. Local government should represent and look like the community it serves. We can achieve this through diversifying the staff, the city’s boards and commissions, and volunteer advisory groups.

5. Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?

Public outreach has evolved significantly in the electronic age. Whereas citizen surveys, newsletters, in person workshops, and a comprehensive website all still have their useful functions, cities must now be proficient in the areas of email marketing, social media, and text messaging. Ultimately, the aim is to communicate clearly, in an understandable way, and to mobilize citizens to support the vision and goals of the planned effort. I have found regular, scientifically administered, citizen surveys help to assess the views of those citizens we hear from the least and brings a more comprehensive picture than what we hear from the more vocal groups. I also emphasize with my communications professionals that we want two-way communication and not just a unilateral “spray and pray” approach. They are expected to be gatherers of information as much as they are deliverers. In the end, for big initiatives, few things work better than hitting the road and conducting workshops. When I began my tenure in my present position I attended over 80 “meet and greets” in about a two month period. There is no better way to listen and learn or to signal a desire to be part of the community.

6. Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.

The importance of sound financial management cannot be overstressed. For the taxes that they remit, citizens are entitled to high quality services, ranging from basic life/safety to elevating their quality of life, all delivered in the most cost efficient way possible. My approach is always to emphasize fiscal conservatism and long range planning. A budget is a city’s ultimate policy document containing the clearest statement of that organization’s priorities. It exists as an important tool in realizing the goals of a city’s Strategic Plan/Direction. In my current position, for next year’s budget, I have laid out a multi-stage plan to conduct a citizen survey this fall, create a six-year strategic plan by the end of the year, meet with department directors to establish recommendations on priorities and last, to finalize priorities with the city council.

Developing the 2020/2021 budget was one of my greatest challenges. The revenue projections predicted major shortfalls, a possible recession, and prolonged issues resulting from the pandemic. In

addition, the city had structural imbalances where costs, particularly pensions, were significantly rising with no offsetting increase in revenues. Reserves were a safety net but only as a short-term solution. In fact, when projecting farther out, the fiscal year 2021/2022 financial situation would be catastrophic. Knowing the importance of not depleting reserves, I conducted a series of budget cutting rounds with the department directors, three in all, leading to recommendations of significant cuts, laying off 42 positions while freezing another 40 vacancies. This plan affected all of the areas and services that we provide. We then set about to explain the cuts to the public and the reasons behind these actions. The communications mostly occurred through Zoom meetings with the Chamber of Commerce and service clubs such as Kiwanis and Rotary.

7. Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:

- a. Neighborhood and downtown revitalization / redevelopment**
- b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements**
- c. Strategic goal setting and citizen based strategic planning**

- a. In Auburn, we created a Neighborhood Upgrade program utilizing a multi-departmental approach to address infrastructure and beautification improvements in a concentrated timeframe addressing two neighborhoods each year. I also led a major revitalization effort downtown consisting of infrastructure replacement, raising the roadway intersection to curb level to create a town square, and wayfinding. The initiative required working closely with Auburn University, the Chamber of Commerce, and downtown proprietors, who all played a major role downtown.
- b. I completely revised the Auburn Capital Improvement Plan (CIP) to meet budget estimates and to incorporate previously deferred maintenance issues. Project funding arrived through the strategic use of reoccurring revenue, grants, debt, and state and federal funding. I have overseen major renovations at both cities in the areas of wastewater treatment, pipeline infrastructure, street paving, building maintenance and water meter replacements, etc.
- c. In Auburn, we utilized extensive citizen based strategic planning in creating our last Comprehensive Plan. At the Water District, I led the effort and coordinated all aspects of the most recently adopted strategic plan. Currently, in Redlands we are about to conduct a strategic planning program to be finished before January 1, 2021. I laid out the process in question 6 above.

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

The most on-target example I have is from utilizing a Citizen survey to provide benchmarking results. Annually in Auburn, we conducted a survey that compared our scores with those of 600+ other cities. We could see how our performance ratings compared to the same categories as those reported from the other cities. We then used that information to determine if we needed to devote additional resources to a particular area. Of course, we assigned importance factors for each score so that we could focus on the areas citizens deemed most important and where they most wished to see improvement.

In Redlands, Fire department response time is another example of where we asked citizens their thoughts about where to concentrate improvements. We have statistics, showing our response times, that we benchmark against our past practice, local agencies, and national standards. We are analyzing the reasons for our delays and setting goals to make improvements.

I often speak to staff about the importance of Direction, Support, and Feedback and how they are essential management duties. In the case of improving Fire response times, while the Direction to improve exists, we are cognizant that additional Support is needed in the way of dedicating additional resources to the task. This could include the need for new equipment, replacement equipment as well as new fire stations.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

I strive to be as self-aware as possible which requires regularly inquiring about blind spots or areas needing improvement. In addition to ending every meeting with a councilmember or employee with the question, "What can I do for you?" I regularly ask about what things they see that I can do to perform better as the city manager.

One common theme I heard was that my first approach to solving a problem is to begin assembling the hurdles to overcome to achieve success. For those who do not know me well, it sometimes appears that I am creating a list of reasons leading to why we should not move in that direction. I can see how this creates feelings that are off-putting or confusing and I've worked hard to signal early on in a project that the approach is actually positive and focused on charting a course to a "yes" by identifying and then surmounting the hurdles.

10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.

During my career I have conducted countless public meetings and made numerous public presentations on a wide ranging set of topics to include the budget, land use planning, pension reform, utility rate settings, etc. A prime example of a difficult issue was when I was assigned as the point person to present a water rate increase to the public in Marin County, CA, after only two months at the Water District. The agency had a long history of foregoing rate increases, including a period of no increases for nine consecutive years and no increase 17 out of 24 years. Not surprising, the District's finances were in shambles that included facing nearly depleted reserves and debt levels that had risen exponentially. Adding to this picture was a local watchdog group staunchly against new taxes and rate increases. The group had recently defeated several school tax initiatives, and won awards for doing so, thus they were very strong in their convictions. I quickly absorbed the material, created a presentation devoid of jargon and that was understandable by the layperson, and presented the facts. Afterwards, I was able to forge a working relationship with the group and built a reputation for honesty, transparency and responsiveness.

11. Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.

I stated earlier that Direction, Support, and Feedback are essential management duties. On the subject of feedback, employee performance evaluations are an essential tool (I am aware that there is a movement in some sectors of the HR world to replace the written yearly evaluation and I would need to understand better the replacement before joining that movement). Unfortunately, too many supervisors avoid this opportunity to give genuine feedback. They also miss the opportunity to start providing direction for the new year. In all of my leadership roles I have required that all evaluations must be

completed on time. At the Water District my division was the only one to complete all evaluations each fiscal year.

Likewise, with all of the HR departments that I have managed I have stressed the need for developing programs dedicated to comprehensive and robust onboarding, career development, mid-career guidance, and end of career knowledge transfer. Each stage of an employee’s career requires nurturing and developing and by doing so both retention and promotion opportunities are enhanced. Internal promotions are great if the right people are on staff and ready to assume the higher level duties. Thus, it is incumbent on us to prepare future employees and make sure they have the ability to compete for promotions. Having a large pool of well-developed employees from whom to select is the best succession planning achieved. In the past I have developed a well-constructed supervisor training program focused on developing the skills of future managers.

For me, the key ingredients to a great team include the ability to adopt a common set of goals and objectives. Just as important is the ability to build a safe environment where debate and deliberations are impassioned yet professional. Another essential aspect for successful teams is for its members to be subject matter experts to help steer decision making to the right options. Finally, a great team should embody a relentless drive for progress and productivity while stressing organizational success over personal achievement.

Briefly describe your experience (if any) leading and/or managing:

(experience in all areas is not a requirement)

12. **a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,**
b. Bond rating and/or a rating process review,
c. Management of municipal utilities including water, sanitary sewer, natural gas, etc.
d. Public library operations,
e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,
f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,
g. Marine and aviation services,
h. Affordable housing, homelessness and/or housing related issues, including policies,
i. Neighborhood revitalization programs, policies, and initiatives,
j. Commercial development and redevelopment.

a. The Auburn University Regional Airport needed of a new airport operations building. The effort required working with the university, the adjacent city, and the county to procure funding and approve design.

b. I have extensive knowledge conducting bond rating presentations. At Auburn I led three successful bond rating upgrades during the Great Recession. I also led rating reviews at the Water District.

c. I have extensive knowledge of water and sewer utilities to include major plant renovations, CIP development, debt issuance, rate setting, etc.

d. I have supervised library staff/functions at both cities and supported/valued the resources that they provide to the community.

e. I have conducted many briefings on all of these subjects. I am very comfortable speaking to the public. Being prepared with subject matter knowledge combined with being open and transparent establishes trust and understanding.

f. I have worked closely with numerous groups from university students, to Rotarians and other civic/service groups, to having an important partnership with the Chamber of Commerce. Each group brings talents and resources that create a beneficial symbiotic relationship with the city.

g. I have managed two cities with local airports. Auburn's is owned by the university but the city had a role on the advisory board. In Redlands we own the airport. I have no marine supervisory experience but I do have my American Sailing Association certificates to show that I am very familiar with boats and can relate to marina patrons.

h. Currently, we are in the middle of a homelessness crisis in CA so I have experience in working towards addressing homelessness and affordable housing.

i. In Auburn, one program primarily utilized CDBG funds to improve low to moderate-income neighborhoods. We also bought land and developed small subdivisions that we offered for sale to low income families.

j. We had an extensive commercial development program in Auburn that was very active and successful in recruitment and retention of businesses.

13. Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.

Having previously worked in the IT field I feel that I am well suited to encourage, evaluate, and implement new technologies. While in Auburn in the early 2000's we were among the first to install an IP telephony solution unifying voice, email, and voice messaging. In Auburn and here in Redlands, we are moving to Automated Meter Reading and Infrastructure (AMR/AMI) to allow customers greater access to their accounts enabling them to manage their usage better and detect leaks sooner. Recently, our Police department has added Zoom capabilities to report non-emergency crimes making it easier for citizens to schedule and meet with an officer electronically.

14. Describe your experience and level of familiarity with developing strategies to address "climate change" and assessing the impacts on a local government organization and the community it serves.

Climate change strategies extend from preparing your infrastructure to handle the coming changes to regional approaches to slow the impact climate change has on the local environment. In Marin I participated in efforts to identify infrastructure susceptible to climate related damage or failure. On the city front, I have been involved with Comprehensive/General plan efforts to adjust zoning to encourage lower levels of sprawl development and to encourage multi-modal transportation.

15. What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?

All managers have to focus on direction, support, and feedback. Each manager should work closely with their direct reports to clarify direction, ensure that the support exists for the assigned tasks, and to give and receive feedback.

I am clear in the expectations that I set with department directors. In most cases, we mutually agreed on the timeframe and deadlines so the director is well aware of the promises they are making and have to keep. We achieve accountability through frequent communication, regular updating, all while documenting success and failure in evaluations. I expect department directors to use the same approach within their departments and with their staff.

16. Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?

In Auburn we had a comprehensive economic development approach and an experienced team that recruited industrial and commercial development both nationally and internationally. I have met with business owners/CEOs in Germany, South Korea, France and other nations in pursuit of locating a company in our city. We developed and nurtured a relationship with the State Department of Commerce. We sourced leads at the International Council of Shopping Centers (ICSC) RECon event each year in Las Vegas. We created our own workforce development programs and incubator programs. We worked closely with Auburn University to leverage the College of Engineering and other research capabilities/opportunities.

The incentives we used ranged from help given to companies in navigating the city departments and assistance with zoning/development approval, to sales tax sharing incentive programs, to developing technology park infrastructure covering hundreds of acres and providing the land as an incentive to locate. Each incentive we used required a cost benefit analysis, and an assessment on how the incentive helped reach the goals of the program in the areas of job creation and sales tax generation.

17. What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?

A colleague and good friend of mine wrote in *Making It Work: The Essentials of Council-Manager Relations* that “Establishing, nurturing, and maintaining good relations with their elected officials is one of the key components of every city and county manager’s job.” Likewise, the ICMA code of ethics states in Tenet 7 that “Members should maintain a reputation for serving equally and impartially all members of the governing body...”

Throughout my career I have strived to treat all members of the governing body equally and that begins with ensuring that all members have access to the same information at the same time. At both Auburn and Redlands I have established the City Manager’s Weekly News which is a weekly, electronic newsletter that includes information about recent accomplishments, memos on upcoming initiatives, and news about upcoming events. If desired, individual councilmembers and the manager can have regular one-on-one meetings. Ultimately, the manager has to be available, approachable, and genuinely interested in helping each councilmember achieve their goals while being mindful that decision-making responsibility lies with the full body.

18. Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.

Several years ago, I attend a leadership program at Harvard University. During that program we were asked to compose our career goal statement and I wrote this: “I want to run a city that gives my employees the opportunity to achieve personal and professional success and helps my city become a worldwide leader.” Add to that another statement I am fond of making: “my only job is to make the city council look like geniuses for hiring me.” My focus is helping others to be successful and my experience tells me that when that happens I succeed too.

I believe that I can achieve my goals, and those of the city council, with the City of Clearwater. The city has everything needed to become, or stay, a worldwide leader in the delivery of local government services. The combination of its natural beauty, its history of delivering high quality services at a reasonable cost and, especially, with the redevelopment program now underway with the Imagine Clearwater Master Plan the city is well situated to be a model for others to envy and emulate.

19.	The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate’s qualifications and experience. Are you comfortable with this range? If not, please explain why.
Yes	
20.	Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.
None except for the current position I hold and that I would not leave other than for the City of Clearwater city manager job.	
21.	If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.
There is nothing to divulge. Serving as a city manager involves much public scrutiny that often extends beyond the professional to the personal. I have consistently and habitually conducted myself as a professional and there is nothing as a professional, or in my personal life, that could be construed as negative. It is important to conduct oneself in a way that is devoid of controversy. I am not aware of anything that could exist and a search will not uncover anything along these lines.	

Due Diligence Questionnaire

Name	Charles M. Duggan, Jr.	Date Completed	July 23, 2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
I currently have a very good position and enjoy the city, my co-workers, and the City Council so I have not been looking for a new position. If it were not the Clearwater city manager position I would not be applying. The reasons causing me to apply for this job stem from the fact that I grew up in the area and would like to return, that Clearwater is an incredible city with a history of being well run and progressive, and that I have family in the area.	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
There is nothing in my background or history about which anyone would be concerned or would/could impair my ability to perform this job.	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Absolutely.	



CANDIDATE 4 – A. JEROME FLETCHER

Alfred Jerome Fletcher II, MPA

ajeromefletcher2@gmail.com • (703) 201-2413
[LinkedIn](#) • Woodbridge, Virginia

ICMA CREDENTIALLED MANAGER (CANDIDATE)

July 16, 2021

Bakertilly
8219 Leesburg Pike
Tysons, Virginia 22182

Greetings Ms. Lewis:

It is with great excitement and interest that with more than 10+ years of senior level progressively responsible management experience I submit my resume for City Manager of Clearwater, Florida. My success leading fast-paced municipal administrative operations is rooted in my ability to cultivate relationships with elected officials while guiding department heads to realize the future vision of the elected body. I am able to execute budgetary/financial oversight, and to lead talented teams through complex municipal problem solving resulting in the improvement in the quality of life while serving your diverse and inclusive community.

As the new city manager, I would hit the ground running to engage the Scientology organization and build authentic relationships to advance development of your downtown waterfront projects, similar to the ones I was involved with in Alexandria, Virginia. The ability to confidently negotiate and find the win-win scenarios with developers to protect the interests of the city and commissioners will be my goal. My economic development experience will be critical as we revitalize downtown into a thriving and walkable area full of businesses that will increase the city's economy and revenues.

I currently serve as Assistant Chief Administrative Officer for Montgomery County, the largest county in the state of Maryland, with a population of more than one million people located in the Washington DC Metropolitan Region. Montgomery County is one of the most diverse counties in the country, 40% of the residents speak a language other than English, 47% of our businesses are woman-owned, and 45% of our businesses are minority-owned. In order to meet our residents where they are, I opened three business resource centers as well as implemented a 10% local preference for businesses located within the County for our procurements.

I have an extensive amount of budget experience, including my current portfolio of more than \$440M and exceeding 1,300 employees in my portfolio of Economic Development, Transportation, Housing & Community Affairs, and Workforce Development. My total experience includes managing all phases of the overall budget process, solving budget deficits without raising taxes, monitoring and evaluating budget performance, utilizing public finance and economic growth techniques, directing capital budgeting including cost benefit and cost effectiveness analysis, and leveraging debt management to maintain AAA bond ratings.

A few of my more recent accomplishments during my recent tenure in Montgomery County:

- **Clearly defined strategic roadmaps that successfully achieved goals and objectives for new initiatives, while engaging elected officials, the community, and other stakeholders.** Accomplishments include: Created Economic Recovery & Revitalization Groups, Town Halls & Podcasts. Administered Listening sessions throughout the community to identify and remove barriers of doing business in Montgomery County. Facilitated annual retreats with elected officials to set goals and improve government accountability.
- **Visionary leadership to reboot & restructure the economic development ecosystem including recovering from the global pandemic (Pandemic Response, Recovery, & Resilience)** Accomplishments include: Revised Comprehensive Economic Strategy outlining goals, measurable outcomes and included an action plan. Created workforce development strategic plan to reduce the employment rate to near pre-pandemic levels (2.9%). Created change via improved customer service initiative, regulatory reform, and leverage public-private partnerships to use assets to lead the Washington-DC Metro Region.
- **Worked with elected officials to achieve sustainable results.** Accomplishments include: Implemented action plan resulting from 4Business Listening Countywide Tours, administered more than \$70M to more than 6,000 small businesses, non-profit companies, restaurants, retail businesses, and hospitality establishments to offset the enormous effect of the economy due to the global pandemic.
- **Built and led talented teams of professionals while planning for the future with mentorship and succession planning programs.** Accomplishments include: Hired Economic Development Corporation CEO & President, hired Workforce Development Organization CEO & President, successfully hired various departments head ensuring to focus on emotional intelligence factors, implemented succession planning action plans in multiple jurisdictions, and I continue to encourage our future leaders by conducting regular mentorship meetings.

I am very proud of my measurable accomplishments including in the past two years helping to diversify and expand the commercial tax base by creating 1,500+ new jobs, retention of 800+ jobs, and leasing of more than 45,000 sq. ft. in new commercial space. But my greatest strength is my emotional intelligence. These skills allow me the ability to partner with anyone, lead anyone, listen and learn from everyone, and complete tough tasks with those with opposing views while making difficult decisions and taking full responsibility for those who follow my leadership.

These are very turbulent times for local government in our country for many reasons. On day one, I can bring the many intangibles of a quality leader; a strong work ethic, a moral compass to do the right thing at all times, the desire to display empathy to those who deserve our help as public servants, and the professionalism to accomplish the goals of the elected officials and the community. I am also a life-long learner, including an ICMA member who has recently achieved ICMA Credentialed Manager (candidate) status reinforcing my dedication to public service leadership, learning, and unwavering ethics.

I look forward to speaking with you and learning more about the City Manager role and how my experience in leadership, economic development, community development and transportation align with the Commission's priorities.

Until then, thank you for your time and consideration for the opportunity to work for the elected officials, city staff and citizens of the tremendous City of Clearwater community!

Sincerely,

Alfred Jerome Fletcher II, MPA
ICMA Credentialed Manager (candidate)

Alfred Jerome Fletcher II, MPA

ajeromefletcher2@gmail.com • (703) 201-2413
[LinkedIn](#) • Woodbridge, Virginia

ICMA CREDENTIALLED MANAGER (candidate)

Chief Administrative Officer/City Manager

20+ years' success leading fast-paced local/federal government administrative operations and building top-performing teams.

Dynamic, versatile, hands-on executive leader with a wealth of knowledge and experience in strategic operations planning, project management, and stakeholder engagement. Cultivate and grow relationships with elected officials, often supervising high ranking leaders. Serve as the organization's designated spokesperson to the media, businesses, community organizations, government officials, and other stakeholders. Champion organizational development initiatives that shift culture and promote high performance throughout all teams. Deploy structured problem-solving approaches for emerging issues. Maintain engagement throughout stressful situations and environments. Build and lead teams of top talent through interactive training and mentorship programs.

Areas of Expertise

- Economic Development
- Workforce Development
- Affordable Housing & Transportation
- Performance Management
- Program Management
- Local Government & Public Policy
- Transparent Communication
- Compelling Presentations
- Training & Mentorship
- Policy Analysis
- Problem-Solving
- Public Administration
- Budget & Financial Controls
- Motivational Team Leadership
- Zoning & Land Use Planning

Career Experience

Montgomery County Government - Montgomery County, Maryland

March 2019 - Present

Assistant Chief Administrative Officer (CAAO)

Strategically leads daily operations and important decision-making processes as a member of the County Executive's leadership team, which created and managed a budget and programs of \$5B+ annually. Currently responsible for the day-to-day management decision making as a member of the County Executive's leadership team for the most populous county in the state of Maryland home to over one million residents. A well-rounded strategic thinker, I am responsible for the oversight of economic development, tourism, affordable housing, planning, community development, and workforce development. Monitors performance of departments, staff functions, and activities.

Since Montgomery County is a major partner in the DC regional area and I am currently building coalitions with regional partners such as Prince George's County, the District of Columbia, Arlington, and Fairfax County on projects for mutual success, including a major transportation system transit upgrade (The Purple Line) which requires strategy to prepare businesses, housing, community development, and our workforce for the life changing implementation of this new infrastructure.

Currently partnering with Montgomery County Public Schools Senior Leadership to explore adding an entrepreneurship career pathway in high school curriculum, "Entrepreneurship in Education".

Developed authentic relationship with local stakeholders including elected officials (County Council), multiple chambers of commerce, and various business organizations. Currently performing outcome budgeting to link performance measures and priority outcomes to ensure the best value for taxpayer dollars and using data for optimal decision-making.

Frequently represents the County Executive and Chief Administrative Officer in regional and intergovernmental organizations, negotiations and projects. Current Chairman of the Innovation Fund Committee, recognizing that change and creative thinking is critical to keeping government current.

- Formulated a Public Health Emergency Grant (PHEG) that awarded \$21M to 2k+ small businesses, restaurants, retail stores, and non-profit organizations in response to the COVID-19 crisis.
- Re-opened and distributed \$5M in funds to 5k+ businesses out of the Montgomery Grant Program. Streamlined the application and distribution process.
- Provided the highest level of financing in the Housing Initiative Fund's 30-year history. Preserved and sustained operations for 22 multi-family properties that contained 3,254 apartment units and 1,982 affordable housing units.

District of Columbia Government Department of Small & Local Business Development (DSLBD) and Department of General Services (DGS)- Washington, D.C. 2017 - 2019

Senior Deputy Director (DSLBD)/Chief of Staff (DGS)

Served as the Director's Senior Deputy responsible for the day-to-day management and growth of critical programs and partnerships designed to include and enhance small businesses of the District of Columbia. DSLBD has a major impact on the District by supporting the tax base through business taxes and recognizing local businesses through the Certified Business Enterprise (CBE) program. The agency awards more than \$15M in grants and loans each year to groups and vendors who reinvest funds in the community. DSLBD is charged with monitoring, tracking, reporting and enforcing the Certified Business Enterprise contracting activities of the District agencies and government corporations. Compliance with the laws and regulations ensure small businesses have a fair shot in procurement opportunities with the government is vital to small business success. The agency's Neighborhood Revitalization Team is a nationally recognized program to help retail corridors and strengthen neighborhoods and increase the quality of life of District residents. Awarding grants to small and local businesses helps owners improve their storefronts and expand hours to serve the community. Managed and coordinated daily operations of the agency including all program areas of Compliance, Certification, Communications, Commercial Revitalization, and Business Opportunities

- Awarded \$15M in grants and loans every year to groups and vendors who re-invested funds in the local community. Encouraged growth from local businesses.
- Achieved and maintained an 85% rate of agency compliance for small business goals. Elevated performance by 10% over the previous year.
- Guided the D.C. Procurement Technical Assistance Center (DCPTAC) that executed 52 workshops with over 2.2k attendees. Successfully distributed contracts that exceeded \$13M in value.

Chief of Staff/Department of General Services

Served as the leader responsible for the overall health of one of the District of Columbia's largest and most impactful agencies. Exercised executive management and coordination over all areas including 700+ full time employees, balanced a budget of \$800M+, and was responsible for capital construction, real estate management, facilities maintenance and protection, as well as elevating the quality of life for District residents by timely delivery project for the school system including school constructions and modernizations. Executed contracting needs including rehabilitation of existing properties and construction of new facilities, ensuring the timely and cost-effective delivery of superior quality engineering and design and major facility construction. Manages and secures over three million square feet of space for eighty-four agencies throughout all eight wards of the District. Executed real property acquisitions by purchase or lease, implementation of strategic real estate plan, and disposal of property through sale, lease or other authorized method. Exercised management and coordination of Communications and Community Relations, Government Affairs, Performance Management, Risk Management (including serving as Emergency Management Director), Certified Business Enterprise (small business) Inclusion, and Strategic Planning. Prepared performance evaluations for directors and other staff.

- Opened a new performance arts center, Duke Ellington School of the Arts, project total of \$185M and more than 250,000 of square feet including a new auditorium
- Established the CBE Inclusion Office allowing small businesses access to more than \$450M in contracting opportunities and set opportunities for \$15M and below to target small businesses first
- Established the quarterly CBE roundtable to actively engage the community for transparent increased communications

- Developed the first every agency strategic plan aligning resources with goals and objectives while improving the culture and morale for all staff
- Contributed to the District being named the First LEED Platinum City by the US Green Building Council
- Established the DGS Performance Management Office
- Created and led the Interagency Artificial Turf Working group formed to establish policy and practices for safe playing surfaces for all the residents of the District

General Services Administration (GSA) - Washington, D.C.

2014 - 2017

Associate Administrator

Championed a nationwide program for small business entrepreneurs, encouraging growth through assistance and innovative programs. Held a Top Secret Security Clearance for classified information.

- Established the small business and subcontracting socioeconomic goals for FY 2015 and 2016. Achieved a small business result of 44%, 12% higher than the target of 32%.
- Developed and executed a nationwide workforce training titled “Small Business First.” Prioritized small business training based on the procurement lifecycle.
- Utilized social media and appeared on the “Government Matters” TV show. Increased small business hosted events by a total of 45%.

City of Alexandria - Alexandria, Virginia

2012 - 2014

Special Assistant to the City Manager/Manager of the Office of Civic & Community Engagement

Influenced and ensured the on-time delivery of large scale projects as a member of the City’s senior leadership team. Provided support and strategic decision-making for all aspects of operations.

- Engaged staff through training, executed important projects, and encouraged online performance through the newly created Office of Civic and Community Engagement. Improved the engagement of key stakeholders.
- Selected, implemented, and continuously improved the City’s response to complex requests and emerging issues. Deployed a structured problem-solving approach that drove down the average response time.
- Monitored the performance of customer service through dedicated analysis and reporting. Boosted satisfaction with City services across all departments.

City of Greensboro - Greensboro, North Carolina

1998 - 2012

Assistant to the City Manager/Assistant to the Finance Director/Business Office Manager

Functioned in three different roles throughout tenure, all focused on assisting operational excellence for the finance and general operations areas. Acted as a key member and leader of the City of Greensboro’s administrative operations.

- Orchestrated hundreds of requests for information that were aligned with the open records law. Improved accessibility with efficient usage of an electronic tracking software system.
- Actively participated as a Job Evaluation Team Member for the City’s compensation study. Clearly defined the structure and compensation requirements for each department. Improved the equality of pay across departments.
- Assembled reports for outstanding debt and debt service analysis. Facilitated compelling presentations to bond rating agencies for decision-making purposes.
- Accurately forecasted and presented the budget proposal to the City’s leadership team. Reduced and virtually eliminated unnecessary spending.
- Managed the City’s \$25M annual budget. Exercised caution and removed wasteful spending throughout all aspects of operations. Successfully lowered the budget by 15% annually.
- Leveraged a prior investment into a third-party ticketing and concession vendor base/system. Executed capital improvement projects valued at \$10M+.

Education

Master of Public Administration (MPA)

University of Phoenix – Remote/Online

Bachelor of Science - Accounting

North Carolina A&T State University – Greensboro, North Carolina

Active Boards & Commissions

Montgomery County Economic Development Corporation
Workforce Development Board (WorkSource Montgomery)
Montgomery County Revenue Authority

Certifications & Professional Training

Presidential Leadership Workshop Graduate
International City/County Management Association (ICMA), Leadership ICMA, Graduate
National Development Council, Housing Development Finance Professional Certification
North Carolina Certified Licensed Government Finance Officer

Prior Affiliations

Chairman of the Federal Office of Small & Disadvantaged Business Utilization Directors Interagency Council
Member of the GSA Executive Resources Board (ERB)
National Forum of Black Public Administrators (NFBPA), Vice President of Triad Chapter

Candidate Questionnaire

Name	A. Jerome Fletcher II	Primary Phone	703-201-2413
Email	ajeromefletcher2@gmail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. Assistant Chief Administrative Officer, Montgomery County MD Government. March 2019-Present 2. Senior Deputy Director, Department of Small & Local Business Development & Chief of Staff, Department of General Services, District of Columbia Government. April 2017-March 2019 3. Associate Administrator, Office of Small Business Utilization, General Services Administration. October 2014-January 2017 4. Special Assistant to the City Manager, Alexandria, VA. September 2012-October 2014
Currently / Most Recently Reports to (by title):	CEO Economic Development Corporation CEO WorkSource Montgomery Director of Transportation Director of Housing and Community Affairs Business Advancement Team Manager Small Business Navigator Business Liaisons (2) Special Projects Manager Director of Permitting Services Master Plan Coordinator
Population Served (last 2 organizations):	1.1 million residents (Montgomery County) 700,000 residents (Washington, D.C.)
Employees Supervised & Budget	<ol style="list-style-type: none"> 1. 11 2. 1,300+ 3. 13,000+ 4. \$440M 5. \$6B+
Highest level of education achieved (include degree and institution):	Masters in Public Administration (MPA) University of Phoenix
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	ICMA Credentialed Manager (candidate)

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	<p>Please tell us why you are interested in this position and why you are considering a career move at this time?</p>
<p>In order to be an effective city manager you must share the same value system as the elected officials and the community. I am happy to see that our value systems are in alignment. Clearwater is a great city to live, work, and play that offers a high quality of life for its residents. It also has a great reputation worldwide and has enjoyed stable leadership in the city manager role for many years. This coveted city manager role does not become available often. This history of consistent municipal leadership is rare and also speaks to the ability of the elected officials to work well with city staff and grow the city together.</p> <p>I have been a lifelong public servant for more than twenty years and I am growing professionally from an assistant chief administrative officer role to a chief administrative officer role. I am looking for long term stability in a local government that will allow my leadership skills to be utilized over many years. Clearwater has demonstrated they will invest in their future and allow a city manager to perform the job correctly for many years and I envision myself having a similar tenure as the celebrated outgoing city manager.</p> <p>I also have a track record of promoting and celebrating economic and social diversity to reflect equality for the diverse residents of various communities. As public servants we have an obligation to be inclusive and provide access to resources and opportunities for minorities, women, veterans, and others disadvantaged groups.</p> <p>My technical skills and economic development experience will grow the economy in Clearwater by partnering with the business community, non-profits, and other stakeholders to improve the city's downtown environment. This is a critical time for the city to continue to recover from the pandemic and the ability to advance the goals and outcomes of the city's strategic plan.</p>	
2.	<p>What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?</p>
<p>As the current Assistant Chief Administrative Officer of Montgomery County Maryland I strategically lead daily operations and important decision-making processes as a member of the County Executive's leadership team. Our current budget was created and managed to include programs of \$6B+ annually which are designed to advance the priorities of the county. I am currently responsible for the day-to-day management decisions and oversight of economic development, tourism, affordable housing, planning, community development, and workforce development. I monitor the budget and human resource performance of my departments, their staff functions, and programs.</p>	

The current structure of Montgomery County MD is Council-Executive form of government. The majority of my experience, over 14 years, has been in Council-Manager form of government. This form of government has prepared me to for Clearwater by working in the highest level of city management under extremely successful leaders. I have worked in three different city manager/county executive offices. I am very effective in the government environment of executing directions provided by an elected body.

Understanding how to lead city staff to accomplish the goals of Council has allowed me to achieve success. I am able to lead all level of employees, develop future leaders, and create an environment that inspires innovation and creativity. I believe in being fiscally responsible with all tax payers funds and thinking outside of the box for solutions instead of raising taxes. My professionalism and personality reflect an image of trust and respect that will raise the brand of the city. As an active member of ICMA I will be an ambassador for Clearwater as a strong government leader to a nationwide audience. Overall, I am prepared on technical and interpersonal levels to take Clearwater to the next level.

3.	Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?
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I like to use a collaborative management style. I meet with my elected body and discuss the vision of their desired outcomes. I work with department heads and outline the outcomes/results we want to achieve. The subject matters experts of government must be empowered and allowed to use their experiences to guide my decision-making, lead their teams, and achieve results. As a leader I must be decisive, pivot when necessary and always take accountability for the outcome of the decision-making process. I own my mistakes and those of my team.

As an important facilitator, it is my job to remove barriers for the more experienced staff on projects. The junior staff may need me to provide more coaching and mentoring. Developing employees is very important. Everyone is not at the same experience point and I always make sure everyone has what they need to succeed. Creating a culture that invites creativity and innovation is how local governments can stay current with leveraging technology, while keeping employees engaged with new challenges.

Projects are managed by first understanding the desired outcome and working with the correct subject matter expert to analyze the details. There must be a financial analysis to ensure proper use and availability of funds. Once the path and approach are determined, I monitor and hold staff accountable for time milestones until completion. I will also provide regular updates (written or electronic) for full transparency during the project.

I get things done by communicating effectively via clear instructions, removing barriers for my team, getting regular updates, and holding staff accountable. My decisions are based on listening to the subject matter experts, weighing the pros and cons of various options, and considering short/long term impacts of my choices.

4.	How do you incorporate the values of diversity and inclusion into an organization you lead?
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I incorporate values of diversity and inclusion in several ways. My hiring practices ensure that we include qualified candidates that represent the various demographics of the community. Diversity

should be included at all levels, including the City Manager’s Office and high profile department heads. It is important for the community to see a reflection in their government leadership representation that mirrors the composition of the community.

The Chief Equity Officer for the city should be a GARE (Government Alliance on Race and Equity) member and deploy the various toolbox strategies for racial equity and advance opportunities for everyone. This training will be required for all employees and I will work with the elected officials to create a plan to include the community as well.

I am an advocate for creating equity procurement policies, which are supported by a disparity study, which provide procurement preferences for small, minority, women, and veteran-owned businesses. The spending habits of the city should reflect the same equity values of the leadership and community.

Our minority business partners must have a seat at the table. This means partnering with our Hispanic, African American, Asian American and other chambers of commerce to learn and remove their barriers to doing business with the city. We must have a strong outreach team and plan to engage them leveraging technology with more convenient virtual meetings and also in person.

5.	Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?
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I believe you need to meet the community “where they are”. Which means, sure we will use press releases and surveys, but there are many more tools in the toolbox. It is an absolute must to put easy to find information online. The public should not have to dig and find it. We need a user friendly webpage with minimal clicks to get to the desired information. Social media is a powerful tool as well. Using Twitter, Facebook, and LinkedIn are ways to promote awareness of the city’s information real-time sharing opportunities. Electronic dashboards online are useful for transparency of projects, status of outcomes and priorities, and timeline milestones. Participatory budgeting can also be done online annually. Regularly scheduled podcasts with various important stakeholder guests allow specific information topics to be shared allowing the public to watch at their convivence.

Every interaction can’t be done electronically. Being a city manager means you are in the business of improving the quality of life for all people. This means you must visit, engage, listen, and speak to people in-person. Town halls for questions and answer opportunities with the city manager and other city government leadership are important. These question and answer sessions are extremely valuable to earning the respect of the community. Listening sessions or city-wide tours designed around specific projects are a very good way to outline a specific problem and allow the community to engage with government and each other for different perspectives and solutions. Door to door foot traffic in areas that are makes sense should be considered as well.

6.	Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.
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My experience in local government management is extensive. I have been responsible for budget development/monitoring from my own portfolio departments/areas from \$25M to \$440M. My approach is to ensure the budget matches the priorities and values of the organization. You must put your money where your mouth is, otherwise your words will ring empty to your community and stakeholders. The guidance that is received from my elected officials determines the “what” we are trying to accomplish.

My skills and my team will determine the “how” by ensuring we maintain our proper funding levels to provide the appropriate services and maintain our excellent bond rating.

Briefly, every year brings a new set of challenges of balancing the need to expand services with shrinking revenues. Most recently in Montgomery County, we addressed a \$44M revenue shortage by adopting an outcome based budgeting strategy. This allowed us to set seven priority outcomes and look at each and every program dollar we had to ensure that we not spending funding in “legacy” areas. It led to the creation of a grants office to provide better customer service to our community stakeholders and increased transparency to organizations which receive our \$13M annual grant allocation. This ability to make data driven decisions in a transparent format is something the taxpayers deserve. Changing our process and procedures for a long term improvement allowed us to more accurately provide services and programs that are in alignment with our vision and values. All process and procedures need to be re-evaluated. You will always have consistent challenges if you “nibble around the edges”. Create an outcome based process, create an innovation team to ensure you stay current, and provide transparent processes so others see your progress along the way.

7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <ul style="list-style-type: none"> a. Neighborhood and downtown revitalization / redevelopment b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements c. Strategic goal setting and citizen based strategic planning
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	<ul style="list-style-type: none"> a. I have worked with developers, community groups, and businesses to improve neighborhoods and downtowns in Greensboro for the planning stages of a downtown performing arts center, a waterfront redevelopment in Alexandria, business incubator creation in DC, and a shopping center redevelopment in Montgomery County. Successfully improved multiple communities. b. Capital Improvement Projects are an annual decision making process. This includes deciding our bond/debt capacity to execute infrastructure improvements across many areas. As our country’s aging infrastructure increases, we must not delay much need areas of attention. We need to perform studies on our buildings and make improvements. I have worked with Finance Directors their teams to evaluate creative solutions that expand our financial capacity. Successfully balanced multi-year Capital Improvement Plans. c. My strategic goal setting has been a partnership with the elected body and the residents. I have conducted town halls and surveys to identify areas of concern and priority. Multiple opportunities for in person feedback have ensured the government is moving in the direction of the majority of the public’s desires.
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8.	<p>Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.</p>
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I always use performance measurement and benchmarking services. The budget (including forecasts and trend analysis) is the best example because annually you should be tracking the progress of your funding towards your outcome. A public facing dashboard is helpful as well to help display performance execution of the strategic plan. There should be a dedicated data and performance team by creating a Chief Performance Officer role/office. This staff analyzes each and every department’s pre-determined metrics of success on a frequent basis. This process is directly tied to the performance plans of our leadership and all staff for accountability.

9.	<p>Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?</p>
<p>As a lifelong learner, I am always open to constructive criticism from all angles. During a 360 degree evaluation (including supervisor, peers, and subordinates) I was told that I can be impatient. In a fast paced environment, I tend to want everything to be priority #1, which is unrealistic. I have learned to give instructions that help level-set expectations of time and completion at the very beginning of the discussion. I also make sure I inquire about staffing capacity levels to ensure my team has the right resources to be successful.</p>	
10.	<p>Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.</p>
<p>I have made many public presentations to audiences of all sizes (from several dozen to several hundred) including: keynote speaker at conferences, presenting to multiple elected bodies of elected officials, chambers of commerce, budget presentations and workshops. I am very comfortable speaking to large audiences and I believe it is a very important skill as city manager.</p> <p>Recently I gave a presentation to a life sciences activist group. During our budget, we removed funding after communicating that the contract was no longer serving value of supporting the Federal Drug Administration to partner with Montgomery County. The contract had been in place for twenty years. We communicated, well in advance, the upcoming ending of the contract but didn't receive feedback until the contract was set to expire. I decided we needed a public meeting (in person) so I could outline the history of the contract, its early accomplishments and its current state. I made the presentation under duress due to the group feeling a lack of appreciation for what had been accomplished many years prior. This was a legacy contract but it's hard for others to recognize it when you have "always done it that way". I solved the issue by recommending a new admirative model for the group to conduct themselves which included using a volunteer staffing model like other similar groups. Their current staffing costs were high and their processes were not efficient. The meeting was uncomfortable in the beginning but once they recognized I was trying to help them continue their mission and improve their model, the situation drastically improved. Communication and patience helped us resolve the issue.</p>	
11.	<p>Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p>
<p>Every person in the organization needs a performance plan! They should receive regular check ins during the year so that there are no surprises during the official evaluation. Every employee should have an annual professional development plan to improve skills and knowledge. We should never stop learning and building our skills. I am a leader who emphasizes emotional intelligence. We are all in a "people" business. That means knowing how to treat people the best way at all times. I am always looking for the right interpersonal/soft skills in the leaders I select and use to construct my high performing teams. We all can learn more technical skills but it is very hard to have people in leadership roles that do not understand the value of treating people properly.</p> <p>Good city managers should develop and encourage future city managers. Our public administration is a profession that must be built on the foundation that good leadership is responsible for the uplifting of others. Succession planning is a great way to accomplish this effort. There are more people retiring</p>	

now than ever before. Succession planning allows for the knowledge transfer to occur prior to the retirement and the experience and knowledge walking out the door. This is good planning. I encourage my staff to know how many of their staff are “retirement eligible” to plan ahead. Bringing on staff that works along the experienced employee pays for itself. I am the product of a well-designed succession plan approximately 15 years ago.

The key ingredients to building a high performance team start with looking for the right fit into the culture and vision of the organization. In addition to the right technical experience, emotional intelligence is very important, it reduces the opportunity for conflict and encourages a healthy working environment. You must be able to communicate. I need to know relevant information in a timely manner so I can pivot or alert others as necessary. There has to be trust. I can’t be in all places at all times, so therefore I must trust my team to do the right thing at all times and make decisions based on our shared value system.

12.	<p>Briefly describe your experience (if any) leading and/or managing: <i>(experience in all areas is not a requirement)</i></p> <ul style="list-style-type: none"> a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity, b. Bond rating and/or a rating process review, c. Management of municipal utilities including water, sanitary sewer, natural gas, etc. d. Public library operations, e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc., f. Working collaboratively with community, neighborhood, civic and business organizations and leaders, g. Marine and aviation services, h. Affordable housing, homelessness and/or housing related issues, including policies, i. Neighborhood revitalization programs, policies, and initiatives, j. Commercial development and redevelopment.
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- a.** Currently working with Prince George’s County, The District of Columbia, and Northern VA counties for a new subway in Maryland connecting to DC as well as a Public Private Partnership to create the first global pandemic center to help prevent another pandemic.
- b.** I have partnered with multiple finance and budget directors to ensure our decision making allows the organization the best combination for growth and low debt issuance.
- c.** Municipal utilities has been a constant partner throughout my career
- d.** Public libraries has been a constant partner throughout my career
- e.** These are all very normal aspects of municipal management. They have all been handled at various times throughout my twenty plus year career.
- f.** These are typical stakeholders to local government which I work with every day and for the past twenty plus years.
- g.** I do not have this experience but I am confident I can successfully lead these areas.
- h.** I am currently responsible for affordable housing policies. Creating and implementing “no net loss” programs that ensure new development increases the amount of affordable housing at the various median income levels.
- i.** I am currently responsibly for the Department of Housing and Community Affairs which includes neighborhood revitalization. Also performed this work in DC.
- j.** I have very good experience with development by establishing a vision, working with developers, and finding a way to get to yes and a win-win situation for all involved.

13.	Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.
<p>My approach to embracing new technology is creating a Chief Innovation Officer role to establish a team and presence that is constant throughout the organization. Technology is always evolving and we must stay current with pathways for improvement. This officer will work with the Department of Technical Services and ensure we are protected from cyber attacks, are knowledgeable about the best available practices, and encourage our staff to be creative and reward them for their process improvement ideas that save the organization time and money.</p>	
14.	Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.
<p>We have recently completed a climate action plan which addressed climate change and included economic development issues such as creating green jobs and growing green businesses. Protecting the environment should be a priority area for each jurisdiction. After working with the community advocate groups and residents, we created our current strategies to reduce our countywide gas emissions by 80% by 2027 and achieve zero greenhouse gas emissions by 2035.</p> <p>Our strategies include: increasing renewables in the electricity mix, shifting passenger vehicle use to transit/non-vehicular options, electrifying and increasing efficiency of new and existing buildings.</p> <p>We also included the following questions to every department during the budget process: State your climate change goals, which of your programs promote climate change, and who is the climate change ambassador in your department. This level of inclusion and accountability is key to ownership of the organization-wide outcome of increase climate changed success and awareness.</p>	
15.	What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?
<p>In order to be successful, setting goals and ensuring accountability are a must for the city manager to be able to do. This is non-negotiable. Everyone should be held accountable to the vision and goals that are cascaded down from the elected officials to all layers of the government organization. As city manager, I will meet regularly with department heads for project status updates hold them accountable just as I expect the elected body to hold me accountable. We will utilize good communication and information sharing during frequent interactions. I will use proper coaching techniques and progressive discipline if necessary to ensure all the members of our high performing team receive the necessary guidance and leadership for success.</p>	
16.	Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?
<p>My experience leading economic development projects include working with developers, economic development organizations, and local businesses to provide incentives for economic growth. I am currently working with our Economic Development Corporation offering multiple incentive packages based on employers that retain or stimulates new job growth in the county. The incentives range from several thousand to several hundred thousand dollars. We give priority to those in certain industries including high technology companies, manufacturing companies, businesses located in urban revitalization areas, and other private employers providing the greatest public benefits.</p> <p>Incentive priority is provide in cases where the private employer's business will create significant employment growth by creating new jobs within 1 to 3 years of funding, cases that will result in significant capital investment in the county, assistance that will materially improve the County's</p>	

economy and advance the County's economic development objectives and strategies, and cases where County funding complements and leverages existing state and private sector funding programs.

Our programs vary in size and scope, some examples of them are ones based on small businesses that conduct research in medicine, biotechnology, or life sciences; a move program where new businesses will receive a one-time grant upon signing a commercial lease within the county that lease up to 20,000 square feet of Class A or B office space may receive a grant of \$8/sf.; Montgomery County was first in the nation with a local biotechnology investment incentive program and under this program a supplemental grant is available to investors of biotechnology companies located in Montgomery County who are approved and receive tax credits from the Maryland Biotechnology Investment Incentive Tax Credit Program.

These programs are successful because it shows the County is willing to “put skin in the game” and take a partnership role in improving the community. There is not a one size fits all approach, each deal, land space, and opportunity must be evaluated from all angles to find the right tool in the toolbox.

17.	What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?
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The best way to ensure quality communication with elected officials is to foster authentic relationships built on trust. I want to get to know them as people and understand their various areas of concern. This approach allows us to work well together and respect each other's role. I engage elected officials by always making myself available for their needs. I will meet with them individually, prepare a weekly report, be available by phone at all times, and provide accurate and honest feedback with no surprises. As well as join them at public events to ensure stakeholder that the highest levels of government are working together for shared solutions to improve their quality of life.

18.	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
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ICMA is the leading public service professional organization for local government management. Based on my extensive experience I have recently been acknowledged as a Credentialed Manager (candidate). I have successfully displayed a career of local government leadership excellence as well as strong ethics to represent public service at the highest level. I will be a Credentialed Manager following my continuation of serving in a high level role such as your city manager. This designation is a must have for the City of Clearwater to demonstrate it has hired the best candidate possible.

19.	The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.
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Yes, I am comfortable with this salary range.

20.	Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.
Not Applicable	
21.	If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.
Not Applicable	

Due Diligence Questionnaire

Name	A. Jerome Fletcher II	Date Completed	July 24, 2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No.	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No.	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No.	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No.	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes.	



CANDIDATE 5 – CARL GEFFKEN

Carl E. Geffken
4208 Cherokee Circle
Fort Smith, AR 72903

Art Davis
BakerTilly
2500 Dallas Parkway
Suite 2500
Plano, TX 75093

Dear Mr. Davis:
2021

April 25,

I am a well-rounded executive who has served as a City Administrator, Chief Operating Officer, Managing Director, Chief Administrative Officer, Chief Financial Officer, Deputy Commissioner and Assistant Commissioner in the government and non-profit sectors. In these positions, I have managed the day-to-day operations of a County of 412,000, Cities of 90,000, small and large City of New York departments, and non-profit organizations. My experience is diverse and includes Police, Fire, Sanitation, Streets & Engineering, Water & Wastewater, Planning & Development, Finance, Human Resources, Information Technology, Procurement, Internal Audit, and Facilities Management.

The size of the organizations I have managed has varied from \$16 million and 200 employees to \$1.0 billion and 3,500 full-time employees. The knowledge and twenty-eight years of experience gained at the City of Fort Smith, County of Berks, City of Reading, Brooklyn Botanic Garden, and the City of New York has provided me with the ability to manage diverse units and employees and unite them so they strive with the common purpose of supporting and improving the organization for which they work.

My successes are both internal to the organization for which I have worked and external for the municipalities I have served. As the Fort Smith City Administrator, I prepare the payments in lieu of taxes and City incentives for economic development projects. I work with the President of the Chamber of Commerce on economic development plans and we meet with the target company to secure the company's expansion or relocation to Fort Smith. In addition to economic development, I have used my background in Finance to put in better controls for operational and capital budgets. Externally, I have planned and executed the City's first public-private partnership. The Fort Smith Skate and Bike park was a collaborative effort between the City and Downtown business leaders. The public and private sectors funded 50% of the project each and, by working together, the park was larger, had more amenities, and has become a destination location.

My desire to become a part of the community I serve, my experience, creativity, industrious nature, and innovative out-of-the-box thinking have provided me the necessary qualifications to perform successfully as the City Manager for Clearwater, Florida.

Thank you for your consideration.

Sincerely,



Carl E. Geffken

CARL E. GEFFKEN
4208 Cherokee Circle
Fort Smith, AR 72903
Mobile: (347) 200-4598
E-Mail: CGeffken@gmail.com

CAREER SUMMARY

A seasoned senior executive capable of managing organizations of all sizes and conditions who is particularly strong at turning around troubled organizations or projects. Being well-organized and very logical coupled with a strong background in **finance, human resources, and information technology**, Geffken has:

- ♦ Successfully negotiated police, fire, and administrative personnel labor contracts.
- ♦ Directed \$500 million in human services contracts.
- ♦ Righted a city on the brink of bankruptcy and left it with a \$12 million cash reserve.
- ♦ Taken over a contentious federal consent decree and bloated rehabilitation project for a waste water treatment plant resulting in improved relations with the federal government and a \$300 million reduction in project cost.

PROFESSIONAL EXPERIENCE

City of Fort Smith, Arkansas **City Manager/Administrator**

May 2016 - Present

- ♦ Chief Executive Officer of the city with 1,050 full-time employees and a total budget of \$192 million: \$129 million operating and \$63 million capital.
- ♦ Pursuing the renegotiation of the EPA/DOJ waste water consent decree to achieve the goals of the Clean Water Act while streamlining the work to be completed and reducing the overall cost.
- ♦ Increased financial and budgetary controls – eliminated the use of fund balance to support the annual operating budgets, improved the budget planning process, and required the preparation of capital improvement plans for all major departments.
- ♦ Along with the Director of Finance, implemented a new enterprise resource planning (ERP) system.
- ♦ Increased interdepartmental cooperation and support thereby decreasing independent, silo behaviors.
- ♦ Work closely with the Fort Smith Chamber of Commerce on economic development to attract new business and expand current businesses through the use PILOTS and direct compensation. Exploring the use of Section 108 loans.
- ♦ Collaborate with local business owners and leaders to begin public-private partnerships to expand services. One park is nearing completion, another park is in the design stage, and a third park is in the midst of negotiations.
- ♦ Addressing the underfunding of the public safety pension through the annual contribution of funds ranging from \$500,000 to \$1 million.
- ♦ Meet regularly with all members of the Board of Directors (City Council) to discuss the issues facing the city and receive feedback.
- ♦ Instituted an annual budget review/budget goal setting workshop and a strategic planning session for the Board of Directors. The first such workshop resulted in the Board of Directors setting goals that they refined and implemented during the budget process. The Board of Directors increased franchise fees and reinstated a business license to fund needed salary increases, step increases for police and fire departments, an additional thirteen police officers, and new equipment for the police department.
- ♦ Planning the creation of a citizen service center by combining the collections and utility billing departments in order to have one, customer facing department.
- ♦ Mentor up-and-coming managers and deputy directors for succession planning and increasing work satisfaction.
- ♦ Addressing two longstanding problems faced by the City: the River Valley Sports Complex and the lack of recycling.

County of Berks, Pennsylvania
Chief Operating Officer

March 2012 - April 2016

Interim Executive Director of Children and Youth Services

- ♦ Managed the day to day operations of the County and 1,800 employees.
- ♦ Created the first County-wide management report that included goals and measurable outcomes.
- ♦ Through monthly one-on-one meetings with department heads; insured the departments are achieving their stated goals.
- ♦ Provided administrative and liaison support for the County Court System, Row Officers, and Boards and Commissions of the County.
- ♦ Interim Executive Director of the Children and Youth Services department.
- ♦ Advised the Board of Commissioners on long-term strategy, staffing, and policy direction.
- ♦ Implemented and enforced compliance with all policies, orders, ordinances, regulations, resolutions, and programs promulgated by the Board of Commissioners
- ♦ Assessed the operations of the County to recommend policy changes.
- ♦ Responsible for the development and oversight of departmental budgets.
- ♦ Recommended the new-hire candidates for Department Head and approved upper-level department hires.
- ♦ Implemented strategic initiatives and policies of the Board of Commissioners.
- ♦ Lead the annual performance evaluation of Department Heads and insured Department Heads completed evaluations of their staff.
- ♦ Acted as the change agent in order to raise the level of acceptable performance while increasing the competency of the executives and managers of the County.
- ♦ Improved accountability throughout the County and influenced the organization to innovate and adapt to new ideas.
- ♦ Preserved the founding values of integrity, openness, customer service, and efficiency.
- ♦ Developed effective relationships with and between Department Heads, Agency Directors, Elected Officials, local municipalities, state government, federal government, private contractors, the media, and the public.

City of Reading, Pennsylvania

April 2009 - March 2012

City Managing Director: March 2010 - March 2012

Director of Administrative Services: April 2009 - January 2011

- ♦ Chief Administrative Officer for the City of Reading.
- ♦ Oversaw the Management of the Police, Fire, Public Works, and Community Development Departments.
- ♦ Provided administrative direction and oversight for all activities of Administration, including Finance, Accounting, Purchasing, Human Resources, Payroll, Risk Management, Benefits Administration, Budget Administration, Tax Administration, Treasury, Information Technology, Citizen Service Center, and Grants Administration.
- ♦ Responsible for a Federal consent decree for the City of Reading' waste water treatment plant and sewer system and the resulting \$120 million rehabilitation capital project.
- ♦ Reduced waste water treatment plant and sewer system project cost from \$450 million to \$120 million through active project management, goal setting, and managerial accountability.
- ♦ Acted as Deputy Mayor in the Mayor's Absence.
- ♦ Served as chief labor negotiator with the City's unions.
- ♦ Established the City's central budgeting, accounting, and financial reporting practices; evaluated accounting procedures and financial controls; responded to and implemented audit recommendations.
- ♦ Turned around City budget from a projected \$15 million deficit in the 2010 budget to a year-end surplus in the 2012 budget.
- ♦ Prepared the proposed and final municipal budgets: \$71 million General Fund and \$50 million Enterprise Fund budgets. Forecasted revenue, estimated expenditures, and investigated significant changes in revenue.
- ♦ Provided financial and fiscal recommendations to the Mayor, and City Council; communicates financial and fiscal issues with the media as necessary.
- ♦ Served on all four pension boards.

- ♦ Oversaw the administration of municipal tax and other revenue collections, including the collections of delinquencies.
- ♦ Administered the Human Resource function of the City subject to the provisions of the Home Rule Charter, Administrative Code, and other relevant law.
- ♦ Managed the recruitment, selection, retention, training, professional development, and work evaluation of City employees; authorizes and implements discipline as required; manages union grievances.
- ♦ Oversaw the preparation and maintenance of employee personnel records.
- ♦ Oversaw the preparation and implementation of payroll.
- ♦ Managed the employee benefit programs, workers compensation program, and the affirmative action and employee diversity plans.
- ♦ Oversaw the effective implementation of civil service programs.
- ♦ Oversaw the operation of the Information Technology division; plans for the implementation or improvement of citywide applications; initiates Citywide general and application specific computer training.
- ♦ Oversaw the creation and operation of the Citizen Call Center, which answered record volume of 42,000 calls in 2009.
- ♦ Responds to sensitive inquiries and performs other tasks as requested.
- ♦ Acted in place of the City's Managing Director in the Managing Director's absence.

Brooklyn Botanic Garden

July 2008 - November 2008

Interim Chief Financial Officer/Vice President of Finance

- ♦ Chief Financial Officer of the \$17 million non-profit organization, one of the premier botanic gardens in the United States.
- ♦ Senior Administrative Officer responsible for financial and administrative operations.
- ♦ Managed the Finance, Human Resource, Information Technology, and Support Services operations.
- ♦ Primary responsibilities were the management and modification of the \$17 million operating and \$50 million capital budgets.
- ♦ Responsible for managing the \$30 million investment portfolio.
- ♦ Worked with Vice Presidents and Directors to plan new initiatives and budget reductions.
- ♦ Provided accurate, timely and comprehensive financial reporting for Vice Presidents and Directors to manage their financial performance.
- ♦ Interfaced with important stake holders and constituencies; internal management, Board of Trustees, and state and local government agencies.
- ♦ Reviewed prior operations to find efficiencies.
- ♦ Identified \$170,000 of capital project invoices eligible for reimbursement but had not been submitted for payment.
- ♦ Instituted a process to reconciled capital budget expenses with capital campaign revenue to manage the effect of capital spending on the endowment and to provide reports to the President and the Board of Trustees.
- ♦ Reviewed and negotiated the largest earned income contract, thereby increasing the projected revenue by 5% to 10%.
- ♦ Assisted in creating a new employee handbook and a new employee evaluation form.
- ♦ Oversaw and managed the implementation of thin client computing.
- ♦ Proposed the outsourcing of several administrative services to improve the services available to staff and reduce costs.
- ♦ Supervised three Finance, three Human Resource, four Information Technology, and three Support Services staff incorporating periodic meetings, setting expectations, and providing support and leadership.

National Association on Drug Abuse Problems, Inc.

July 2006 - January 2008

Director of Finance and Human Resources

- ♦ Chief Financial Officer of the \$16 million non-profit organization.
- ♦ Planned, implemented, and managed the Finance and Human Resource operations.
- ♦ Directed the accounting staff in the performance of their responsibilities, including accounts payable/receivable, payroll, audit, insurance, and tax reports.
- ♦ Projected and monitored cash flow.

- ♦ Prepared the annual budget in coordination with senior management, program directors, and the Board of Directors.
- ♦ Developed agencywide budgets and oversaw the input of approved budgets into the accounting system.
- ♦ Appraised the organization's financial position; generated and presented monthly fiscal reports to the Directors, Board of Directors, and program staff.
- ♦ Oversaw the annual financial audit of agency.
- ♦ Ensured compliance with government regulations, including A-133 reports.
- ♦ Worked with Program staff to ensure that fiscal requirements for grants and contracts were identified, realized and monitored.
- ♦ Formulated, recommended, and implemented efficient and sound fiscal policies, procedures, vendors, and internal controls.
- ♦ Provided ongoing training of staff on fiscal procedures and budget management.
- ♦ Developed and managed recruitment strategies to achieve required staffing levels.
- ♦ Met with executives and managers to develop specific recruiting plans.
- ♦ Managed the recruitment and on-boarding process to ensure qualified candidates are screened, interviewed, and hired in a highly productive and effective manner.
- ♦ Ensured appropriate reference and background checks are completed for finalists.
- ♦ Maintained records on recruiting activities as required.
- ♦ Supervised six Finance and three Human Resource staff incorporating periodic meetings, setting expectations, providing support and leadership, identifying opportunities for professional growth, training, and cultivating a spirit of cooperation and teamwork.

Department of Health and Mental Hygiene of the City of New York
Division of Health Care Access and Improvement **April 2003 - July 2006**
Executive Director for Finance, Information Technology, & Human Resources

- ♦ Chief Financial Officer of the \$170 Million Division.
- ♦ Responsible for all budgetary and fiscal decisions for the Division.
- ♦ Responsible for the Information Technology and Human Resources Units for the Division of Health Care Access and Improvement of the Department of Health and Mental Hygiene.
- ♦ Maintained computerized systems to track Personnel Services and Other Than Personnel Services within the division to insure all vacancies are filled and Other Than Personnel Services funds spent.
- ♦ Managed all State and Federal grants received by the Division and monitor the performance of all subcontractors.
- ♦ Supervised a staff of 7 managers, 10 analysts, and 7 support staff.
- ♦ Successfully managed the budgetary and OMB portions of the functional transfer of 332 full-time employees along with a budget of \$148 million from the Health and Hospitals Corporation to the Department of Health and Mental Hygiene.
- ♦ Created the budgetary policies and procedures related to the functional transfer.
- ♦ Developed the computerized systems to track Personnel Services and Other Than Personnel Services within the division to insure hiring and spending were in accordance with all City, State, and Federal policies, rules, and regulations.

Department of Investigation of the City of New York **September 1998 - April 2003**
Assistant Commissioner for Administration

- ♦ Chief Administrative and Financial Officer of the Department of Investigation.
- ♦ Administrative officer and advisor to the Commissioner and Deputy Commissioners with respect to administrative operations.
- ♦ Directed the preparation, implementation and monitoring of the \$23,000,000 Expense budget of the Department of Investigation.
- ♦ Directed and managed the Human Resources, Budget, Fiscal, Accounting, Procurement, Information Technology, Help Desk, Payroll-Timekeeping, Facilities Management (Space and Leasing), and Office Services (Telephone, Messenger and Duplication) functions.
- ♦ Designed and implemented systems to monitor and report on all Budgetary, Human Resources, and Procurement functions.
- ♦ Agency liaison to New York City Council.
- ♦ Ensured compliance with Mayoral, Comptroller, and Office of Management & Budget

Personnel, Budgetary and Accounting Directives.

- ♦ Supervised a staff of sixty managers, analysts and support staff.
- ♦ Responsible for e-government planning and implementation.
- ♦ Responsible for web page development and publishing.
- ♦ Responsible for the day-to-day administrative operations of the Department of Investigation.
- ♦ Member of the Commissioner's Executive Staff.

Department of Health of the City of New York (DOH) July 1990 - September 1998

DOH Budget Director:

April 1996 - September 1998

- ♦ Prepared, implemented, directed, and coordinated the Operating (Personnel Services and Other Than Personnel Services), Revenue and Capital budgets of the Department of Health.
- ♦ Established and monitored revenue and expense projections.
- ♦ Evaluated and analyzed business plans for planning and decision-making by senior staff.
- ♦ Advised and educated all levels of staff on budget, financial, and staffing issues as well as the budget process.
- ♦ Managed the contract review, contract registration, out-of-town travel, and supplies requisition processes to insure accurate and rapid responses.
- ♦ Recommended budget and staffing allocations, policies, and strategies.
- ♦ Managed and administered the review, approval, and reporting processes for personnel actions for budgetary implications and appropriateness of hiring.
- ♦ Supervised a staff of twenty-one managers, analysts and support staff.

Assistant DOH Budget Director - OTPS & Capital Budgets: February 1994 - April 1996

- ♦ Assisted the Budget Director in the discharge of his responsibilities.
- ♦ Administered the contract review, contract registration, out-of-town travel, and supplies requisition processes to insure accurate and rapid responses.
- ♦ Managed and monitored the Other Than Personnel Services and Capital budgets of the Department of Health.
- ♦ Developed computerized systems that tracked all Other Than Personnel Services spending by unit and by budgetary code and sub-code.
- ♦ Supervised a staff of fifteen managers, analysts and support staff.

Director of Administration: Ryan White Grant: September 1993 - February 1994

- ♦ Managed the City of New York's \$100,000,000 Ryan White Federal grant.
- ♦ Monitored the performance of the \$90,000,000 main contractor which was responsible for subcontracting the grant funds to community-based organizations involved in assisting people with AIDS.

EDUCATION

City University of New York, Bernard M. Baruch College

Master of Business Administration, December 1988

Major: Finance and Investments

Minor: Quantitative Economics

Magna cum laude

State University of New York, University Center at Binghamton

Bachelor of Arts, May 1986

Major: Economics

Magna cum laude

Candidate Questionnaire

Name	Carl E. Geffken	Primary Phone	347-200-4598
Email	cgeffken@gmail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City Administrator – City of Fort Smith, AR 2. Chief Operating Officer – Berks County, PA 3. Managing Director – City of Reading, PA 4. VP Finance/CFO – Brooklyn Botanic Garden
Currently / Most Recently Reports to (by title):	City of Fort Smith Board of Directors
Population Served (last 2 organizations):	City of Fort Smith, AR – 90,000 (MSA 275,000) Berks County, PA – 425,000
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 16 2. 5 3. 1,065 4. \$669,000 5. \$230 million
Highest level of education achieved (include degree and institution):	Master of Business Administration Zicklin School of Business – Bernard M. Baruch College, City University of New York
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
I have family and many friends that have moved to Florida, especially to the Gulf Coast and my family-owned property in the area. Clearwater is a beautiful city with many amenities and	

stunning beaches. I planned to move to the Florida Gulf Coast and doing so now to work and give back through public service is ideal.

2. **What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?**

I am the City Administrator for the City of Fort Smith. In Arkansas, a City Administrator is slightly different from a City Manager in so far that a City Administrator has a slightly larger scope of responsibilities.

The City Administrator's essential functions are to implement the policies of the City Board of Directors and to manage all City operations like that of a CEO in the private sector. The scope of responsibilities is citywide. The City Administrator has the hire and fire authority of all department heads, is responsible to prepare and present the annual expense and capital budgets, and has the authority set the agendas of the Board of Director meetings and study sessions.

I believe my experience has prepared me very well to be the Clearwater City Manager. I have worked in large and small municipalities with various forms of government, including strong-Mayor, Council Mayor/Manager, and Council Manager/Administrator with municipal population between 90,000 and 9 million. I have managed large and small government agencies and municipalities in three different states. I can prepare and manage a budget the size of Clearwater's because of my tenure as the NYC Department of Health's (NYCDOH) Budget Director. At that time, the NYCDOH budget was \$1 billion with 3,500 employees and multiple Federal, State, and City tax and grant revenues.

I am also able to manage departments that I have not managed before. During my four years with the County of Berks, I oversaw the County nursing home and jail and directly managed the department of children and youth after the Executive Director retired. When asked how I was able to oversee the County's operations and directly manage the department of children and youth at the County of Berks, I attributed it to my ability to learn quickly, to ask questions, and to think logically.

3. **Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

My leadership and management style is open and collaborative. I make sure I see every department and speak with the employees, so I see firsthand the activities in each department. By developing a trustworthy working relationship with the department directors, I gain their trust and they gain mine. Managing people when there is mutual trust enhances productivity and morale. I also meet regularly with the department directors and occasionally their direct reports.

Managing projects starts with managing the lead people who are implementing the project. In addition to managing the lead people, I set realistic deadlines based on the data and the recommendations from the project team so there is little reason to miss a deadline unless something unforeseen with a major impact adversely affects the deadline. I also have regularly scheduled meetings (weekly, bi-weekly) to review the assignments and outcomes to ensure deadlines are met.

Every senior executive needs to balance getting his/her job done with having the time to make decisions. The key is managing the direct reports, so they perform their jobs and make decisions based on the trust we have developed, the sharing of information at our one-on-one meetings, and remaining within the boundaries I have established. Micromanaging department directors will reduce productivity and initiative whereas clear boundaries, trust, and clear and open communications improve productivity and engender trust. When the department directors perform to their maximum, the City Manager's work and decision making is centered on ensuring the City is heading in the correct direction.

4. How do you incorporate the values of diversity and inclusion into an organization you lead?

I incorporate diversity and inclusion in my everyday decisions and actions. I have incorporated them into Reading and Fort Smith by the written and verbal statements I make. Silence is acceptance.

During the hiring process to be Fort Smith City Administrator, several questions were asked relating to diversity and inclusion. My experience working for the City of New York and the City of Reading provided basis for my successful answer.

Besides making my thoughts and opinions on this subject clear and never equivocating on the subject, I have also incorporated these values by the policies I have implemented and the people I have hired in mid-level and senior positions. The Fort Smith Police Department is my proudest achievement. In my five years, I have changed the Police Department from a warrior mentality to a guardian mentality by hiring two of the best Police Chiefs. During the hiring process, I asked probing questions regarding their knowledge of community-oriented policing, the High Point model, and alternatives to incarceration. No longer can cities afford the human capital loss and wasteful spending of locking people in jail.

As in the City of Reading, I set up diversity committees in the City of Fort Smith to assist with hiring staff, so our staff demographics reflect the city's demographics.

5. Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?

My preferred approach is to utilize social media, council ward meetings, resident surveys, press conferences, citizen academies, and to establish a citizen services center if one does not exist. Utilizing Facebook, Twitter, Instagram, YouTube, and occasionally LinkedIn, ensures we show our residents the work performed by our employees as well as the city's spirit. However, when a resident has a problem or question, many residents, especially older residents, do not think to go to the website or to social media, they like to call. The younger generation will look to the internet for solutions, but websites and social media can be too formal and not designed to find the answer easily.

To communicate successfully, I believe a city needs to have a branding strategy and communications plan. The branding strategy is needed to unify the city under a consistent logo, means of communication, and communication goals. The branding strategy requires a comprehensive communications plan. The communications plan provides the details to achieve the goals and method of communication. Social media (Facebook, Twitter, Linked-In, Instagram, YouTube, Snapchat, and TikTok), billing inserts, direct mailings, meetings in each Council District, advertising, television, and radio are the specific means by which we

communicate. Communications also need to be tailored to specific demographics, specifically by age groups to start. It can be expanded to other demographic groups, but first the entire city must be embraced.

The most effective communications for outreach I have found, in descending order are broadcast television and radio, social media, the government access channel, and regularly scheduled meetings in each Council District. To receive resident input, social media, the call center, and regularly scheduled meetings in each Council District are best.

I do not have a preferred means to receive input or to provide outreach because each city and county is different, and the residents will show their preferred means to communicate. That is always the starting point to effective communications.

6. Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.

My financial management and budget development experience is extensive. I have implemented, managed, and tracked grants and contracts more than \$100 million and organization budgets over \$1 billion. The budgets included tax revenues, supplemental state funds, state grants and contract, and large federal grants. I have also worked on the implementation of new financial and accounting systems in New York City and Fort Smith.

My philosophy is to be socially liberal and fiscally conservative. I control the annual expense budget by implementing strict budgetary controls. The annual budget process requires meaningful justifications for expenses and conservative projections for revenues. Budgets must be projected a minimum of five future years to determine the impact of forecasted changes in revenues. The revenues should be forecast using econometric modeling. I also believe that capital spending should be a combination of pay-as-you-go funds and debt, utilizing capital markets and state and federal loans.

My financial management style is to work collaboratively with the Director of Finance whereby the Director of Finance manages the day-to-day operations, annual audit, and quarterly financial reporting.

When I started my position with Fort Smith, the city’s financial condition was weak. Fund balances were deteriorating, and budgetary controls were not in place. I implemented financial and budgetary controls like that in the City of New York and eliminated cyclical budgeting so in any given year budgeted revenue exceed expenses. The fund balance in the general fund increased from 9% of annual expenses to 56% over my tenure.

7. Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:

- a. Neighborhood and downtown revitalization / redevelopment
- b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements
- c. Strategic goal setting and citizen based strategic planning

- a. Working with the Fort Smith Chamber of Commerce, the Central Business Improvement District, and city business leaders, we have built new parks utilizing

public-private partnerships, attracted new businesses, have planned for a new City Hall, and renovated several buildings for commercial and residential use.

- b. I have extensive experience in capital planning, funding, construction of utilities, and infrastructure improvements. I have been responsible for two wastewater consent decrees; the first in Reading and the second in Fort Smith. I successfully renegotiated the Reading, PA consent decree and reduced the cost from \$475 million to \$125 million and I am currently trying to renegotiate the Fort Smith consent decree because the cost increased from \$300 million to \$700 million and the fact that Fort Smith was only given 12 years to complete the work.
- c. When I was hired by Fort Smith, the poor financial condition limited the Board of Director's ability to set short, medium, and long-term goals. Despite the city's financial condition initially, I scheduled a meeting for the Board to discuss and rank projects the Directors and I submitted that we wanted completed over the next five to seven years. In subsequent years, I hired facilitators and asked for local leaders to speak about their successful strategic goal setting. In the City of Reading, I employed a similar process that included a ranking process by the city council. However, I also asked Reading residents to rank the goals via an online tool or by going to the public libraries and completing the forms we provided. Although the public ranking process was not scientific, the results from the public mirrored that of the department directors. It was interesting that the ranking of the strategic goals and priorities by the city council differed from the public.

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

At the County of Berks, I created the County Management Report. The format of the report was straightforward; a summary of the department's activities, the goals of the department, a budget to actual summary for revenues, expenses, and headcount, and three or four KPI's for the department. The report was updated semi-annually and sent to me for review. The goal of the report was to provide senior management, elected officials, and the public information about County operations and spending.

We utilize KPI's as part of our budgetary process to measure effectiveness and service quality. We also utilize the future Fort Smith comprehensive plan to measure the effectiveness of the city's services.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

The best feedback I have received is being told by employees, members of the Board of Directors, business owners, and friends that no matter the issue facing the city, they trust that I will do my best. However, that does not mean that I do not have room for improvement. To improve the city's operations and financial condition, I need to bring about many changes because they were long overdue. My experience with the New York City taught me to make sound decisions based on the information and data at hand, but I have been told that I can improve my communication, so everyone understands the issues, the decision, and means to

implement the decision. I appreciate the feedback I receive and strive to meet my employees' expectations as well as those of the Board of Directors.

10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.

I have been speaking in public and making public presentations since 1991. I have spoken before large groups of people, employees, city councils, and board of directors. Less than one year after starting my position of city administrator in Fort Smith, I learned that the Fort Smith sanitation department had not been sending all the recyclable materials to a recycling facility. To compound this situation, the department director did not inform me about this so when I issued a press release about it, the information was incorrect. The recycling did not stop being brought to a recycling facility in August 2016 as I was led to believe instead the actual date recycling began to be placed in the landfill was October 2014.

As a result, I scheduled a study session for the board of directors and publicized the meeting widely. I knew the meeting would be very well attended so I moved the meeting to Fort Smith convention center. I spoke to the board of directors and everyone present, apologized for the incorrect information, presented how the situation would be rectified, and provided the date in which the problem would be corrected. Although it was a difficult meeting and presentation, it was my responsibility to present the correct information.

11. Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.

Beginning with the hiring process, I utilize public sector recruiting firms to find the most qualified candidates for department head and deputy department head positions based on the most up-to-date job description. For my direct reports, the HR Director and I review the candidates and agree on no more than six or seven candidates to be screened via telephone or Skype/Zoom. The group of candidates is reduced to about four candidates for in-person interviews. The candidates are interviewed by one or two panels before the HR Director, Deputy City Administrator and I interview them. I also schedule a lunch where the Mayor, Board of Directors, and Department Heads are invited to meet the candidates. This gives me the ability to see how the candidates handle themselves, how they speak with everyone, how they will fit within the city, and how they handle the stress of the interview process.

Once a candidate is hired, I provide them with my expectations, including the need to take the initiative, to work collaboratively, to always do their best, and to come to my office whenever they want. I explain that if they have a problem, they can bring it to me only if they have at least one plan to resolve it.

Department heads will receive a formal evaluation; however, I tell my department heads that they will receive constant feedback from me regarding their job performance when we meet. I do not withhold feedback until the formal evaluation or when the department head is unable to correct it. It is better to use a problem as a teaching moment that allows them to make a small correction.

If, despite the feedback, the department head is unable to meet the expectations of their position, they receive counselling and written documentation. Should they be unable to correct the issue, I go to their office and tell them that they are terminated, and their services are no longer required.

I have not mentioned transferring a department head, because I do not believe in transferring an employee who is unable to perform their duties and responsibilities.

The hiring and evaluation process described above along with my open, honest, and transparent management style, has allowed me to build the excellent senior management team the City of Fort Smith has today. We plan for the long-term and address whatever issues or problems that are before us.

I implemented succession planning in Fort Smith after the difficulties I experienced when I was hired. On my first day of work, I was faced with four vacant department director positions and three of the four vacancies did not have a deputy position or an identified position to assume the department director's responsibilities. Once the city's financial condition improved, I requested new deputy positions in the major departments to address this weakness.

I believe this is why I lead successfully and have a successful team. Leadership is earned by trusting and investing in one's employees, by giving them the ability to take ownership of their work and take pride in it, and to support one's employees in times of need. When I have mentored up and coming staff, I have always tried to teach that if you are supportive of your employees, they will give you their best.

Briefly describe your experience (if any) leading and/or managing:

(experience in all areas is not a requirement)

12. *a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,*
b. Bond rating and/or a rating process review,
c. Management of municipal utilities including water, sanitary sewer, natural gas, etc.
d. Public library operations,
e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,
f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,
g. Marine and aviation services,
h. Affordable housing, homelessness and/or housing related issues, including policies,
i. Neighborhood revitalization programs, policies, and initiatives,
j. Commercial development and redevelopment.

a. During my tenure as Director of Finance and Managing Director of the City of Reading, the City applied to enter the Pennsylvania Act 47 program (Financially Distressed Municipality Act; Act 47 of 1987). One of the initiatives that came from that program was the transfer of tax collection from the City to the County. Each entity collected their taxes separately and it was not logical that we duplicate this work. Working with the three County Commissioners, and the County Treasurer, we came to an agreement to transfer the tax collection responsibilities from the City to the County. This resulted in a budgetary savings of \$1.6 million.

In Fort Smith, the City and the County are working together to remove the statue erected by the United Daughters of the Confederacy on the County Courthouse property and relocate it to a more appropriate location. We are working together because the County Courthouse was originally Fort Smith City Hall, and the statue was erected in its current location when it was the City Hall.

b. When I was hired by the City of Reading, the City's credit rating by Moody's was Baaa. Reading also required the use of tax revenue anticipation notes to fund operations in 2009 and 2010 and the Baaa credit rating resulted in the higher interest rates. During my tenure, we refinanced outstanding bond issues to save the City money and to flatten the total annual bond payments to make budgeting easier. Each time we refinanced, we would seek a rating from Moody's which involved providing financial and operational documentation and having several meetings where we answered mostly financial questions. After I left Reading, Moody's upgraded Reading's bond rating due to improved financial controls and fund balances.

During credit reviews at the County of Berks, I was involved on the operational side of the work. Despite having a 100% fund balance and conservative budgeting, the bond rating was not changed from AA+ due to the demographics of the City of Reading.

In Fort Smith, we have had two bond issues to raise funds for the Utilities Department/Wastewater Consent Decree. Each time we have gone to market, we have worked with S&P on Fort Smith's bond rating. One change I made at Fort Smith was the hiring of a Financial Advisor. All the typical Financial Advisor responsibilities were handled by the City Administrator and Director of Finance, which I felt was not in the best interest of the City of Fort Smith. After issuing an RFP, PFM was chosen to be Fort Smith's Financial Advisor.

c. I have been responsible for water, wastewater, sanitation, and recycling at the City of Reading and the City of Fort Smith as well as federal wastewater consent decrees at both cities. I am knowledgeable of the engineering involved in all of the utilities and can manage the departments should the need arise.

d. The library system in Reading and Fort Smith are independent of city government however in Berks County, I oversaw and was responsible for the county library system. All aspects of library operations were under me including acquisitions, deaccessioning, funding local libraries, and all programming.

e. Both the City of Reading and the City of Fort Smith have wastewater consent decrees that required significant work and funding to complete. In Fort Smith, we are constructing a new water transmission line from our main reservoir and upgrades are required to our water treatment plants. In Reading, our water assets were managed by the Reading Area Water Authority under a long-term lease, but I was still involved in the management of our water supply and the setting of rates. After becoming Reading Managing Director, I took over the planning and implementation of the federal consent decree. My goal was to modify the work plan to comply with the consent decree, thereby reducing the cost. One year after beginning to work on the Reading consent decree, we finished redoing the work plan and reduced the cost by \$300 million. During that time, I would provide updates to City Council and the media, thereby developing a level of trust.

When we presented the new plan, it was approved by City Council, agreed to by the Department of Justice, and just as importantly, viewed as a positive outcome by Reading residents.

My latest update on the Fort Smith federal consent decree to the Board of Directors and residents occurred on May 11, 2021. I worked with our legal counsel to draft the updates to remain in compliance with our confidentiality agreement with the department of justice.

f. After the death of Sandra Bland in 2016, there was a march from the Sebastian County Courthouse to the Fort Smith Police Station. After the march, we held an open forum for residents who wanted to meet because they wanted to help the Police. Since this was before I hired Nathaniel Clark to be Police Chief, I directed the Police Department to create a working group from members of the community to create an information series that addressed incorrect assumptions and to bridge the gaps in trust and understanding. Since Ms. Bland was pulled over by the Police, the African American women said that they would not pull over if it were dark until they reached a well-lit location with other people present due to their fear. The Police responded and told them that this would be viewed negatively and could result in arrest. By working together, we created a video that bridged the gap in knowledge and understanding.

I also created a diversity hiring committee in Fort Smith to improve the hiring of qualified staff from throughout all demographics in the City.

I also make myself available to all community groups, businesses, and non-profits to speak and answer questions. I have been invited to speak at the Junior League, the League of Women Voters, the Optimists Club, two Rotary Clubs, and the Lion's Club. Each time I have spoken, I have provided an update about the City's current events, the wastewater consent decree, the homeless, panhandling, and the state of the City's budget.

g. I have never led or managed marine activities. In Fort Smith, I do work with the airport authority and have control over specific operational functions in the airport. We are currently working on an extension of the runway from 8,100 feet to 9,300 feet to accommodate commercial and military aircraft.

h. Fort Smith has always experienced homelessness. Most of our homeless are local residents who have experienced a life changing event. We do have homeless people transported to Fort Smith due to the services we provide. Fort Smith has four main providers of homeless services: The Hope Campus, the Next Step Day Room, the Salvation Army, and the Community Rescue Mission. Along with the local United Way, the City has worked with the four organizations to streamline the services. This has resulted in the Community Rescue Mission working with married couples with children, the Salvation Army working with single women with children, the Hope Campus working with couples and single men and women. The Next Step is a day shelter and primarily our provider of last resort.

At the start of COVID-19, I called the United Way to discuss the needs of the homeless should they contract the virus. The United Way, the City of Fort Smith, and the four non-profits met to discuss how we would handle CV-19. The Salvation Army stepped up and offered to house any homeless person who had CV-19. The City offered to contract with them to pay for the necessary services and either get reimbursed via FEMA or by

providing additional ESG funds from Washington. Thankfully no homeless resident has contracted CV-19.

Unfortunately, the low barrier shelter in the City has not been providing enough beds for those who are not ready to enter their program to begin breaking the cycle of homelessness, nor does the shelter allow the homeless who do not want to sleep inside but prefer to camp outside. During the worst months of CV-19, the same shelter informed their residents that should they leave, they would not be permitted to return. 25 of their residents left the shelter and moved downtown and congregated near the day room resulting in harassment of people and businesses in the downtown area. As a result, I called a meeting of the non-profits, the affected businesses, the downtown business owners' organization, the Police Chief, the Community Development Block Grant staff, and several well-financed business owners. I told the assembled group that by working together, we can bring about the needed changes despite the city not having the funds to allocate to the non-profits. Utilizing the relationships I have built over the past five years brought us together to help the homeless, address homelessness, and benefit our downtown businesses.

I also believe cities need to address affordable housing. Most people are living paycheck to paycheck and one negative event, like CV-19, can result in a person or family becoming homeless.

i. I implemented a Quality-of-Life program in Reading to address the small nuisance issues that detract from neighborhoods and we worked with our local neighborhood organizations to strengthen them. Our Police department made a strong showing in the neighborhoods during National Night Out and they worked in our schools, not only as a resource officer, but as person in whom they could trust.

In Fort Smith, we have a strong Neighborhood Services department that addresses everything from nuisance issues to blight. Our Community Development office assists those homeowners who do not have the resources to address issues with their homes, such as roofs, windows, and HVAC. In addition to the technical assistance, our Police, Fire, Streets, Sanitation, and Utilities departments work with the neighborhood groups to provide reduced cost services.

j. In Arkansas, the Chamber of Commerce is the primary economic development organization in each city. We work closely to craft initiatives to maintain current companies and attract new companies to locate in Fort Smith. I have worked on many projects to attract new businesses and have been part of the negotiations that resulted in new businesses and new jobs coming to Fort Smith.

Reading and Fort Smith have sufficient "brick and mortar" buildings in need of reuse. Most of Fort Smith's buildings are retail establishments. Our Chamber and local Commercial Real Estate companies have attracted new businesses and stores with support and input by the City.

13. Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.

Since my first work PC with Windows 3.0, I have utilized technology to improve efficiency, productivity, and accuracy and I embrace each new technology for its potential to permit the city to do more with less.

However, when I began working for the City of Fort Smith, the enterprise resource planning application was a system written in COBOL and launched in 1980 by a local company. The system received many upgrades over the 38 years the city used the system, but we were told that it was time to move to a new application or have the current application upgraded and reprogrammed in a newer language. We hired a consultant and issued an RFP for a new ERP system and in early 2017, Fort Smith chose the Tyler Munis system, version 11.3. Despite the planning and rewriting of our business processes, it has been a difficult process which we are now beginning to see the light at the end of the tunnel. This is by no means a one-off occurrence. The same happened to the City of New York when it tried to create a centralized Human Resource system and when it replaced the 1975 mainframe financial system before Y2K.

There are several other examples I could provide, but the point I am making is the need to plan very carefully before moving forward with newer technologies. Careful planning, identifying each department's needs, meeting with other cities to learn from their successes and mistakes, reviewing business processes, providing more time to complete the project than the initial estimates, and hiring consultants who specialize in the technology to be purchased helps minimize the implementation issues.

I eagerly look forward to the new technologies that are brought to market, but I have learned that careful and deliberate planning is needed when implementing new technologies to improve efficiency and enhance services.

14. Describe your experience and level of familiarity with developing strategies to address “*climate change*” and assessing the impacts on a local government organization and the community it serves.

I have little experience with developing strategies to address climate change in coastal cities, however I am familiar with the impact of climate change since I am from New York City. After hurricane sandy, the impact to New York City's subway system and the tunnels between the boroughs was immense. The need to protect low lying assets from rising sea water levels due to storms became apparent as did the impact of higher sea levels.

Since 2015, Fort Smith has been experiencing wetter springs and summers, more weather with rain exceeding one inch per hour, and more severe storms with tornadoes. These weather events are due to climate change. In 2019, the Arkansas river had the highest flood water since record keeping began. 12 wastewater pump stations were flooded, the port of Fort Smith, two parks, and a park trail were destroyed, over 200 homes were severely damaged, and at its peak, all four bridges to over the Arkansas river were closed. The city has repaired the damage and has mitigated potential damage if we experience future flood events.

Local government and the community were greatly impacted. Despite assurances from FEMA that we would receive reimbursement, we are still waiting for \$12 million to reimburse the city for the repair and mitigation of the wastewater pump stations. Higher overtime and unreimbursed expenses required the city to tighten its belt in future months to offset the higher spending.

15. What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?

I hire department heads for their expertise in their field and their ability to take initiative, to work with their colleagues, to lead their department, and to hold their employees accountable. Each department head meets with me and they have developed the goals for their department because they are driven to move their department forward.

In New York City, Reading, and Fort Smith, I was confronted with the mentality “We’ve always done it this way” by many existing staff. I told them that I never wanted to hear that statement again unless they were able to prove that it was the best process for the work or goal at hand. For those I did not hire, I provided training and the tools they needed to perform their job. The training coupled with purchasing the tools and equipment excited employees who were unaccustomed to receiving support. Then we established short and long-term goals and the respective deadlines, along with the key performance indicators (KPI) to measure the achievement of the goals. They were responsible for the goals and for assigning the work and setting of goals with their staff.

At our monthly meetings, we review the progress of achieving the goals. Between the monthly meetings and the submission of indicators, I can hold department heads accountable.

16. Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?

My experience at leading economic development projects has steadily increased from my tenure at the City of Reading, to the County of Berks, and now at the City of Fort Smith. Although economic development is handled by the Chamber of Commerce, I determine the incentives provided by the City and I also work with the Chamber in providing the information to complete the RFP. The City has approved payments in lieu of taxes ranging from five to 15 years with forgiveness of up to 65% of the taxes. We have also approved tax back payments and direct payments and subsidies. Included in the incentives are claw back provisions should the company not achieve the agreed upon hiring or expansion.

The incentives are effective because they lower the cost of expansion as well as lowering the inherent risks with expansion.

17. What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?

Working successfully with the Mayor and Council is one of the keys to success for a City Manager. I will meet with the Mayor frequently, as I have done in Reading and Fort Smith, resulting in open communication, the sharing of ideas, and close working relationship.

As I have also done in Reading and Fort Smith, I would schedule meetings with each Councilmember on no less than a monthly basis. These meetings provide the councilmembers with information regarding my work, current or upcoming issues facing the city, upcoming resolutions or ordinances, and my thoughts regarding the directions and policies in which I think the city should move. The Councilmembers can ask questions, provide their thoughts, feedback, and directions, thereby fostering a close working relationship. Elected officials receive many calls and e-mails about the direction of the city or specific problems from their constituents and these meetings provide the opportunity for us to work together to answer them. These meetings will be in addition to regular telephone calls and e-mails as permitted by Florida’s sunshine laws.

18.		Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
I believe the prior questions, my resume, and cover letter have provided sufficient information about my education, experience, and ability to be the next City Manager for Clearwater, Florida.		
19.		The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.
I am comfortable with this salary range.		
20.		Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.
Due to family health issues related to benign paroxysmal positional vertigo, I left my position at NADAP in January 2008 and was not hired in a full-time position until April 2009 when I became the Director of Finance for the City of Reading. During that time, I was the Interim VP of Finance and CFO for the Brooklyn Botanic Garden for five months. There are no other positions in which I have worked that are under two year in duration.		
21.		If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.
I was hired as the City Administrator to make the needed changes and improvements to city government in budgeting, financial reporting, financial management, the enterprise resource planning software, diversity and inclusion, the consent decree, and general management by eliminating silos. The changes implemented over the past five years has caused a small number of residents to complain by writing letters to the editor in the local newspaper, by posting negative remarks on Facebook, and by starting a petition to remove me on change.org. There is also a local attorney who does not like that I am working with the County to remove a confederate statue that is in downtown Fort Smith on county owned property. When the statue was sculpted, the daughters of the confederacy wanted to place it in the national cemetery in Fort Smith, but the war department denied their request. Instead, it was placed on the grounds of city hall. The old city hall became the county courthouse, and the land was transferred to the county in 2004. I have offered land in the city owned cemetery for the statue that is adjacent to cemetery plots in which are buried confederate veterans. In addition, the plots are owned by the daughters of the confederacy.		

Due Diligence Questionnaire

Name	Carl E. Geffken	Date Completed	May 10, 2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
No	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes	



CANDIDATE 6 – JON JENNINGS

July 6, 2021

The Honorable Mayor and Members of the City Council
City of Clearwater
One Clearwater Tower
600 Cleveland Street
Clearwater, FL 33756

Dear Mayor and Councilmembers,

It is with enthusiasm that I submit my application for the position of City Manager for your consideration. After a thorough review of your job description and having followed the news from your region, I am impressed by your insightful analysis of your assets, challenges and goals, especially the Imagine Clearwater Master Plan and planning for a new Comprehensive Plan. I understand that you seek a City Manager with the right professional track record and personality, one that works closely with residents, visitors, employees, colleagues and stakeholders alike. I believe the balance I bring of government and business experience will give you what you want in a trusted, achievement-oriented leader.

Managing the Business of the City

With over eight years of successful city management experience plus extensive experience with the federal government, I have built a reputation for working with the City Council to implement policy initiatives, and at the same time focusing on the basic needs of constituents. Chosen to lead Portland at a time of failing services, I launched a "Back to Basics" approach, reorganizing departments and allocating funding to shore up infrastructure and the city services that citizens rely on every day.

I believe government can and should be efficient and effective. My budget recommendations have always sought to minimize the impact on the taxpayer and at the same time invest to benefit the city today and tomorrow. I am excited about the opportunity to transfer my experience to the areas in which Clearwater is similar to Portland, a diverse waterfront community with engaged citizens, a growing economy and vibrant business from visitors. At the same time, I am eager to be a part of the renaissance that is happening in Clearwater through strategic investments in the downtown and waterfront.

Providing Leadership & Excellent Customer Service

I take my professional relationships and my work with people, both as a people manager and a public servant with constituents to heart. The first thing I did as City Manager of Portland was listen. I identified what was working and what people liked. Equally, I heard what upsets people. I see it as my responsibility to make things easier for those we serve. As a manager of teams, I work hard to recruit and empower talented individuals to maximize their opportunity. Because of an extremely talented workforce, premier customer service is expected at every level.

Innovation, Making Decisions with a Vision for the Future

Part of the excitement of working at the municipal level is the intersection of government, residents and the business community to envision and embrace the future. In Portland I have diligently worked in putting infrastructure in place to prepare for innovation. I helped secure waterfront property to attract national businesses to establish Portland as their base. Northeastern University chose Portland as a site for the Roux Institute which will train and grow a technical workforce for Maine. I bring an entrepreneurial mindset to the operations of government which has empowered staff to embrace innovation at every level.

I would be honored to speak with you about this role. Please do not hesitate to reach out any time with questions or comments. With every good wish as you lead the City of Clearwater through this very important process.

Sincerely,

Jon P. Jennings

Jon Jennings, MPA

 Portland, ME  (207) 272-8371  jonjennings@gmail.com  <https://www.linkedin.com/in/ionpiennings>

CITY MANAGER – LEADING FOR THE FUTURE

Bringing Public Service and Entrepreneurship Together for a More Efficient & Effective Government

Working to the Highest Standards
Transparent Communication

Measurable, Visible Results
Ethics & Integrity

Innovation
Committed to Public Service

► CORE COMPETENCIES

Prudent Fiscal Approach
Proven Budget Management
Leading Large Organizations/Initiatives
Strategic Planning & Project Execution

Outreach & Media Relations
Public Speaking/Communication Skills
Building Highly Motivated Teams
Staff Management & Development

Collaboration with Elected Officials
Crisis Management & Problem Solving
Cross-Department Operations
Enhancement of Quality of Life

► RECENT CAREER HIGHLIGHTS

CITY MANAGER/CHIEF ADMINISTRATIVE OFFICER | City of Portland – Portland, ME 2015– Present

As the largest city in the state of Maine, Portland has a very complex portfolio of responsibilities. Making strategic decisions and managing a total operating budget of over \$292 million including the capital improvement plan, keeping yearly increases to a total of 4% over six years, which represents an average of less than 0.76% increase per year while still making investments for the future of the city. Oversees over 1,290 FTEs with 18 direct reports. Gained diverse management experience overseeing municipal businesses including an international airport, a long-term care facility, and a working waterfront with a port facility, unique responsibilities for a city of this size.

- **Improving Cross-Department Operations & Returned Focus to Highest Standards for Delivery of Basic Public Services**
 - Recruited, trained and developed strong teams to achieve efficiency across all departments. Empowered staff to embrace decision making responsibilities through communication and collaboration. Vastly improved and expanded training especially in supervisory roles.
 - Responded to increased diversity and social justice needs by creating an Office of Economic Opportunity and a Workforce Diversity & Inclusion Specialist to increase recruitment of diverse candidates for positions.
 - With the support of the Council, activated an emergency order in March 2020 to quickly mobilize a response to COVID-19 by supporting residents and businesses with funding, temporary outside permits and street closures.
 - Managed a community process to address zoning and other issues impacting the waterfront in the city. Focused on making sure the working waterfront is sustainable for many years to come.
 - Improved customer experience of city services by integrating technology allowing for online transactions.
 - Accelerated critical stormwater and sewer separation projects mandated in the early 2000's.
 - Leveraged public-private partnerships to build and redevelop city buildings and other important infrastructure investments including a new homeless services center, fire stations and the public works/parks building.
 - Led efforts to revitalize the downtown area through new streetscapes, recruitment and investment in new businesses and reimagining transportation systems.
 - Received the 2019 Maine Town, City and County Management Association's Leadership Award.
- **Increasing Tax Base & Creatively Attracting New Business by Strategic Use of City Assets**
 - Secured Portland as the site for Northeastern University's Roux Institute creating a graduate school and talent incubator to build diversity of opportunities for Maine's future in the areas of AI, computer and data sciences, digital engineering, and advanced life sciences and medicine.

- Directed over \$4 million into the Housing Trust to leverage private sector investments in affordable and workforce housing.
- Strategically leveraged City assets to recruit companies to locate in Portland to revitalize sections of the city.
- **Creating the Most Efficient & Effective Government Possible through Innovation**
 - Selected by INRIX as one of seven cities to receive initial software to map streets for autonomous vehicles.
 - Created the sustainability director position with a focus on using city assets to introduce and expand electric vehicle infrastructure, solar arrays located to alleviate some of the budget concerns with utilities and to work with the private sector on utilizing new technologies such as smart traffic signals and other upgrades. Led
 - Led effort to significantly upgrade technology systems for added security of data, internal employee needs and enhance community outreach and input. Identified work efficiencies to increase overall productivity in areas such as public parking, moving email and workflow to the Cloud, and integrating digital tools to accurately prioritize needs.

ASSISTANT CITY MANAGER | City of South Portland – South Portland, ME

2013-2015

Recruited to expand economic development for the 4th largest city in Maine overlooking Portland.

- **Embraced Economic Development Focus & Achieved “Business Friendly” State Designation**
 - Turned focus of entrepreneurial skills toward government service to grow business base.
 - Assisted with the development of the annual budget and capital improvement plan.
 - Led effort to establish a waterfront outdoor venue for music and the theatrical arts.
 - Responsible for attracting new investments and housing opportunities.
 - Worked with the City Manager to establish the Office of Sustainability.
 - Collaborated with the Planning Department to assess zoning in designated areas of the city for future growth.
 - Oversaw the procurement and installation of EV charging stations through a public-private partnership.

▀ **EDUCATION**

Master of Public Administration, Business & Government, Harvard Kennedy School, Harvard University, Cambridge, MA

Bachelor of Liberal Studies, History & Political Science, Indiana University, Bloomington, IN

▀ **ADDITIONAL GOVERNMENT & PUBLIC SERVICE EXPERIENCE**

WHITE HOUSE ▪ **Senior Advisor, Clinton Administration**

WHITE HOUSE ▪ **White House Fellow, Senior Assistant to Cabinet Secretary, Director of Policy Coordination, Clinton Administration**

U.S. DEPARTMENT OF JUSTICE ▪ **Acting Assistant Attorney General, Principal Deputy Assistant Attorney General**

OFFICE OF SENATOR JOHN F. KERRY ▪ **State Director**

JON JENNINGS FOR CONGRESS ▪ **Candidate**

TEAM HARMONY FOUNDATION ▪ **Co-Founder/President**

STONEHILL COLLEGE ▪ **Joseph W. Martin, Jr. Visiting Scholar**

RECENT BUSINESS & ENTREPRENEURIAL EXPERIENCE

FRANCHISE OWNER | **Red Mango** – South Portland, ME 2012-2019

Invested and provided oversight for development of Red Mango Frozen Yogurt stores in ME..

FOUNDER & INVESTOR | **Thompson’s Point Development Partners** – Portland, ME 2009-2015

Envisioned and founded a \$100 million project for the arena/convention center to bring economic development and jobs to Portland.

FOUNDER & PRESIDENT/GM | **Maine Red Claws/NBA League for Celtics** – Portland, ME 2007-2012

After a two-year planning phase & **fundraising \$1.5M**, brought the Maine Red Claws NBA Development team to Portland, a proven market for minor leagues with high fan attendance. Inspired by mentor, Red Auerbach, to ‘give back to basketball’.

- Leveraged coaching and scouting relationships with the Celtics to secure development affiliations with the Boston Celtics and the Charlotte Hornets.

EARLIER ROLES

BUSINESS

JNG ASSOCIATES, LLC ▪ **Managing Partner, Consulting/Investing**

IRON MOUNTAIN, INC. ▪ **Consulting/Government Affairs Strategy**

GIVENATION.COM ▪ **Vice President of Business Development, Online Philanthropy**

SPORTS MANAGEMENT

BOSTON CELTICS ▪ **Director of Basketball Development, Assistant Coach, Scout**

INDIANA PACERS ▪ **Scout/Video Coordinator**

BOARD AFFILIATIONS & HONORS

Team Harmony Foundation
MTCMA 2019 Leadership Award
Massachusetts Special Olympics
Hoops for Hope, Bosnia-Herzegovina
Genesis Fund (National Birth Defects Center)
City Year Boston
City of Portland Task Force on Homelessness
Maine Historical Society

NBA Development League Executive of the Year, 2010
Joseph W. Martin, Jr. Visiting Scholar, Stonehill College, 2001-2002
White House Fellowship, 1997-1998
Anti-Defamation League, A World of Difference Award, 1996
The Boston Jaycees’ 10 Most Outstanding Young Leaders Award
NBA All Star Coach, 1991
NBA World Championship, 1986

Candidate Questionnaire

Name	Jon Jennings	Primary Phone	(207) 272-8371
Email	jonpjennings@gmail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City Manager/Portland, ME/July, 2015-present 2. Assistant City Manager/South Portland, ME/March, 2013-July, 2015 3. Co-founder, Part-Owner, President/General Manager/Maine Red Claws (now Maine Celtics)/November, 2007-July, 2012 4. State Director/Office of Senator John Kerry/November, 2005-June, 2007
Currently / Most Recently Reports to (by title):	The Portland City Council (9 members, including popularly elected Mayor)
Population Served (last 2 organizations):	Portland: 66,215 (2019) South Portland: 25,548 (2019) *Greater Portland: 514,098 (2019)
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization's Budget 	<ol style="list-style-type: none"> 1. 16 direct reports 2. 8.5 department employees 3. 1,372 Total FTE's 4. \$895,724 (FY22) 5. \$268,216,301 (FY22 Operations Only)
Highest level of education achieved (include degree and institution):	Masters of Public Administration, Harvard Kennedy School
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	Certifications: FEMA IS-00100.c, ICS-100 Awards: Maine Town, City and County Management Association, Leadership Award, 2019

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
<p><i>Over the last few weeks, I visited the City of Clearwater and saw first hand a vibrant city with many opportunities and a few challenges. I want to play a role in the continued revitalization of the downtown, bringing Imagine Clearwater and other capital projects to fruition, working with planning staff and the community on the Comprehensive Plan, working with the Mayor and City Council to expand the economic development opportunities by recruiting new employers, and incentivizing affordable and workforce housing.</i></p> <p><i>I have been fortunate to accomplish all of these and more in my current position. I decided to make a career change in order to better utilize my skill set in a city that is seeking to innovate for the future and has a broader vision to improve the quality of life for all of its residents.</i></p>	
2.	What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?
<p><i>My current title is City Manager in Portland, ME. My overall set of responsibilities is to oversee the day to day operations of the city; consult and implement the policy developed by the Mayor and City Council; work with the Governor’s office and state and federal legislative delegations on municipal priorities; and create a work environment that incentivizes a commitment to excellence in core services while at the same time empowering staff at every level to develop innovative solutions to streamline processes and create better customer service.</i></p> <p><i>The current government structure in Portland is a mayor/council-manager form of government. There are nine members of the City Council including the mayor. The responsibility of the mayor and council is to develop policy for the city.</i></p> <p><i>The mayor/council-manager form of government I worked under in both of my municipal positions are very similar to the form of government in the City of Clearwater. I believe the relationships I have developed with mayors and councilors in my present and previous position has prepared me to work collaboratively to achieve the best interests of the city. Similar to Clearwater, I oversee an international airport, an active cruise port and working waterfront, stormwater and sewer upgrades, large commercial development projects in addition to a 180-bed long-term care facility owned and operated by the City of Portland. The complexity of my responsibilities in Portland are similar to the city manager role in Clearwater.</i></p>	
3.	Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?
<p><i>I was fortunate to have a great mentor who instilled in me from the earliest part of my career to treat everyone with respect and dignity, but set high expectations for yourself and the others you lead. Red Auerbach created the Boston Celtics family and I was fortunate to learn from him and incorporate those lessons in my leadership and management style.</i></p> <p><i>I characterize my approach to managing people as one of realistic expectations yet empathetic understanding. I believe passionately in the family concept in the work environment. I care a great deal for staff at every level and have taken the time to get to know the vast majority of city staff in Portland. At the same time, as public officials we must be held and hold ourselves to the highest of standards. I believe we need to provide training in order to assist staff in moving forward in their careers which includes a concentrated focus on supervisory training development.</i></p>	

4.	How do you incorporate the values of diversity and inclusion into an organization you lead?
<p><i>During the course of my life, making sure everyone has a seat at the table has been important whether it was in professional basketball, business or public service. It is that belief that led me to create the Team Harmony Foundation (www.teamharmonyfoundation.org) with former Celtics player Reggie Lewis and Anti-Defamation Executive Director, Lenny Zakim. The foundation we created empowers young people to take a stand against hate and bigotry in their schools and communities.</i></p> <p><i>It is from this lens that I have a passionate devotion to making sure any organization I have been a part of has an absolute commitment to making sure all voices are included and recognizing we all have our unique life experiences that can enrich an organization. I am proud of the work we have initiated in Portland to have a more inclusive municipal government. During my tenure we have increased the Human Rights Campaign’s Municipal Equality Index by close to 20 points for a combined score of 94 out of 100. As part of the recently passed municipal budget, the City will begin working with the National League of Cities Race, Equity and Leadership program to further ingrain a culture of inclusion and commitment to a diverse staff and outlook.</i></p>	
5.	Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?
<p><i>Utilizing new technologies and old fashioned community meetings has been the method in seeking community input. For example, the Planning Staff hosted dozens of community meetings and workshops to create the new Comprehensive Plan. Alternatively, we are using new online civic engagement technologies for more extensive public notification and community wide input via surveys and polls through our partnership with CivicPlus. This combination ensures we can better reach those who don’t always have the time or ability to attend community or Council meetings.</i></p>	
6.	Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.
<p><i>I have always believed government should be effective and efficient. My budget recommendations have always sought to minimize the impact on taxpayers and at the same time making strategic investments in infrastructure, people and programs. The total increase on the City portion of the tax levy during my six budgets as City Manager has only been 4.58%. This represents an average of less than 0.76% increase per year.</i></p> <p><i>In Portland, revenue is almost evenly split between property taxes and fees. During last year, after COVID-19 began to impact the City, we saw revenues on the fee side plummet. I needed to make cuts on the expenditure side in order to not exceed the adopted budget. It was not an easy process, and it involved eliminating positions, but ultimately it worked well for Portland as the ARPA funds allowed for covering revenue loss, therefore I was able to propose a 4% reduction of property taxes for the FY22 municipal budget.</i></p>	
7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <ul style="list-style-type: none"> a. Neighborhood and downtown revitalization / redevelopment b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements c. Strategic goal setting and citizen based strategic planning
<p><i>a. The downtown of Portland has undergone a dramatic revitalization during my tenure. I have worked with stakeholders on a number of different projects including the creation of two city</i></p>	

owned waterfront parks, and expanding outdoor dining and retail operations during the pandemic.

- b. *I have extensive experience in the development, planning and funding of capital projects. I have focused the investments from the capital improvement plan on core services such as street and sidewalk improvements, adding more bike lanes, pedestrian safety infrastructure and more aspirational projects such as a new public pool.*
- c. *Each year the City Council undergoes a strategic goal setting with input from the community and staff. City staff also has a goal setting exercise focused on improving city services, embracing new technology to streamline city processes, and a focus on what I describe as extreme customer service.*

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

In 2019 I created a new City position to oversee and lead our innovation and performance management work to help further our commitment to being a smart city. This person helped establish an innovation working group with reps from all city departments. They worked on a data and customer service inventory, performance measurement and analytics, brainstorming and KPI selection, and setting actionable goals. We also worked on these topics during our goal setting session with the leadership team. Part of this work involved reviewing KPIs in other cities. Unfortunately, this work had to take a little bit of a back seat during the pandemic. Due to revenue losses, I had to make the tough decision to cut the position, and most staff were focused on our emergency response. We recently conducted a survey with the community to evaluate the public’s awareness of the services we provide, and future customer service and community surveys are planned.

I’ve been a strong proponent of implementing enhanced customer service and civic technology tools in Portland. We offer online appointment based services, a chat bot on our website, a 311-system, a robust mass notification tool, online forms, web and app based parking payments, and an online civic engagement tool. These tools have earned us a reputation as being a leader in digital services and meeting our customers needs by reducing the time they spend in-person with us or by eliminating the need to visit City Hall.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

The feedback I have received from the City Council and colleagues has been focused on the need to take more time off. Unfortunately, over the last few years I have dealt with one crisis after another which has led to not being able to take more time away. In addition, the assistant city manager needed to go on an extended medical leave due to a serious illness which left me solely in the executive role.

10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.

Since the beginning of my career I have needed to speak publicly and interact with the media. I routinely make public presentations during City Council meetings, during our annual district meetings, and as part of citizen engagement efforts for special projects. Two years ago a group decided to create a referendum preventing all development on and near the waterfront due to concerns about potential projects encroaching on the working waterfront for ground fishing and lobstering. In order to avoid a city-wide referendum that would freeze any development in certain zoning areas for five years, I convened a diverse group of individuals with varied interests to develop alternative approaches to the issues of concern. The referendum group withdrew the petition and we were able to make zoning changes that will make sure certain areas of the waterfront remain for the fishing and lobstering professions.

11.	<p>Inherent in every manager’s job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p> <p><i>Similar to my work in basketball, I am focused on talent acquisition as my overall philosophy. That may mean a position is not filled quickly, but I would rather focus on developing the most talented workforce that understands and embraces the overall culture of city staff. I have found during my tenure in the public and private sectors that hiring for talent greatly reduces workplace issues and less need for constant oversight.</i></p> <p><i>Fortunately for me I learned how to create exceptional teams from my mentor, Red Auerbach. I believe it important to understand no two people are the same therefore it is impossible to have a common management philosophy for everyone. Some members of a workforce take initiative and complete tasks on time with very little oversight. Others may want to discuss and debate the outcomes of a particular initiative or project. Part of my job is to create an environment where everyone feels valued and heard according to what they need from a manager. It is crucial to understand your leadership team and overall staff as individuals and not part of a larger group.</i></p> <p><i>One of my early initiatives with our HR staff was to create a non-union wage study to better understand the market dynamics on compensation. It had been years since an analysis had been completed to gauge the rate of compensation compared to the area market but also in comparison to our union workforce. As part of the project, our staff created a performance evaluation tool which is about to be shared with senior leadership.</i></p> <p><i>One of the deficient areas when I began in Portland was a lack of commitment to training. I immediately set out to make sure city staff were not only well trained, but knew they were valued because of the commitment to training. Often staff members are promoted to supervisory roles having never managed people before. We set staff up for failure by not providing the kind of training that is needed for a particular position. Training does cost money, but I believe the return on investment pays great dividends in having a well trained and equipped workforce.</i></p> <p><i>Succession planning has been one of the areas I need to focus on improving not only for myself but the rest of our leadership team. Over the last year we have had two senior leaders become critically ill and the ability to have someone step in the role on a temporary basis was not evident. The same has been true for senior staff deciding to retire. Succession training at all levels must be a greater focus for me as my career moves forward.</i></p>
12.	<p>Briefly describe your experience (if any) leading and/or managing: <i>(experience in all areas is not a requirement)</i></p> <ul style="list-style-type: none"> a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity, b. Bond rating and/or a rating process review, c. Management of municipal utilities including water, sanitary sewer, natural gas, etc. d. Public library operations, e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,

	<p>f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,</p> <p>g. Marine and aviation services,</p> <p>h. Affordable housing, homelessness and/or housing related issues, including policies,</p> <p>i. Neighborhood revitalization programs, policies, and initiatives,</p> <p>j. Commercial development and redevelopment.</p>
	<p>a. As the largest city in the state of Maine, Portland is expected to provide many services that are usually the responsibilities of state or county government. In order to achieve all that is expected of municipal government in Portland, it has been crucial to partner with other cities and towns on social services, transit and housing opportunities. We also work with a regional council of government as well. It has been important to look at regional solutions for many of the challenges facing the Greater Portland area.</p> <p>b. The finance director handles the interface with bond rating agencies. Due to our fiscally responsible stewardship, Portland enjoys a bond rating from Moodys and S&P of Aa1/AA+.</p> <p>c. Portland oversees sewer and stormwater upgrades and management of which I am actively involved in the planning and execution of the larger projects. The Portland Water District oversees the water treatment facility with annual discussions with me on rates and upgrades. Natural gas is administered by a private entity.</p> <p>d. Other than assistance with developing the annual budget, I am not involved in the day to day operations of the library.</p> <p>e. The City of Portland was placed under a consent decree by the U.S. Department of Environmental Protection in the 1990's. Unfortunately, very little of the work that was mandated happened prior to my tenure. One of the most challenging parts of my tenure in Portland has been moving forward with the EPA requirements at great cost, disruption in the community and anger over the implementation of a stormwater fee. I am proud to say many in the community now understand the need to make these investments through an extensive educational process.</p> <p>f. Portland is a city that has 21 neighborhood groups. Over the years, I have met with all of the groups and continue to work with each on their priorities and interests to the extent possible through the capital improvement plan and budgeting process. I also work closely with our Chamber of Commerce, tourism bureau, and our Downtown business improvement district, as well as other civic and business leaders.</p> <p>g. I have extensive experience with both marine and aviation services. The Portland International Jetport is owned and operated by the city. It has been voted as the top small airport in the country on numerous occasions. In addition, I oversee our waterfront facilities which includes multiple cruise ship berths in addition to a working waterfront for the lobster and ground fishing industries. I led a working group to mitigate concerns about the further development of the waterfront threatening the future of the fishing and lobstering community.</p> <p>h. As mentioned previously, Portland is responsible for many of the social service and public health needs of the state. Portland operates both family and adult emergency shelters. I have extensive experience working on the issues of homelessness which includes the planned building of a new homeless services center. Affordable housing is an issue in most parts of our country and Portland has taken significant steps in partnering with private developers to build more affordable housing. During my tenure the city has added 835 mixed income units of housing and an additional 87 units through the Inclusionary Zoning policy.</p> <p>i. During my tenure and supported by me through the budgeting process, the city has completed and implemented a new Comprehensive Plan. In addition, the city is now undergoing a substantial re-write of our land use code which has not been updated in many decades. Both of these initiatives have a great impact on the improvements we are making to neighborhood</p>

nodes with a focus on improving transportation facilities such as the addition of shared use paths, additional bike lanes and strategic investments in public art.

j. Portland has seen private capital invested in new development of commercial, retail and residential projects at an unprecedented rate during my tenure. Portland was recently named the 8th best city by U.S. News and World Report ranking first in safety. The interest in development also presents challenges as well which has been part of my responsibility to help find solutions for residents and businesses.

13. Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.

Modernizing systems and platforms in the city has been a primary focus during my tenure. We've overhauled our IT infrastructure, transitioned to Google for Government, and implemented Tyler Technologies software for HR, Finance, and Permitting & Inspections. We have partnered with various technology companies to create efficiencies in how we interact with the public. For instance, we have greatly reduced the wait time for vehicle transactions through an appointment based system. We are working with CivicPlus to further our ability to interact with the public in real time on important issues or emergencies. I have also been focused on smart traffic signal technology that allows better traffic flow through the use of artificial intelligence. Finally, I was able to begin the mapping process for autonomous vehicles through a partnership with INRIX.

14. Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.

During my tenure I created the position of Sustainability Director for the city. In addition, the city partnered with South Portland to create a comprehensive approach to climate and sustainable strategies through our One Climate Future Plan. Recently, we issued RFP's for partnerships to expand electric vehicle infrastructure and an incentive based partnership to expand solar opportunities for private and public buildings. Finally, I led the effort to construct a 1 MW solar array on a former landfill site in Portland which will generate 1.2 million kWh of electricity each year.

15. What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?

I believe one of my primary responsibilities is to recruit, train and empower the next generation of municipal leaders. My main focus is to attract talent and not simply fill a position. I am most proud of the talented leadership team we have in Portland. While we work together to set our overall goals as a staff focusing on operations, I believe it is my responsibility to empower staff to look at how we accomplish our goals through new ideas if necessary. I work closely with department leadership to create a workflow process that includes meeting deadlines recognizing external issues may disrupt the timing.

16. Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?

During my tenure in Portland, the city has experienced unprecedented economic growth. Over the last six years, the City has seen an acceleration of business attraction with several international companies building corporate headquarters in the downtown area. A new cold storage facility is being built on the waterfront to further our international marine trade. The commitment of the City Council and Administration has led to the strategic deployment of tax increment financing opportunities to facilitate new and rehabilitated affordable and workforce housing. I am proud of my role in the creation of one of the most exciting opportunities for the long term economic growth of the Greater Portland region, the Roux Institute at Northeastern University. The graduate school focuses on analytics, applied machine intelligence, bioinformatics, and computer science through a masters program. I have also been

	<i>working with the school to assist in the creation of an incubator for small companies possibly using city assets.</i>
17.	What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?
	<i>What I have employed during my service in Portland has been bi-weekly or monthly meetings with members of the City Council. I have a weekly meeting with the Mayor, but we also speak multiple times a week. It is important that the elected officials are fully briefed and not surprised by issues. Part of the reason I meet often with elected officials is to have a direct professional relationship where they can provide input on individual or council priorities. I believe it is critical to the success of any organization to have open and often dialogue to address critical issues or initiatives that are of interest to the elected or supervisory body.</i>
18.	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
	<i>Part of the reason I believe I have been successful in my current position is because I have extensive private sector experience in addition to years of public sector service. Bringing an entrepreneurial outlook to municipal government is important in bringing new ideas, a commitment to innovation and an empathetic understanding of staff at every level of the organization.</i>
19.	The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.
	Yes
20.	Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.
	<i>In 2007, the National Basketball Association (NBA) granted me the rights to locate a NBA Development League franchise in New England. I left the office of Senator Kerry in order to pursue an entrepreneurial opportunity to create the minor league franchise of the Boston Celtics and the Charlotte Hornets.</i> <i>During my tenure in Washington, DC, I was asked to perform different job responsibilities at the White House and the U.S. Department of Justice hence the changing position titles in the executive branch.</i>
21.	If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.
	<i>It is unfortunate in modern political life that public officials are accused of things that are simply not true. Over the course of the last few years I have been targeted by an active group of Democratic Socialists in Maine that do not agree with my operational and fiscal decisions. I am more than happy to discuss this in greater detail.</i>

Due Diligence Questionnaire

Name	Jon Jennings	Date Completed	July 26, 2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
NO	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
NO	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
NO	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
<i>YES—In 1997, the Boston Celtics hired a new head coach and he wanted to hire his own staff. The coach dismissed 18 Celtics’ employees of which I was included.</i>	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
NO	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
YES	



CANDIDATE 7 – DAVID JOHNSTON

David W. Johnston, MPA

1648 Chestnut Court – Ft. Wright, KY 41011
859-412-5330 • cdjohnsmanor@yahoo.com

June 29, 2021

Ms. Anne Lewis
Mr. Chuck Rohre
Baker Tilly
Applied via Baker Tilly's Application Portal

Dear Ms. Lewis & Mr. Rohre:

I am applying for the City Manager position with Clearwater, Florida. Having done significant research on the city and its government, I see this as a truly unique and exciting opportunity. My background, experience and interpersonal skills are the qualities that make me the right choice for this position.

I bring close to 25 years of visionary public service and management experience, with success in intergovernmental relations, economic development, strategic planning, financial management/budgeting and staff development/mentoring. As a trusted and dependable advisor, I have consistently delivered ethical, transparent and engaged leadership to stakeholders of communities with diverse and often complex needs. This resulted in vibrant, win-win partnerships, meaningful investment, and quality service delivery.

These are a few key strengths I offer, based on solid experience:

- **Influential communicator and relationship builder...**
With mastery in developing, sustaining and leveraging a web of high-value partnerships which creates awareness, and encourages active civic engagement to advance a local government's strategic interests.
- **Decisive and action-oriented style...**
With proven, long-standing reputation for developing and driving practical roadmaps to enhance policy, communications, and issues management while undertaking a variety of projects and strategic initiatives.
- **Catalyst in maximizing a community's business and economic health...**
By leveraging my expertise in community and economic development to increase investment, strengthen and broaden the local tax base, while respecting the local historical legacy, as the foundations to building community.
- **Authentic and values-driven team builder...**
With poise, skill and sensitivity I provide leadership and support to a diverse staff within highly complex and evolving organizational structures and foster a culture of performance, knowledge, accountability, innovation and quality.
- **A passion to promote ethical and results-driven public services at the local level...**
My work as a public servant is founded on the basic philosophy that I must continually earn and keep the public trust. To strive to meet this challenge I enhance a local government's focus and investments around a shared community vision, supportive infrastructure and sustainability. I meet challenges such as budget deficits and often rapidly changing community dynamics by utilizing an uncommon blend of critical thinking, an entrepreneurial spirit and an aptitude for making positive change happen.

Additionally, I have represented the communities I have served on MPO boards, regional economic development organizations, municipal league legislative committees and various local committees. I have worked with neighboring communities in developing joint purchasing contracts and inter-local agreements that combined our staffs to perform joint projects, usually infrastructure maintenance projects, all to get the most economic services from the public resources available (aka: get the biggest bang from the public dollars).

Your position profile says I'm the type of person you are looking for to serve as an experienced, passionate, energetic and strategic leader, to be a good steward of public resources and to communicate complex issues and situations in ways that lead to the most informed and effective public policy decisions. I look forward to beginning a productive dialogue with you about this exciting professional opportunity. Please contact me by phone or email to arrange a meeting. I look forward to hearing from you soon.

Respectfully,

David W. Johnston, MPA

859-412-5330

cdjohnsmanor@yahoo.com

David W. Johnston, ICMA-CM

1648 Chestnut Court, Ft. Wright, KY 41011 • 859-412-5330 • johnsmanor@gmail.com

Visionary Public Services Executive

Forward-thinking and resourceful leader with a guiding philosophy that reflects the value of encouraging innovation, ownership and responsible risk-taking to **IMPROVE THE OPERATIONAL AND FISCAL SOUNDNESS OF AN ORGANIZATION**. Tenacious trailblazer marked by proven success in crafting breakthrough win-win programs incorporating strategic planning, value-added economic development, staff development and mentoring, and community and inter-governmental relations to **ACHIEVE POSITIVE SOCIAL, ECONOMIC AND ENVIRONMENTAL OUTCOMES**.

PIVOTAL SKILLS

Productive Relationships / Partnerships	Cross-Departmental Cooperation	Financial Stewardship
Communication / Political Acuity	Public / Community Relations	Economic Development Leadership
Inter-Governmental Relationships	Staff Management / Development	Project / Program Management
Problem Solving / Conflict Management	Business Development / Marketing	Community Visibility / Relevance

Experience, Key Contributions and Performance Milestones

City Manager: Covington, Kentucky - 2017 to 2021

Managed a historic and rejuvenating Ohio River community in the heart of the Cincinnati metro area (**population: 41,500**), leading a team of **400 employees** plus **50 seasonal employees** with annual budget of **\$109 million** including a **\$57 million** General Fund, plus Storm Water and Street Utilities, Golf Course and various dedicated funds.

Full oversight of day-to-day operations of the City, including directing a dedicated management team from Police, Fire, Neighborhood Services, Public Works, Economic Development, IT, Human Resources, Finance, Communications, Data Analysis and Grants Management departments.

- **IMPROVED PUBLIC FINANCIAL STEWARDSHIP THROUGH STRONGER FINANCIAL CONTROLS:** These changes led to significantly less audit findings from 6 recurring findings to 2 findings (1 recurring) in 3 years. Also, the City's Moody's bond rating improved from a Baa rating to an A2 rating in two years due to these new policies. Strengthened the multi-year financial model to regularly use in decision-making and policy assessments (this model helped the City more effectively deal with the financial impacts of the COVID-19 pandemic).
- **SUCCESSFULLY GUIDED IMPORTANT REDEVELOPMENT EFFORT:** Led a community-based master planning process on a key 23-acre site in City's commercial core, which led to successful negotiations for the City to purchase the site from the federal government with a \$30 million GO bond issue. City is taking the lead to clear the property of a ~460,000 sq. ft. building with asbestos to greenfield status and to ready this asset to the private commercial market.
- **RENEWED FOCUS ON CUSTOMER SERVICE:** Reorganized the city departments into 2 functional areas—Public Service and Support. Successfully broke a silo mentality to one of seeing each department as serving both the public and each other for improved public service. Staffing increases, training and other investments led to success.
- **EFFECTIVELY ADDRESS BLIGHTED PROPERTIES & POVERTY:** Initiated a program of increased code enforcement, took legal actions with liens and foreclosures, and started and rental property licensing program, including mandatory inspections. Used federal CARES funds to expand free Wi-Fi services in poorer neighborhoods to assist in virtual learning demands for our students.
- **SERVED AS FIRST EXECUTIVE DIRECTOR OF PARKING AUTHORITY:** Organized parking assets as cost centers to assess operating profit/loss and to develop first capital improvement plan as basis to set parking rates.

City Manager: Maple Valley, Washington - 2009 to 2016

Managed a vibrant community in Seattle metro area (**population: 25,600**), leading a team of **45 FTEs plus 35 Seasonal employees** with an annual budget of **\$29M**, including Storm Water and Street Utilities, Golf Course and Lake management. Provide guidance and direction to City Council and City staff on issues relating to significant population growth and its pressures on the supporting infrastructure and local culture of the community.

Full oversight of day-to-day operations of the City, including service contracts for Police, Legal, Court, Jail, Animal Control and Engineering Services. Led key processes to update the City's emergency management plan, to assess the local golf course and to negotiate with King County to annex various strategic parcels of land into the City.

- **BRIDGED THE GAP BETWEEN POLITICS AND ADMINISTRATION:** Demonstrated advanced relationship and coalition building skills, by reaching out to all stakeholders and bringing a diverse community together – in the midst of intense political conflict. **Maintained an open, responsive and proactive connection between the City and the Public, providing effective operational recommendations to facilitate progress of previously stalled policy making and revive project execution.**
- **CREATED A COMPELLING AND COMPREHENSIVE VISION:** Charted a new vision for the City, successfully balancing the Public's openness to growth, with keen mindfulness to maintaining a sought-after small-town atmosphere, without sprawl and environmental degradation. New, re-focused vision **enabled facilitation of community priorities so that the City continuously improved services to residents.**
- **OPTIMIZED THE CITY'S BUSINESS AND ECONOMIC HEALTH:** Positioned the City Economic Development Committee as Ambassadors with local and regional representatives, cultivating partnerships and collaborative relationships with commercial development, transportation, education, banking and utilities sectors, as well as with local businesses and citizens. **Initiative transformed the City's previously marginal reputation with the development community, enhanced its prominence and visibility, and generated significant opportunities, including development of 2 major shopping centers during the recent recession, and receiving 10 designations as a desired place to live, work and conduct business.**
- **BUILT A CULTURE OF ORGANIZATIONAL EXCELLENCE:** Applied a leadership approach that created an environment of trust and openness, **optimizing overall productivity and quality of service delivery, while reducing employee stress stemming from a politically tense environment.** In addition, led an initiative to assess technology needs and communications systems within the City **to improve resident, enterprise and visitor satisfaction with City services,** and initiated a priority-based budgeting process **to ensure sound, long-term and sustainable funding decisions.**

Public Management Consultant - 2008 to 2009

Leveraged in-depth knowledge of government and public agencies to: (i.) Update the comprehensive plan and assist in recruiting /succession planning for the Village of Savoy, IL; (ii.) Served as Interim City Administrator for the City of Aledo, IL, collaborating with department heads and leading staff to **ensure efficient service delivery** during political transition.

Village Administrator: Rantoul, Illinois - 2004 to 2008

Led a team-oriented organization (**85 FTEs plus 50 Seasonal employees**) in an engaged, full-service community (**population: 13,000**), with annual budget of **\$50M**, including Water, Sewer, Gas, Electric Utilities and GAO Airport. Successfully partnered with the Mayor, state legislators and community citizens to navigate significant redevelopment challenges associated with closure of the former Chanute Air Force Base. Established Chanute-Rantoul National Aviation Center Redevelopment Commission, and served as the Commission's Executive Director and LRA Director.

- **ORCHESTRATED REDEVELOPMENT OF AIR FORCE BASE:** Drove transformation of a long-closed Air Force base, including an airport, to **revitalize the community's local economy.** Led negotiations with the US Air Force on the ownership transfer and environmental mitigation planning, as well as aggressive debate with the EPA, FAA and other agencies to facilitate federal and state funding for capital improvements. **Designated the first 150 acres for a "shovel-ready" industrial park to serve as a nexus for an intermodal transportation center;** setting the stage for ultimate conversion of the base into an economic driver linking light manufacturing facilities and transportation.
- **ATTRACTED INVESTMENT AND BUSINESS OPPORTUNITIES:** Championed a comprehensive Economic Development Strategy to support a clear message that Rantoul is "open for business": (i.) worked with Public Works staff to improve infrastructure services through the **issuance of \$11.5M in revenue bonds;** (ii.) Led the installation of "dark"

fiber optics network throughout the community and utilized a VoIP telecommunication framework within City Hall;
 (iii.) Engaged Developers, Industrial Real Estate Brokers and the University of Illinois in building private-public partnerships to **bolster quality development and increased levels of investment.**

Town Manager: Westfield, Indiana – 2000 to 2003

Highly visible Chief Administrator role for Indiana's 3rd fastest growing full-service community (population: **12,500**) and with a Utility Service area population of **21,000**) with **100FTEs** and **\$13.5M** annual budget, including Water / Sewer Utilities. Focused on mending an ideology clash between City Leaders and the Community arising from Council's philosophy that proposed development and growth would threaten the "Small-Town" ambience. Role required advanced leadership skills in complex public and intergovernmental issues, operational decision-making, and community planning.

- **ENHANCED COMMUNITY APPEAL AND PROSPERITY THROUGH STRATEGIC ECONOMIC DEVELOPMENT:** Delivered Town's *first* infrastructure master plan emphasizing development of land use, annexation programs and integration of relevant communications technology (fiber optics) to **expand and diversity tax base while managing growth**. Key initiatives: (i.) Negotiated purchase of a neighboring private Water / Sewer utility for **\$19.5M, financed by revenue bonds**; (ii.) Collaborated with local Congressman's staff to **secure a special \$630K federal EPA grant** for strategic sewer system expansion to support development of a key parcel located along the US 31 Freeway.
- **DEMONSTRATED SOLID BLEND OF OPERATIONAL ACUMEN AND VISIONARY INSIGHT:** Applied a strategic approach to economic development, identifying growth opportunities and "selling" them to Council, Staff and the Community, **drawing upon ability to relate with citizens**. Developed the Town's *first* 5-year operating and capital budgeting process aligned with Council goals, **enhancing Town's management practices and overall performance**.

Village Administrator: Coal City, Illinois – 1997 to 2000

Demonstrated success in serving as the first local government professional manager for the community. Oversaw a **4,500 population** community with **30 FTEs** and annual **operating budget of \$7M**, including Water / Wastewater Utilities. Led immediate goal of implementing the *first* comprehensive plan involving long-range operating budgeting and capital improvement program, asset replacement system, enhanced purchasing processes and long-range land-use plans.

- **PAVED THE PATH TO SUPPORT THE CITY'S RESPONSIBLE AND SUSTAINABLE GROWTH:** Identified and implemented critical agreements to **provide increased efficiency and service** to residents: (i.) Partnered with Village Board, the Village Engineer and Illinois EPA to fund a **\$5M** sewer treatment facility and **\$2M** upgrade program to the water delivery system; (ii.) Updated the Village's subdivision regulations, initiating comprehensive land use planning to **progress strategic initiatives and provide proactive solutions for the future**.

Early Career

Administrative Director: INDIANA HEALTH CENTERS, INC., Indianapolis, Indiana (1994-1997)

Director of Stewardship: DIOCESE OF GARY, Merrillville, Indiana (1992-1994)

Director: State of Indiana, OFFICE OF TRAFFIC SAFETY, Indianapolis, Indiana (1989-1992)

Director: State of Indiana, TRANSPORTATION PLANNING OFFICE, Indianapolis, Indiana (1986-1989)

Education

Master of Public Affairs (MPA): INDIANA UNIVERSITY, SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS (SPEA)
Concentration in Urban and Regional Planning

Full-time 6 month internship with the Indiana Port Commission / Ports of Indiana

Bachelor of Arts in American Studies: UNIVERSITY OF NOTRE DAME
Concentrations in Communications and Economics

Certificate in Economic Development: University of Oklahoma, Economic Development Institute

Teaching

Adjunct Faculty Member: INDIANA UNIVERSITY-PURDUE UNIVERSITY AT INDIANAPOLIS,
SCHOOL OF PUBLIC & ENVIRONMENTAL AFFAIRS (SPEA)
Taught two undergraduate management courses (August 1988 to December 1991)

Honors and Awards

Designated as a **Sagamore of the Wabash** by Governor Evan Bayh (D)
Designated as a **Sagamore of the Wabash** by Governor Robert Orr (R)
2013 **WCMA Award** for Skills in Intergovernmental Cooperation
Received the 1989-90 **SPEA Undergraduate Teaching Excellence Award** for Adjunct Faculty

Professional Associations

International City/County Management Association (ICMA)
ICMA Credentialed Manager Designation since 2006
Kentucky City/County Management Association (KCCMA)
International Economic Development Council (IEDC)
International Council of Shopping Centers (ICSC)
National Association of Industrial and Office Parks (NAIOP)
National League of Cities (NLC)
Kentucky League of Cities (KLC)

Personal

Married to my wife Carole for over 26 years. We are trying to learn Spanish and occasionally take dance lessons to spare my wife's feet. Active in my parish and with other community groups. Hobbies include: cooking, map reading, hiking, reading historical nonfiction, listening to big band jazz and following minor league baseball. Additionally, I have volunteered as a merit badge counselor for Boy Scouts.

Candidate Questionnaire

Name	David W. Johnston	Primary Phone	(859) 412-5330
Email	cdjohnsmanor@yahoo.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City Manager—Covington, KY, August 2017 to June 2021 2. City Manager—Maple Valley, WA, April 2009 to June 2016 3. Village Administrator—Rantoul, IL September 2004 to February 2008 4. Town Manager—Westfield, IN, March 2000 to March 2003
Currently / Most Recently Reports to (by title):	Commission Chair
Population Served (last 2 organizations):	Covington, KY—41,600 Maple Valley, WA—25,600
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 16 2. 6 3. 400 FTEs + 50 seasonal staff 4. \$1.6 million 5. \$115 million
Highest level of education achieved (include degree and institution):	Master of Public Affairs—Indiana University
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	Credentialed Manager—ICMA (ICMA-CM)

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
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Clearwater impressed me as a city that successfully works with the many community stakeholders to that make the city thrive and be a great place to live and to invest. Aside from the economic development partnerships and efforts to attract talent and investment Clearwater has focused on important quality of life aspects that support the foundation of a community, like embracing history as an important cultural value, investing in greenspace and recreational facilities for all to enjoy and promoting cultural amenities. All of these helps create an important sense of place for your residents—which, in turn, supports the economic development initiatives. Finally, the City has also embraced wise financial stewardship to address necessary infrastructure upgrades and improvements. All in all, this professional opportunity complements the skills and abilities that I have developed over the last 25 years in managing local governments. It is too good an opportunity to pass up.

2. **What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?**

Until June 2021 I serves as the City Manager of Covington, KY, I was responsible to the City Commission to assist them in developing the community’s vision and provide the members with the needed information to assist them in making effective policies. I then worked with my management team to implement the vision and policies through our stakeholder relationships, with the City’s staff and with the use of other public resources. I am blessed to have a great management team, who strongly support our efforts to service the public. I supervised 16 direct reports (an assistant city manager, department directors, technical staff, and administrative support staff). Covington is a full-service city offering police, fire, public works, neighborhood services, economic development, HR, IT, Finance, Communications, and data analytics. I had direct responsibilities for intergovernmental relations and the management of the City’s new parking authority, as well as acquiring a key 23-acre site for redevelopment.

3. **Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?**

My success and my enjoyment in working in local government are driven by an overarching philosophy: I must continually earn and keep the public trust. This is not easy. However, with whomever I am working, whether with the elected officials, with the staff or with the public, I respect and value them as individuals first, then work to gain the mutual understanding of the roles each of us play. I strive to foster teamwork among all stakeholders by helping all to see each other as resources, cultivating a spirit that we help each other succeed. I am friendly, open, honest, trustworthy, and accountable—traits I try to support in others, as well.

Regarding my leadership philosophy and style, I believe that others will say that I want to get things done and make positive things happen. My leadership philosophy includes the following tenets:

- 1) I am a visionary and I grasp the big picture readily. Yet, I am comfortable dealing with the day-to-day responsibilities.
- 2) I am a relationship builder. Success comes from the efforts from the entire team.
- 3) I take time to understand the culture in which I find myself working and interacting.
- 4) I try to be humble and not take things for granted.
- 5) I have a good sense of humor. At times this is what helps me get through the challenges of living the dream through public service.

6) Finally, I strive to lead by example and follow the Golden Rule: Treat others as I would like to be treated. I am also sensitive that my words and actions are consistent.

By practicing the above daily, I try to be respectful, personable, and very encouraging that we see our work as benefitting the citizens we serve. I believe in my “management by walking around” approach helps me to get to know staff, share in their small talk and support the work they do. Also, I encourage city councilors and staff to practice a work-life balance philosophy: Take vacations; take care of your health and other personal issues. If you do not pay attention to your personal needs, it will affect your performance at work or in your performance as an elected official.

Good communication is the backbone of a successful relations. I meet with my management team, as a group, and individually. My management team members know that I do not micro-manage them or their departments, but I work for all to attain the goals of promoting teamwork, of instilling an attitude of accountability and to see each other as resources for one another.

4. **How do you incorporate the values of diversity and inclusion into an organization you lead?**

Many of the positions I held gave me opportunities to appreciate a world that were part of my upbringing. With the State of Indiana, I was part of a sexual harassment investigative team for issues within the state DOT. With the Diocese of Gary, I had to work with pastors, community stakeholders, etc. who were challenged with the economic disparity and racial segregation that existed within the Diocese. With Indiana Health Centers, I was exposed to the challenges the migrant farm-working, the homeless and the poor faced in getting necessary health care. Throughout my municipal management career, I have faced issues of discrimination based on race, disability and sexual orientation and I was fortunate to have good HR teams develop employment training on these issues within the organization, including me. Currently, because of the recent unrest experienced in 2020, our city participated in a series of awareness training, including recognizing internal racial bias. We just completed a training on the use of pronouns in light of the fact that the city has many employees, who identify as LGBTQ+. These trainings were different than the past trainings I have had as the previous training basically focused on following the laws and regulations in place. The more recent training focused helping me as an individual to self-examination of my background that form my visible and hidden viewpoints on prejudice and to work on treating all from the standpoint of respect and dignity, following the Golden Rule—treat others as you want to be treated. I participated because others needed to see that the training was for all, including me. This is an important aspect of leading by example.

5. **Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?**

My goal is to make sure that that public has the information on the work of its local government. The cities I have managed have used traditional methods to discuss issues or present programs—use of monthly newsletters, attending neighborhood meetings, work with the local media with announcements, host town hall meetings, use of citizen surveys, encourage attendance at public meetings, etc. With my last two positions the use of social media became a major outreach method. The City hosted Facebook and LinkedIn pages and used them for announcements. We instituted an e-notification system, encouraging the public to sign up to receive timely e-mails on announcements or other important community/program information. Cities in which I managed hosted job fairs, set up City-focused booths at community festivals and sponsored community events, like recycle fairs, city clean-ups,

holiday celebrations, etc. The goal is to make sure that folks see their local government in action, being of service that benefit them and keeping them informed.

These approaches do not guarantee all citizens see the value in actions. Cities can only provide opportunity to reach out and share information and offer community programs. Yet, personally, I feel the most effective approach is what involves efforts that meet the citizens personally. Data gathering is important, but impersonal. Local government service is founded on relationship building.

6. **Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.**

I am conservative when dealing with budget matters. I firmly hold an attitude that any program or policy needs to add value to the community—often derived through a public process. Holding true to some best management practices helps the city as a whole succeed in earning and keeping the public trust.

I do feel strongly that a city should establish a minimum operating reserve (rainy day fund) for all of the funds managed by the City—20%-25% of the General Fund. This would be a policy decision made by the Council. I believe that the City’s vision and priorities need to be directly reflected in each department’s operating budgets. Also, an effective multi-year financial model is imperative. If more revenue is sought, we owe it to our Council and our citizens in discussing the need for the additional funding. A model can help in our discussions.

While with Maple Valley and Covington, I instituted a priority-based budgeting process due to some real issues that will impact the long-term sustainability of the City. This process allowed us to get a re-appreciation of the work each department does. However, this approach also helped us assess what were the priority programs and policies of the department. This assessment helped develop the context to review actions that may be necessary to drop, add or enhance certain services. It also helped improve communication between the management team and the Council and the public. Also, I require monthly financial reports to be included in the agenda packets and quarterly financial reports, which serves as a segue to quarterly budget amendments, if needed. Finally, I welcome audits; they either validate the good work we are doing or it objectively brings up weaknesses that need to be addressed.

One budget situation I had to deal with in Covington was that the financial revenue brought into the City’s coffers did not match the rejuvenating activity experienced within the City. I found that the Finance Department reported gross revenues, not net revenues, in the financial reports. The net revenue reflected the amount the City actually received in tax and fee revenue. Once revealed, I had to lead discussions with staff and the Council on this situation. These discussions did lead changes with our economic development incentives policies.

7. **Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:**

- a. **Neighborhood and downtown revitalization / redevelopment**
- b. **Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements**
- c. **Strategic goal setting and citizen based strategic planning**

- a. I have worked with staff to strategically use federal CDBG and HOME funds on individual and neighborhood scales. The city has foreclosed on blighted property, purchased it at Sheriff's sale and bid out the sale of the property with redevelopment expectations listed as a condition of sale. I have also acted, with council approval, to work with the state legislature to change statutes that provided more tools for the City to use to accomplish its goals. My staff and I have successfully used micro-loan/grants to help fund façade improvements, energy conservation improvements
- b. I have directly developed and expect all departments to develop capital improvement plans, incorporating life-cycle costing, results from regular inspections and outlining infrastructure support of the city's vision or support for economic development initiatives. For utilities, a long-range capital plan is needed so the results can be part of the rate structure discussions. In Westfield, a key 75-acre parcel needed sewer access to attract development. The sewer line needed to go under a major 4-lane highway. We used the engineering information and successfully worked with our congressman to get 50% funding from the EPA.
- c. As I mentioned in another question, I always start a strategic assessment of the city called the "Competitive Community Initiative." This process involves both internal and external participation. In Rantoul it charted the village's course in dealing with the federal government and the closed Air Force base. In Westfield, it led to the legislative strategy to change the state's forced annexation statute to allow the city to annex a large parcel owned by the county. In Covington, it provided the context behind the city's purchase and redevelopment plan of a 23-acre parcel owned by the federal government through bond financing. On a smaller scale, I appointed and led a task force to look at Maple Valley's finances and management of the local golf course. We changed it to be run like an enterprise fund through its rates and other pricing, instead of being subsidized by the city's general fund.

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

I have used performance-based budgeting. This effort focuses on a strong assessment of the departments and services it provides. It involves the community, via surveys, public meetings, deep conversations between the council and staff. This process helps make sense when discussing the limited public resources and desire for new programs, policy and program trade-offs and situations that affect the City but are out of the City's control. One situation I was recently involved in dealt with staffing levels within our fire department. The union wanted to increase the staffing in the fire prevention side. However, the run data did not support this need. It did, however, support the need to bolster the EMS services as its runs were more than 4 times that than fire prevention.

I encouraged Covington to participate in the Malcolm Baldrige Program for Excellence program, managed by the U.S. Dept. of Commerce. It is a multiple year assessment of the organization that include significant staff buy-in, public input, City council buy-in, etc. It is a strong assessment on how each department operates, looking for efficiencies, measuring services offered against the vision/mission of the city and of the department and using many of the tools used in performance-based budgeting. Only 4 municipalities have received this prestigious award. Covington has successfully completed Stage 1 and Stage 2 designations. The most challenging organizational efforts are to come.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

I have received constructive criticism highlighting areas needing improvement. Throughout my professional career I have been told that I, at times, am impatient in getting things done. As a manager, I have had to work on dealing with this issue because I rely on so many others to get things done. When things get to this point, where my expectations are not met, I have been told that my conversational style gets terse. Since this issue has been brought up throughout my career, I am aware that this surfaces now and again, and I make the effort to not exhibit this trait. Through this awareness and through my maturing, I have made significant improvements in dealing with this issue. Unfortunately, it does surface on occasion.

In a few reviews that I have had over the last few years I was told that one of my weaknesses is that I do not take enough credit for successes and use this credit to promote my own good work. The fact is that my generation is not focused on self-promotion, but on shared credit. I have mentioned a few times that those of us who have chosen a career in public service are motivated by the positives due to our collective efforts, not self-reward. I even find this a challenge when I develop my resume’.

10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.

I am very comfortable making public presentations, whether the event is a city council meeting, a community event, or an HOA meeting. One of the more sensitive situations I have had was when I managed Westfield. The town had the opportunity to purchase a neighboring water and sanitary sewer utility—a move that would make the town the regional utility provider. However, the only way to accomplish this purchase was for the town to issue revenue bonds. This action would mean that the water and sewer rates would increase. The town was very conservative and supported a pay-as-you-go approach to government. Issuing debt was historically discouraged. The opportunity was too good to pass up.

I held a series of town hall meetings for the public to review the purchase deal and to ask direct questions. I answered all questions directly about why this utility purchase was important to the future of the town. We discussed everything from water and sewer rate hikes, how the bond would be structured, etc. The most engaged discussion came about around how this purchase would allow the town to control the direction and rate of development. Once the meetings were completed and the survey results from attendees were given to the Council, the Council saw that it had broad support to vote to issue the bonds to purchase tis utility.

11. Inherent in every manager’s job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.

All employees know that I demand a fair process whenever disciplinary actions are warranted. Truth is a foundation in this approach. Many times, the disciplinary process serves as a teaching moment for the employee, or I am informed about issues that I was not aware. I know that employees, who have had to face consequences, know the process, under my expectations and values, and know they will get fair shake. I believe in a progressive disciplinary process involving performance improvement plans. Unfortunately, a few times I have had to fire employees, but they knew why that action needed to be taken.

I value training and how it can benefit both the employee and the organization. During the performance review process, which I try to have completed before the budget process, I encourage all department directors and supervisors to have conversation with their staff about career development. If it deemed viable that training will improve an employee’s performance or support our succession planning, a training program is developed for that employee. This information is then used in our budget process. Sometimes efforts can be funded; sometimes it cannot. But we try to make it work with possible alternatives than what was originally proposed. Also, I encourage the management team members to talk amongst themselves about upcoming opportunities in their departments and ask if an existing staff member exhibits the talent, traits and experience for that opportunity. Employees see that they are valued.

Briefly describe your experience (if any) leading and/or managing:

(experience in all areas is not a requirement)

12. **a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,**
b. Bond rating and/or a rating process review,
c. Management of municipal utilities including water, sanitary sewer, natural gas, etc.
d. Public library operations,
e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,
f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,
g. Marine and aviation services,
h. Affordable housing, homelessness and/or housing related issues, including policies,
i. Neighborhood revitalization programs, policies, and initiatives,
j. Commercial development and redevelopment.

a. A few of the cities I managed engaged with neighboring communities with joint purchasing agreements and joint bidding agreements to obtain better unit pricing. Also, with one community, two cities entered into an inter-local agreement to share staff and equipment in building inspections and plan review, recreation programming, pothole repair, crack sealing and catch basin replacement.

b. A few cities I have managed strategically used debt to address capital improvement needs. Most recently here in Covington, we have had 3 reviews by Moody’s. Each year we have improved from Baa to now A2 positive, and we just finished another review. We used these rating reviews to update and strengthen financial management policies and economic development incentive programs.

c. Three (3) of the communities had water, sanitary sewer and storm water utilities as part of the city’s umbrella of public services. With Rantoul, the village also provided electric and natural gas as public services—I learned about the purchase of power and gas through the municipal co-op wholesale market. All these utilities were managed as enterprise funds.

d. None.

e. Managing cities with utilities there were regular interactions on capital planning and rate structures. I have been part of 25+ budget presentations before city councils and state finance committee. I have used the city newsletters and our communications department to issue updates on major events or projects. I have used task forces or town meetings to discuss specific issues that need to be addressed.

f. I have served on boards of directors of local chambers. I have organized meetings between city councils and its state/federal delegations on issues that need attention—same with neighboring councils that led to inter-local partnerships. I encouraged city support for job fairs, community tree planting and clean-up events, recycling fairs and important education efforts, like the importance of backflow preventers in areas that have CSOs.

g. With Rantoul, we operated an instrument landing general aviation airport with a contracted FBO. We also marketed the property surrounding the airport as commercial opportunities as part of our economic development economic development strategy. The airport served as the back-up to a regional commercial airport.

h. I have had code enforcement departments that focused on property code violations—in general, following a fine, lien foreclosure process. Implemented rental licensure/inspection program for residential rental properties. Used city-owned property acquired through the fine process to sell to rehabbers with certain contractual conditions driven by the needs of the neighborhood. Partners with the county to expand emergency homeless housing, as well as another non-profit to expand its services.

i. In Covington, we changed our zoning code to a form-based code—easier to work with developers or rehabbers of projects in less market driven areas of the city. City has given focus redevelopment matching grants to neighborhoods, where improvements are made from a neighborhood driven public process. Have used CDBG funds to help improve streetscapes in poorer neighborhoods and HOME funds to help first-time buyers buy their first home. City also has regular street cleaning of all streets in the city.

j. Have led master-planning efforts for areas needing redevelopment help. Developed policies on the use of redevelopment loans and grant programs (large and small amounts). Work on the approach on how, when and what incentives to offer for redevelopment ventures (use of TIF, industrial revenue bonds, innovative joint purchasing arrangements. I have led recruiting trips to both ICSC and NAIOP annual conventions with specific marketing materials. Promoted the use of New Market and Historic tax credits, and the benefits attributable with HUBZones, Opportunity Zone and Foreign Trade Zones with developers.

13. **Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.**

Although my background is not technology related, I firmly believe that fiber and Wi-Fi networks should be viewed as fundamental infrastructure services for a community in the 21st century. With Westfield and Rantoul, I worked with our public works departments to utilize the municipal rights-of-way and easements to lay dark fiber rings throughout the community. This pro-active action taken in Westfield led to the creation of a local telecommunication utility and used this new system as leverage in negotiating a new cable franchise agreement. It became a new revenue stream for the local government. With Rantoul, this pro-active stance solved the “last mile” challenge and enticed a new fiber carrier to serve the community with this new fiber ring. The telecommunication company establish two POPs to link the village fiber ring to its main fiber trunk line, providing redundancy and reliability. This system became a major component in our economic development recruitment efforts.

With Covington, we used federal CARES funds to partner with one of the area’s telecommunication firms and our school district to establish over 125 Wi-Fi hotspots throughout our poorer neighborhoods. When the pandemic closed our schools and virtual learning became the new educational approach, a significant number of the local students living in the poorer parts of the community did not have access to the internet for virtual learning. This effort solved the access issue. This effort caught the attention

of a local technology company that realized that the families in these neighborhoods also did not have computers at home for learning. It tapped its network of technology companies and it distributed around 1,000 refurbished computers to poorer families. Both efforts also allowed these families to take advantage of shopping and telemedicine while COVID restricted personal outings. Another bonus of this effort was that unemployed and underemployed residents used this new access to the internet to look for employment.

I directed projects within the municipal organizations I managed to use technology to save money and provide better public service. In Rantoul, we replaced our landline phone network with a VoIP system that provided significant financial savings annually. With Maple Valley, I directed our IT department to link our three municipal facilities, located in three different parts of the city, via a true city network and a central server. This effort allowed all departments share files easily. This new system allowed our parks and recreation department to use program registration, schedule facility rentals and take secured credit card payments on-line. This improvement also allowed the city to serve its emergency operations center with the county-wide network.

Finally, with Westfield, I worked with our Public Works director to plan and install a modern SCADA system to monitor our water and sanitary sewer systems. The system was linked with our servers and could be monitored by take-home laptops. Also, when a failure occurred at a pump station, we did not have to rely on a passer-by call and report that our blue lights was blinking.

14. **Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.**

None of the communities that I have managed have addressed climate change as a council or community priority. The cities have embraced the need to look at energy efficiency as a goal to cut costs (i.e., replace street light bulbs with LEDs; managed temperature controls in public buildings; investigate the feasibility of using solar panels to generate power, etc.).

15. **What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?**

My management style is to encourage all of the management team to use his/her talents and abilities to develop programs, practice public stewardship and manage the employees in a fair and just way. I am not a micro-manager, but, through the management team meetings and individual meetings we explore the council and public expectations of our actions and how these expectations complement the vision/mission/values of the city organization. At the management team meetings, I focus on the issues facing the entire organization, for example--succession planning, budget challenges or master calendar development. From these interactions I cultivate an atmosphere that encourage the team members to see each other as a resource. The individual meetings focus of specific departmental issues, like program timelines, work program development and discussion of other specific items that need attention.

Both meetings are an important part of my annual evaluation process. About 4 times a year I discuss performance with my direct reports to address concerns early and practically speaking, I do not have to try to recall 1-year of performance. These meetings also help develop training/development plans for the department and the department head specifically.

This approach has worked well for me throughout my career.

16. Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?

In the communities I served I start off by assessing the capacity of the community must successfully participate in the highly competitive economic development marketplace. I use a process developed by the State of Illinois in the 1990s called the Competitive Communities Initiative. This process focuses on the six foundations of growth:

- 1) Skilled and Adaptive Workforce.
- 2) Good Basic and Advanced Infrastructure.
- 3) Access to Capital.
- 4) Access to Technology.
- 5) Pro-competitive Policies; and
- 6) Social Infrastructure Necessary for a High Quality of Life.

By looking at the community from the many lenses needed and by involving the appropriate stakeholder or service provider, a community can see its advantages and challenges. From this assessment, strategies and action plans can be developed to have the community be a more successful area for potential investors.

I used this process in Maple Valley. It is a very fast-growing residential community. Due to the fast population growth community services needed to expand. Yet, the Washington state municipal tax code froze the growth of the property tax levy. No income taxes are allowed to be charged. Sales taxes were the primary and growth revenue source to meet the public service needs. I led a strategic process to discuss this important issue. From the town meetings, surveys and other means of data collection, the community appeared open for the City to find and work with a developer to develop a retail sales tax-generating shopping center that will meet the commercial needs of the growing population. We used the information from the assessment mentioned above and sought the right developer that wanted to work in the Maple Valley market and we helped facilitate the conversation with a key landowner to sell the property to the developer. As the developer started to design the center, both the City and the developer repackaged the market data in a format that created effective marketing tools for us to use. The developer and city representatives used this marketing portfolio to entice investors attending the national and regional conferences of the International Council of Shopping Centers (ICSC). Our efforts led to the shopping center being 65% pre-leased when the center was at 40% constructed. When the center opened, 90% of the center was leased. The development agreement included a small 3-year sales tax rebate to the developer.

Because the City took this approach the developer was greatly impressed and rarely saw a community in the Pacific Northwest take steps such as this. The center provided necessary sales tax revenue that allowed important capital projects to be completed in a timelier fashion and new programs/service were offered to our citizens. This was a win-win effort for everyone involved.

In Rantoul, this process unveiled a key parcel of land near an interstate interchange that looked attractive for development. I negotiated a development agreement that included the use of TIF revenue to pay the 30-year bonds issued to pay for the installation of the horizontal infrastructure for this project. In Covington, we strategically used industrial revenue bonds for gap financing, payroll tax rebates and

strategic use of TIF funds to make infrastructure improvements to the site (tax abatements are not allowed in Kentucky). We also use claw back clauses in the agreements.

17. What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?

It is quite the challenge to serve multiple bosses—the City Council. What I have learned over the years in working with boards and councils is that they want to be informed of what is going on. However, meeting each councilor’s expectation may be different. Therefore, I take two approaches in developing a working relationship with the Council. First, early on in our working relationship I like to have a discussion with the council about role clarification that outlines the roles of the elected officials and the role of the city manager. Second, I work with the Council, directly, to develop a collective consensus on about their direction to staff or on issues facing the City. I rely on a good relationship with the Council Chair, as the elected leader of the Council, for clarification purposes, too. I hope that from this relationship the council chair and I would share concerns from the Council, and we can work together to address them before they become a “thorn in the side”. This, however, does not replace the “open door” policy I have with all Councilors. In fact, I encourage Councilors to approach the appropriate department head or me with germane questions or request information directly but keep me in the loop. Our job is to help the Councilors make the best, informed decisions possible. I also practice an unwritten rule that if staff or I share information with one councilor, all councilors receive the same information.

There are various modes of communication I use with the council. I have used the “Friday afternoon” e-mail to the Council. The staff and I have developed a master monthly calendar outlining the important events happening in the community. I have had staff create a “City Hall Update” that is included in the council’s agenda packets. This update provides an outlet for each department head to provide project updates and to share important news. This update also includes an overview of the work I am directly doing, as well as other tidbits of information. This update is for the City Council, but it has become a newsletter to the entire community, too.

Finally, I stated above that I encourage developing a working relationship with the individual council members, but there must be an understanding that I work for the council. I know that the council does not want any surprises and neither to I. Any recommendation presented by the staff or me have supporting data, but alternatives with our assessments will be presented, too. Our goal is to help the council make the best, most informed policy decisions and help craft an effective vision for the community. We assist the council members to fulfill its responsibilities.

18. Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.

I strongly believe that one of the strengths I bring to a city manager’s position is the ability to work with the wide variety I come to meet. My goal is to establish partnerships that will lead to win-win situations for all parties involved. This ability has led to successful intergovernmental relations leading to the develop good public policy or grant awards from state and federal governments. Partnerships with neighboring communities and with county government have led to excellent public services delivered to our citizens in a more efficient and cost-effective manner. My employee relations approach have led to

improved morale and trust in the workplace. Working in public service is working with people from all walks of life. This ability seems to come naturally to me

19. **The full salary range for this position is \$210,000 - \$270,000 annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.**

This salary range is very competitive for the Tampa Bay market. However, since Clearwater has residency requirement, my check of the local housing market shows homes far more expensive than anticipated. Affording a nice home that will not consume a large amount of the annual salary may be a challenge.

20. **Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.**

Not applicable.

21. **If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained - rather than being asked to react to reports discovered by the prospective employer.**

You should find nothing negative through a search of social media.

Due Diligence Questionnaire

Name	David W. Johnston	Date Completed	7/25/2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No.	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No.	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No.	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
Yes.	
<p>City of Covington—Mayor believed in a strong mayor form of government. He tried to direct staff with work assignments, bypassing me as the city manager. His actions caused disruptions with my management team. I brought our concerns of his actions to other members of the City Commission. They did nothing to address these concerns as a commission. The Mayor also kept the other Commission members in the dark on things he was working on. I decided that this work environment was not good for me professionally. So, I resigned. The resignation was handled professionally and my severance package followed the clause found in my employment agreement.</p> <p>City of Maple Valley—Staff and I were undergoing a community-based process to update the City’s comprehensive plan. Over the years the City’s population had increased significantly and the new residents involved themselves in this process. As the work and the vision were developing, the old guard that did not want change strongly advocated to the city council and this process for change stop. In the process the city council felt that my resignation would assist in providing peace with this group. I was asked to resign and it was handled professionally and amicably.</p> <p>Village of Rantoul—Staff and I were implementing a new rental property license and inspection program; this was a council directive. It was thought that the large amount of dilapidated rental properties were owned by absentee landlords. What emerged was that the properties were owned by family members and friends of the council. To soothe the discord that this program created, the council and I agreed that my resignation would greatly help. It was professionally and amicably.</p>	

**CITY OF CLEARWATER, FLORIDA
EXECUTIVE RECRUITMENT – CITY MANAGER**

<p>Town of Westfield—My predecessor retired because he did not want to work with the newly elected council majority. This council then hired me for the Town. After the next election, a new council majority was elected. It wanted to work with my predecessor. The council asked that I resign and it was handled professionally and amicably.</p>	
5.	<p>If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?</p>
<p>Not applicable.</p>	
6.	<p>Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.</p>
<p>No.</p>	
7.	<p>Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?</p>
<p>Yes. I understand.</p>	



CANDIDATE 8 – KEN KLEIN

KEN KLEIN

Arlington, WA | 425.299.6237 | kennethwilliamklein@gmail.com |
<https://www.linkedin.com/in/kennethwilliamklein>

3/30/2021

City of Clearwater
100 S. Myrtle Ave
Clearwater, FL 33756

Dear Mayor Hibbard & Councilmembers

I am thrilled to submit my application for consideration of the City Manager position advertised by the Baker Tilly. As a motivated business executive with over 18 years of transferable experience developing and executing dynamic organizational strategies in highly visible leadership roles, I am well positioned to provide long-term support of the City of Clearwater's vision to be a uniquely beautiful and vibrant community that is socially and economically diverse, that invests in the future and is a wonderful place to live, learn, work, visit and play.

My passion and energy allow me to approach each role with dedication and enthusiasm while maintaining balance with the organization's core mission. Comfortable in collaborative and independently driven roles, I am a future-focused leader with refined analytical and critical thinking skills. I am a strong communicator with natural interpersonal strengths that drive me to engage with my peers and other stakeholders to both identify needs and develop problem resolutions.

In my current role as Executive Director for Snohomish County, I directly manage 9 directors consisting of Public Works, Planning & Development Services, IT, HR, Finance, Facilities & Fleet, Public Records and Operational Excellence. These departments total over 1,100 employees with a combined budget of \$650 million. I also am the Executive's representative to the County Council and the Public Safety departments including the Sheriff, Courts, Clerk and Prosecuting Attorney's office.

Snohomish County has the honour of being the home to two large community college campuses as well as branch campuses of Washington State University, University of Washington, and Central Washington University. As the home of Boeing having these institutions of higher learning is crucial to maintaining the County's high standard of living. As part of my responsibilities, I interface with the administrations of these universities to partner on capital investments and workforce development.

A sample of my career highlights to date include:

- Spearheaded a \$74M Courthouse Construction project, overcoming political, logistical, and budgetary obstacles to deliver successful completion.
- Successfully brought the first public-private partnership airport terminal in the nation to Snohomish County.
- Proactively upgraded the county ERP system, eliminating \$31.4M in future expenditures.
- Guided the county back to normal following a major natural disaster, advocating for and securing state funding for youth recreation projects.

I would very much like the opportunity to discuss how I can meet the demands of this role and add value to your city. My family and I are looking to relocate to Florida and I would be proud to commit my time and talents to your team long-term, calling the City of Clearwater our home. Thank you for reviewing this letter and the accompanying resume.

Sincerely,

Ken Klein

KEN KLEIN

Arlington, WA | 425.299.6237 | kennethwilliamklein@gmail.com |
<https://www.linkedin.com/in/kennethwilliamklein>

Executive Leader

An Expert in Private and Public Organizational Success

Dynamic and results-driven professional boasting an accomplished track record of leading government and private organizations to efficiently and effectively achieve goals. Determined to establish sound policies and procedures, lead consistent resident and employee satisfaction, preserve brand integrity, promote organizational vision, and connect with diverse audiences. Gifted communicator building sustainable relationships with coworkers, government officials and the public. Intuitive business acumen applying an analytical mindset to identify equitable opportunities and lead teams to achieve positive change.

CORE PROFICIENCIES

Project Management & Execution | Continuous Improvement | Financial Operations and Budget | Strategic Planning

Performance and Operational Management | Staff Leadership | Organizational Change and Development | Labor Relations

PROFESSIONAL EXPERIENCE

Snohomish County, Everett, WA

2014 to Present

EXECUTIVE DIRECTOR (ASSISTANT COUNTY MANAGER)

- Snohomish County has a population of 840,000 covering approximately 2,196 sq. mi. It is located in the North Puget Sound Region and is part of the Puget Sound Metro Area.
- Oversight responsibility for 9 direct reports consisting of the directors of Public Works, Planning & Development Services, Finance, Facilities & Fleet, Human Resources, Information Technology, Operational Excellence, Office of Public Defense and Public Records with a combined total of 1,100 employees and operating budget of \$650M.
- Executive liaison for the County Law & Justice operations. Duties include understanding of the Law & Justice system, the review and approval of Law & Justice department proposals and the maintenance of the relationship with Law & Justice independently elected officials.
- Direct the development of the annual operating and capital budgets.
- Direct daily operations to achieve organizational goals while supporting the overall vision, allocating resources, delegating responsibilities, and developing and implementing policies and procedures to promote the County mission.
- Maintain productivity expectations, establishing key performance indicators, while inspiring employees to peak performance through cultivation of a positive work environment.
- Gather and analyze data and metrics to develop strategic insights and evaluate overall performance towards organizational goals.
- Execute and manage County documents, overseeing contracts and instruments, issuing directives, and preparing reports.
- Liaise with external stakeholders, representing the Executive at public hearings and community events, reinforcing the Executive's policies, goals, programs, and actions.

Continued...

- Partner with community leaders to achieve mutual goals, building relationships with elected officials, departmental heads, associations, subordinates, and the public to facilitate discussion and cultivate a collaborative policy development environment.
- Mitigate risks by proactively assessing economical, political, and social impacts of administrative policies and actions.

Noted Accomplishments:

- Led \$74M Courthouse Construction project end-to-end, establishing scope, advocating for approval, developing plans, and managing implementation while overcoming political, logistical, and budgetary obstacles.
- Championed positive change, directing the first continuous improvement team assigned to eliminate waste, create measurable key performance indicators, maximize employee productivity and joy while increasing efficiency and minimizing costs, resulting in 68,640 hours and \$3.3M saved annually.
- Saved the county \$31.4M in unnecessary expenditures through detailed analysis of the County's current Financial and HR systems and working with the vendors to upgrade the systems to industry standards utilizing existing County resources.
- Spearheaded county response to COVID-19 pandemic, providing budgetary and operational planning and oversight to efficiently allocate \$143M in direct funding from the federal government towards county needs. The county recently received an additional \$160M in direct funding of which the spending plan is currently in development.
- Instituted first county employee survey focused on measuring employee satisfaction and evaluating supervisors.
- Created and directed public campaign to successfully obtain state funding for regional recreational projects following major natural disaster
- Brought the first public-private partnership airport terminal in the nation to Snohomish County.
- Directed county development of the 10 year County Growth Management Comprehensive Plan preparing for the future 424,000 residents and 225,000 jobs by 2050.

Compass Group, Redmond, WA

2011 to 2013

OPERATIONS MANAGER

- Compass Group is the largest food-service multi-national corporation in the world. I had oversight responsibility for 3 direct reports including customer service, inventory control and distribution services. Directed the daily work of 70 employees serving the Microsoft Corporate Campus.
- Curated high-performance team by overseeing staff management, recruiting and hiring qualified staff, overseeing training and development activities, preparing schedules and assigning tasks based on employee strengths, and mentoring, coaching, and enacting disciplinary actions according to policy.
- Adhered to quality expectations for customer service, assessing current policies and procedures to identify opportunities, preparing and implementing action plans to resolve inefficiencies and problems.
- Built a work environment promoting employee safety, health and joy; writing and enforcing standards and procedures that adhere to legal regulations.
- Maximize resource use, analyzing inventory, assessing efficiency of use, and minimizing storage while maintaining supplies to support daily operations.
- Enhanced customer experiences, serving as point-person to resolve customer issues, communicate issues to operational teams, and devise and implement solutions to resolve problems and complaints.

Noted Accomplishments:

- Partnered with Microsoft Technical Team to test PowerBI on inventory database, offering improved insights into inventory processes to decrease inventory by 20% and proved the efficacy of PowerBI as a commercial product.
- Increased product sales 10% through innovative changes to product distribution processes, using scarcity to incentivize customer purchases.

Additional Experience:

- **DISTRICT ACCOUNTING MANAGER | Compass Group, 2008 to 2011;** Create and submit annual budgets for two business units. Upheld financial solvency and guided financial decisions, managing general accounting including accounts payable, accounts receivable, general ledger, and taxes. Adhered to regulatory requirements and industry standards while overseeing financial functions and producing required financial reports and statements.
- **CONTROLLER | Rodeo Construction, 2005 to 2008;** Create and propose annual budget, provide information on organizational performance, collecting, interpreting, and reporting on financial performance trends. Aligned with established budgets, scheduling expenditures, analyzing variances, and initiating corrective actions to make informed financial decisions.
- **COUNCILMEMBER | Snohomish County, 2014 to 2016;** Evaluated County standing and convened stakeholders to understand and address community needs through introduction of new legislation and policies. Enacted organizational vision and mission, developing a strategic growth comprehensive plan and prioritizing policies to efficiently meet the most urgent county needs first. Resolved community concerns, responding to constituent requests and collaborating with the Executive and Judicial branches to troubleshoot and solve issues.

EDUCATION

Bachelor of Business Administration and Finance, Western Washington University

Candidate Questionnaire

Name	Ken Klein	Primary Phone	425-299-6237
Email	Kennethwilliamklein@gmail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. Executive Director – Snohomish County 1/1/2014 - current 2. Operations Manager – Compass Group – 8/1/2011 - 12/31/2013 3. District Accounting Manager – Compass Group 8/1/2008 – 7/31/2011 4. Controller – Rodeo Construction Inc. 8/1/2005 – 7/31/2008
Currently / Most Recently Reports to (by title):	Facilities & Fleet Director, IT Director, HR Director, Finance Director, Operational Excellence Director, Planning & Development Director, Public Works Director, Public Records Officer, Office of Public Defense Administrator
Population Served (last 2 organizations):	840,000
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 9 2. 1,100 3. 3,000 4. \$650 million 5. \$1.1 billion
Highest level of education achieved (include degree and institution):	Western Washington University – B.A. Business Administration/Finance
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
<p>My wife and I have 3 children who are in middle and high school and it is very important for them to have in-person schooling opportunities. Currently, in our state, it appears likely that they will be required to do some sort of remote/flexible learning which is not conducive to their learning styles. We started to look for opportunities in Florida as we love to visit the Orlando and Naples areas to see family and vacation. The City Manager position is the next level in my local government leadership career progression and the City of Clearwater is precisely the kind of community that we would love to call home.</p>	
2.	What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?
<ul style="list-style-type: none"> • Executive Director. Oversight responsibility for 9 direct reports consisting of the directors of major departments at the county with a combined total of 1,100 employees and operating budget of \$650M. • Executive liaison for the County Law & Justice operations. Duties include understanding of the Law & Justice system, the review and approval of Law & Justice department proposals and the maintenance of the relationship with Law & Justice independently elected officials. • Direct the development of the annual operating and capital budgets. • Direct daily operations to achieve organizational goals while supporting the overall vision, allocating resources, delegating responsibilities, and developing and implementing policies and procedures to promote the County mission. • Maintain productivity expectations, establishing key performance indicators, while inspiring employees to peak performance through cultivation of a positive work environment. • Gather and analyze data and metrics to develop strategic insights and evaluate overall performance towards organizational goals. • Execute and manage County documents, overseeing contracts and instruments, issuing directives, and preparing reports. • Liaise with external stakeholders, representing the Executive at public hearings and community events, reinforcing the Executive’s policies, goals, programs, and actions. • Partner with community leaders to achieve mutual goals, building relationships with elected officials, departmental heads, associations, subordinates, and the public to facilitate discussion and cultivate a collaborative policy development environment. • Mitigate risks by proactively assessing economic, political, and social impacts of administrative policies and actions. 	
3.	Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?
<p>My philosophy is that a leader must set a clear vision, with measurable goals and understandable expectations. He must then provide every attainable resource to the employees in order for them to perform at the top of their skillset. He must expect that the people who do the work are the ones who understand it the best and he should empower them to improve their processes or systems. He must communicate clearly when changes are coming to the organization or to the department and should work with the staff to understand the “Why”. Finally, he must hold himself accountable to these principles, living them out in his daily life and by doing so creating a culture of good job relations and continuous improvement. I firmly believe that these principles are universal. I do my best to live out these principles daily and I require every manager who reports to me to embody them as well.</p>	

In regard to managing projects and getting things done, I am the county official responsible to modernize county systems. As the executive sponsor for each system upgrade, I set the timeline, delegate responsibilities, facilitate meetings (especially when the project has met resistance), and set the performance metrics. In an organization with an entrenched culture and dispersed authority I must rely on a clear vision, understood expectations, persistence, a focus on the work, defining work lanes, communicating the personal benefits and a little bit of luck.

4. How do you incorporate the values of diversity and inclusion into an organization you lead?

Diversity and equity are critical assets to any productive team. Having team members from as many different backgrounds, experiences, and lifestyles as possible, where everyone feels safe to freely express their perspectives and utilize their talents, builds a team that is collaborative, innovative and nimble. Projects that are assigned to this group are less likely to have groupthink, silos, and caucusing. It takes a strong leader to build such a team as it requires vision that inspires the team to truly accept that all team members have value and the dedication to ensure that the team consistently maintains that vision.

5. Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?

My goal is always to keep the public informed of matters pending before the city and to act as an ambassador to residents and visitors alike. A proactive approach towards public outreach and community engagement is always most effective. Getting in front of an issue or project quickly with as many diverse community members as possible is the best way to make sure that the issue or project will build support and observe minimal community pushback, if any. The best communication strategy is to utilize multiple vehicles. Relying only on social media or postcards or mailers will leave out important community groups. Also important is to have an effective feedback loop where residents can see that their concern or comment was heard and it was addressed. As a reactive approach, when a resident takes the time to reach out to their government, we have instituted a 24-hour rule at the County. Every resident must receive at least a response within 24 hours of contact. We are currently designing a new Customer Resource Management (CRM) system to track all inquiries and comments that come in through phone, email, website, letter or walk-in and route those communications to the appropriate staff for a more detailed response to their question or comment.

6. Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.

I have been developing, implementing, and managing budgets for over 13 years for a large multinational corporation and for the 82nd largest county in the US. My approach to financial management and budget development is conservative. Local government resources are limited and, in some cases, variable given that federal and state grants cannot be relied upon for ongoing expenses. Therefore, it is vital that expenses be clearly defined as one-time or year over year. Once the year-over-year budget is set and balanced, additional revenues can be analyzed for opportunities to invest in capital projects or to increase reserves.

In my first few years at Snohomish County our fund balance was below 7%. Far below an appropriate amount to process payroll between property tax collection cycles. The county was forced to borrow from internal funds to have enough cash in the bank to process employee and vendor payments. Through strong legislative action we reduced expenses, restructured capital projects, created income opportunities through public-private partnerships, sold County property and instituted a continuous improvement culture that focused on doing more with same. I am proud to say that in just a few short

years, the fund balance is now at 38% and the County is well positioned to fund some much-needed capital projects.	
7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <p>a. Neighborhood and downtown revitalization / redevelopment</p> <p>b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements</p> <p>c. Strategic goal setting and citizen based strategic planning</p>
<p>a. The county has owned a piece of property appropriately zoned for multi-use since 2008. I made it a goal to finally sell that property to increase the county’s general fund balance and give the Council opportunities to address long-standing capital needs. I worked with developers to make sure that the zoning was the most appropriate for the market and the neighborhood and directed the Facilities & Fleet department with the help of the Public Works department to put it on the market. I was fortunate to sell the property in recent months for \$40 million and the County is now working with the buyer on a 144 acre mixed use development that will contain neighborhood businesses, single family and multifamily housing in a walkable neighborhood close to schools and major highways.</p> <p>b. Just recently (on July 8), the county opened our \$74 million newly renovated and expanded courthouse. I initiated, funded, and managed the project to completion and came in under budget by \$1.8 million during a worldwide pandemic. Public Works, Facilities and IT are some of my responsible areas and all are required to have Capital Improvement Plans. I work closely with the departments to develop these plans and provide the strategic direction as to what projects will be funded and when.</p> <p>c. The County is currently in the 8 year process of developing our comprehensive plan. The plan is developed in collaboration with cities and with community members in a group called Snohomish County Tomorrow. The ultimate responsibility for approving these plans lies with the County Council, but the plan is developed under the authority of the Executive with the staff resources from Planning & Development Services. The Comprehensive Plan is a state requirement that is reviewed by a regional origination and must be validated to receive federal transportation funds.</p>	
8.	<p>Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.</p>
<p>I have found it difficult in our organization for departments to come up with performance metrics that are meaningful to Executive management and more importantly the residents. Mostly departments came up with metrics that validated the ongoing work that they were already doing and could not be used to show improvements. After quite some time of asking departments to come up with their own metrics, I instituted two key performance metrics that were consistent across all departments. Productivity Gain and Cost Avoidance. Both metrics looked at existing processes and incentivized departments to find ways to improve productivity with existing staff and for ways to reduce fixed costs in their department. Every year I set the minimal productivity gain in hours and cost avoidance in dollars that a department is required to meet and I track that performance in a monthly group meeting to drive competition and accountability.</p>	
9.	<p>Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?</p>
<p>The elected officials for whom I have served would likely say that I am creative, an understanding listener, collaborative, ethical, fair, dedicated, decisive and available. Staff would say they appreciate my setting of clear expectations, commitment to employee empowerment, and my providing of</p>	

advancement opportunities. I think that all would agree that when I am asked to lead a project or an initiative that it will get done and exceed expectations.

One area that I have received feedback where I could improve is that at times I can be “too focused on details”. My training as a financial professional and my love of data analysis tends to draw me further down into the details instead of staying at the higher director level. Over time, I have taught myself to recognize this tendency, asked for staff to hold me accountable and to reassess the level of my engagement.

10. **Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.**

I enjoy meeting with the public, especially in town halls or public meetings. I am very calm and understanding in the face of a frustrated resident during the question and answer period and energetic and positive during the initial presentation.

One specific instance that I’ll never forget is when the County was studying a rather large expansion of the urban area. We held the town hall at a school and had over 200 in attendance. The audience was split 50-50 between opponents and proponents and there was a lot of excitement in the room. There were many instances where the staff was accused of having an agenda or acting improperly, but I was able to field those criticisms and respond calmly with the facts restating the project and the timeline. I received a lot of positive feedback from staff and residents following that meeting specifically to how I was able to ease the tension and focus the energy towards what the county was attempting to accomplish.

11. **Inherent in every manager’s job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.**

Directors are hired because of their technical experience, managerial ability, and strategic planning skills. In general, I believe that they should be given latitude to manage their department as long as the policies and initiatives of the City Council are prioritized. That being said, sometimes a department director may not be as skilled in an area that they are assumed to be. It is very important that the director understand what the expectations are for the department and commit to promote and implement the initiatives of leadership. If those expectations were clear then it is much easier to hold that director accountable through verbal and written correction whether that be during performance reviews or better yet when an issue arises.

We never want to lose a high performing employee, but sometimes an employee decides to leave employment. Before those instances occur, especially in management, a leader should have identified potential leaders in their organization that could step into those roles if the opportunities arise. Those employees should be offered additional training opportunities to develop their skills so they are ready when the time comes.

A high performing and effective team require three elements. Talent, Purpose and Follow-through. A team will fail without all three of these attributes. If a team doesn’t have the right skillsets, a defined and accepted purpose or the ability to follow-through with a project or strategy until completion it will not be successful.

12.	<p>Briefly describe your experience (if any) leading and/or managing: <i>(experience in all areas is not a requirement)</i></p> <ol style="list-style-type: none"> a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity, b. Bond rating and/or a rating process review, c. Management of municipal utilities including water, sanitary sewer, natural gas, etc. d. Public library operations, e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc., f. Working collaboratively with community, neighborhood, civic and business organizations and leaders, g. Marine and aviation services, h. Affordable housing, homelessness and/or housing related issues, including policies, i. Neighborhood revitalization programs, policies, and initiatives, j. Commercial development and redevelopment.
	<ol style="list-style-type: none"> a. I have been a vice chair and board member of NaCo (National Association of Counties) subcommittees, board member for the Puget Sound Regional Council and a board member for Snohomish County Tomorrow. All of these boards provide leadership at a regional and multi-jurisdictional level. One action that I'm proud of was the creation of a regionally recognized manufacturing and industrial center in my hometown. The designation in 2015 has driven a large amount of private investments which will lead at full buildout to 70,000 high paying jobs. b. Finance reports into me and I have participated in the Bond rating review process providing executive leadership. c. The stormwater utility reports into me. I have been instrumental in creating the funding model and redirecting more investment towards infrastructure. d. none e. A large part of my duties are representing the County on all issues, whether that be individually or in a public meeting. I also am required to present policies, initiatives, and ordinances to the County Council in public session. f. I have successfully partnered with many different community groups often on opposite sides of an issue. It is my only agenda to make sure that the public understands the county's position and can provide input. After a decision is made, I follow up with groups and individuals to explain the decision. g. The County owns and operates our own airport. Paine Field. In addition to the County operations that allow for Boeing deliveries and general aviation we have a 2 gate terminal that has 24 commercial flights per day. I was instrumental in bringing the first public-private airport terminal in the US to Snohomish County through my advocacy and managing of the permitting process. h. One of the county's main initiatives is addressing the housing affordability issue. With a large amount of growth occurring in the county due to a strong economy it is becoming more difficult for families to afford homes in their community. Additionally, the high cost of housing makes homelessness more likely. We've addressed this problem by increasing funding to housing advocate partners who build low income and subsidized housing. We've also addressed the supply side of the equation by streamlining the market based home building permitting process by working with both developer and environmental community groups. i. The county has instituted an urban center designation in unincorporated urban areas designed to create mixed-use, walkable neighborhoods with services and transportation options. This long

	<p>range planning process is executed by the Planning and Development Services department under my direction.</p> <p>j. I am the county official responsible for working with the development industry and community groups to ensure that environmentally sustainable development is encouraged and ensuring that the permitting process is as efficient and complete as possible.</p>
13.	<p>Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.</p>
	<p>The public has been become much more technologically aware in the last 30 years and much more recently with the advent of the “Gig” economy. They expect services to be available online and in apps and they expect nearly instant feedback to a request for information and the opportunity to provide feedback. They now expect these services from their local government. A government that cannot meet these expectations will be looked upon as inefficient and ineffective. I have been tasked to modernize our local government and to bring in industry best practice systems to meet the expectations of our public and employees. I’ve found that without these modern tools at the fingertips for our employees that they are likely to look for work elsewhere and take their innovative ideas with them.</p>
14.	<p>Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.</p>
	<p>Climate change is identifiable and is shown to make measurable changes to the physical environment. Since a local government often has a 30 year planning horizon, we must plan for what the environment will be that far in the future. We have created tools that the Public Works department must use during every project planning process. We have also implemented Green Fleet and Green Building Policies to look at the long term cost of assets in order to understand the true lifecycle cost. These investments may seem more expensive up front, but if the complete replacement and operational cost are considered it is almost always to invest in energy savings.</p>
15.	<p>What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?</p>
	<p>Without goals, deadlines and accountability is highly unlikely that a project will be completed and if completed it will be late and poorly implemented. The three key parts of every project is scope, schedule, and budget. All three must be understood at the beginning of the project by all members of the team and the team must acknowledge that those parts are achievable. A leader’s responsibility is to provide the scope, schedule, and budget and then to drive the successful completion of the project with sponsor meetings, frequent check-ins and elimination of barriers.</p>
16.	<p>Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?</p>
	<p>Three incentives that I have seen work in local government are tax reduction initiatives, infrastructure investment and workforce development.</p> <p>The county established state allowed property tax abatement areas in key areas of the county. I proposed and implemented an ordinance that allowed for new investment to avoid property tax for 10 years on new buildings if the company could show that they created at least 25 high paying jobs. Businesses utilize proformas to analyze the return on investment for capital outlays and if a local government can provide a reduction to fixed costs for a business for a long period of time it goes directly to the bottom line and increases the likelihood of investment in a community.</p> <p>Planning for and obtaining funding for improved infrastructure whether that be water, sewer, stormwater, transportation, or broadband investments. Staff and I are consistently working with State</p>

and Federal legislators and staff to find funding opportunities to drive infrastructure improvement. We currently are building a \$54 billion light rail line through the County which stretches through the entire Puget Sound Region, the State’s Connecting Washington package increased highway funding by \$600 million and many of those projects have either started or are starting soon. These investments build business confidence and certainty in their ability to get their goods and services to market.

Finally in workforce development the county has been able to partner with employers to identify skills that are needed in a changing environment and to provide training opportunities to employees to develop the skills that are desirable to employers. Workforce development also provides retraining services in the case that changes in the marketplace require remobilization of the existing workforce. With a predictable source of local skilled labor, a business can have additional certainty in their decision to expand in a community.

17. **What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?**

A key part of my responsibilities is communicating policy positions to the County Council. Sometimes, a councilmember disagrees with the Executive’s chosen policy direction. It is my job to change their minds if possible or to find a way to address their concerns in the policy. My strategy is being as transparent as possible. I find that when I lay all the cards on the table and communicate the process with how a policy was developed it is often better received and likely to pass with consensus. Having a trusting relationship with all elected leaders where mutual respect and grace is exchange on a frequent basis creates opportunities where ideas can be identified and vetted to create the best public policy. When there is that rare instance where an issue cannot be dealt with without a contentious vote my strategy is to hear the concerns of all the elected officials, explain my recommendation and defend it in public session in a clear, calm and factual way with as little emotion as possible.

18. **Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.**

Prior to County leadership, I was in financial and operational management for the largest multinational food service company in the world. There I learned, through trial and error, modern operational and people management techniques. I have brought these methods from the private sector to government and have seen a lot of success when these approaches are adopted.

19. **The full salary range for this position is \$210,000 - \$270,000 annually that is dependent upon the selected candidate’s qualifications and experience. Are you comfortable with this range? If not, please explain why.**

Yes

20. **Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.**

All of my positions have been more than two years in length.

21. **If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained - rather than being asked to react to reports discovered by the prospective employer.**

Nothing.

Due Diligence Questionnaire

Name	Ken Klein	Date Completed	7/22/2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
I've been with Snohomish County for nearly 8 years.	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes	



CANDIDATE 9 – KEITH MOFFETT

July 20, 2021

Keith Moffett
2217 Lake Helen Court
Lizella, Ga. 31052
478-808-0570, drkeithmoffett@gmail.com

Anne Lewis, Director
Baker Tilly
2500 Dallas Parkway Suite 300
Plano, TX | 75093 US

Subj: Letter of Interest for City Manager Position for City of Clearwater, Florida

Dear Ms. Lewis,

Submitted for consideration is my request to serve as the City Manager for the City of Clearwater, Florida. I have a strong business background and extensive management experience. Currently I am the County Manager for Macon-Bibb County Georgia where I administer the daily activities of the County in a variety of areas and provides direction and oversight to County agencies in implementing policies adopted by the Board of Commissioners. These activities are supported with a \$168 million general fund budget and an overall budget of \$550 million dollars with over 1800 budgeted employee positions. Prior to my current appointment, I serve as the County Administrator for Butts County, Georgia with similar duties supported with an overall budget of \$35 million dollars with over 230 budgeted employee positions.

Much of my experience has been in the Mayor's Office for the City of Macon, Georgia in various leadership positions. On January 1, 2014, the City and Macon and Bibb County consolidated, and I was appointed Director of the Emergency 911 Operations Department responsible for the management and daily operations of the county's emergency communication center. During my tenure as Director, my department receive the 9-1-1 Center of the Year by the Georgia Association of Public Safety Communication Officers (APCO).

Prior to the consolidation I served as the Assistant to the Chief Administrative Officer for the City of Macon from January 2012 until December 2013 where I assisted the CAO with the management of 17 departments in areas such as budgets, personnel, and work plans. From November 2007 until January 2012, I serve as the City of Macon's Director of Internal Affairs assisting the Mayor and Chief Administrative Officer with the Legislative agenda and serving as Mayor's liaison with Macon City Council, state, and federal officials affecting local government.

These positions enabled me to work and learn in the current business environment that affects local government and business. My greatest strengths are creativity, flexibility, and most of all, strategic thinking. As a Navy veteran, I am disciplined and organized. As a recognized Distinguished Alumnus of Macon State College School of Business, I have developed a passion for working with people inside and outside of government.

I have a Ph.D. in Educational Leadership at Mercer University's Tift College of Education. With the field of government constantly evolving and adapting to various business models, I feel that my combination of education and experience in business development and operations will be a valuable asset to you with the development efforts and growth initiatives currently underway in your community. My personal leadership style is to create an engaging learning environment that

will provide the individual employee with the knowledge and tools they will need to be successful in providing services for residents and newcomers.

It is my goal to combine my range of experience with my ability to be a considerate, enthusiastic, and intelligent leader who will make a positive contribution to your County. I would welcome an interview and hope to hear from you at your earliest convenience.

Sincerely,

A handwritten signature in black ink that reads "Keith Moffett". The signature is written in a cursive style with a large, stylized "K" and "M".

Keith Moffett

Resume for Dr. Keith Moffett

Qualification Summary

Proven results-oriented manager with 18 years of strong experience of working in a local, county, and state government. Major areas of experience, knowledge and skills include:

- Budgeting/Financial Administration
- Leadership
- Personnel Management
- Public Policy Analysis
- Organization Development

Education

<i>PhD, Educational Leadership</i> , Mercer University	Feb 2013	GPA: 3.95/4.0
<i>Executive Master of Business Administration</i> , Wesleyan College	Aug 2004	GPA: 3.6/4.0
<i>B. S., Business and Information Technology</i> , Macon State College	May 2003	GPA: 3.4/4.0
<i>A. S., Electronic Technology</i> , Georgia Military College	Aug 1996	GPA: 3.2/4.0
<i>A. S., Nuclear Science Technology</i> , Georgia Military College	Aug 1996	GPA: 3.2/4.0

Specialized Training

United States Navy, Navigation Electronic Technician, Submarines

ICMA Credentialed Manager

Certificate in Public Financial Management (CPFM) Georgia State University

- Governmental Leadership: Politics, Communication and Influence
- Operating and Capital Budgeting (
- Government Financial Statements and Accounting
- Debt Management
- Treasury and Investment Management
- Retirement, Risk Management and Procurement

High Performance Leadership (National Association of Counties – Professional Development Academy)

Certified Public Manager (University of Georgia Carl Vinson Institute of Government)

Certificate in Municipal Revenue Administration (Georgia Municipal Association)

- Ad Valorem Tax 101
- Delinquent Tax Collection
- Occupation Tax/Regulatory Fees & Alcohol License
- Governmental Fund Revenue Sources
- Customer Service & Cyber Security

Nation Incident Management System - NIMS 100, 200, 700, and 800

General Civic Mediation

Certified County Official (Association County Commissioners of Georgia)

Resume for Dr. Keith Moffett

Leadership Training Programs

- Leadership Georgia
- Leadership Macon
- Seven Habits of Effective People

Regional Economic Development and Leadership Development Program

- Economic Development Finance Professional Certification
- International Economic Development Council, Technology-led Economic Development
- International Economic Development Council, Technology for Economic Development
- International Economic Development Council, Economic Development Finance
- GA Institute of Technology EDI, Basic Economic Development Course
- GA Institute of Technology EDI, Georgia Economic Development Course

Instructor Continuing Education

- Time and Stress Management for Instructors
- Do You Manage or Lead
- Learning Theory and Practice
- Complaint Communications
- Learning and Assessment
- Management Strategies
- Enhance Student Learning

Management Consultant

- Leadership Strategies (Trained facilitator)
- Macon State College Continuing Education, Business Consulting

Professional experience

County Manager

March 2018-Present

Consolidated Government of Macon-Bibb County, Ga

- Chief Administrative Officer responsible for the day-to-day operations for the consolidate government of the City of Macon and Bibb County
- Implement and enforce county polices through a workforce of over 1800 budgeted employees supported by a \$168M general fund budget and overall budget of \$560M

Accomplishments

- Reorganized city services to better reflect expenditures related to the newly created consolidation charter, resulting in \$8 million dollar reduction in budgeted expenses
- Successfully implemented strategic planning component within the county's annual budget process

Resume for Dr. Keith Moffett

County Administrator

Jul 2015-Jan 2018

Butts County Ga.

- Exercise supervision and control of all County departments and agencies except as otherwise required by law
- Exercise supervision and control of County's \$22 million dollar budget within the fiscal guidelines established by the Board of Commissioners
- Serve as an advisor to the Board in the development of policies and procedures for their consideration

Accomplishments

- A 0.57 reduction in the millage rate in first budget
- Successful partnered with Georgia Department of Natural Resource for the construction of a 500-seat conference center in Indian Springs State Park.
- Development of County's \$900,000 Capital Improvement Program

Director of E-911 Operations Center

Jan 2014-Jul 2015

Macon-Bibb County, Ga

- Coordinated and oversaw the orientation, on-going training and certification of dispatch staff
- Direct supervision of 4 Supervisors, 52 operators, and 5 administrative personnel
- Developed departmental policies and procedures, made recommendations to the County Administrator and reviewed, monitored and modified policies and procedures as necessary. Ensured that procedures complied with local and state regulations.
- Responsible for the management and maintenance of daily operations
- Developed and maintained an annual budget of \$3.6 million. Approved expenditures as authorized and monitors expenditures to ensure they are within budgetary guidelines
- Managed the installation, testing, and cutover of the new 800 Mhz radio system and new Computer Aided Dispatch system
- Responsible for interviewing job candidates and making hiring decisions, scheduling, assigning work, reviewing and evaluating performance, and dealing with employee relations issues
- Prepared the departmental payroll records
- Responded to complaints regarding dispatch operations. Which included discussing with the complainant, listening to tape, reviewing the incident, discussing with staff, and responding to and resolving complaint.

Accomplishments

- 2015 Call Center of the Year for the State of Georgia by Ga. APCP and Ga. NENA

Assistant to the Chief Administrative Officer

City of Macon, Macon, GA

Jan 2012-Dec 2014

- Assisted with the management of \$122 million plus budget

Resume for Dr. Keith Moffett

- Assisted with the supervised of over 1100 employees
- Assisted with the development of the five year Capital Improvement Programs.
- Multifunctional support responsibilities to the City of Macon seventeen (17) department directors in the following areas: administrative functions, data communications, facilities management, human resources services, insurance, office services, and purchasing.
- Developed strategic alliances and collaborations with City of Macon Council members to plan and develop department objectives, policies and functions for the perspective wards.
- Interpreted City of Macon policies to employees and citizens.
- Assisted City of Macon departments with the enforcement of policy and practices to develop efficient teams.
- Assisted with the development of human resource management policy and programs that contribute to the acquisition, retention, motivation, and development of City of Macon employees capable of meeting current and future needs and objectives.

Accomplishments:

- Creation and Management of City's Five by Five Program- a 5 (five) block area is identify in a designated Ward and various City departments enhance their efforts in that area for 5 (five) weeks.
- Development and approval of new City employee pay scale
- Successfully implementing Service Delivery Strategy with Bibb County of 5 departments resulting in estimated \$5.4 million reduction in city expenses

Director of Internal Affairs

City of Macon, Macon, GA

Nov 07-Jan 2012

- Assisted the Mayor and Chief Administrative Officer with the Legislative agenda.
- Served as Mayor's liaison with Macon City Council, state, and federal officials affecting local government.
- Assisted the CAO with specific projects, and implement customer service plan.
- Monitored Council resolutions and ordinances from introduction through execution by Mayor.

Publication

Dissertation: "A case study of the high school experiences that contributed to placement of 3.0 students into college remedial courses"

Honors and Awards

- | | |
|--|------|
| • Macon State College School of Business Distinguish Alumnus Award | 2011 |
| • Macon Magazine Top 5 Under 40 | 2008 |
| • Georgia Trend Magazine 'Top 40 Under 40' | 2006 |
| • Outstanding Trio Achiever by GASPP | 2005 |

Resume for Dr. Keith Moffett

Teaching experience

<i>Mercer University</i>	Spring 2013-Present
Steston School of Business, Macon, Ga.	
<i>Macon State College</i>	Fall 2009-Present
School of Business, Macon, Ga.	
<i>Miller-Motte Technical College</i>	Summer 2010-Summer 2013
School of Management, Macon, Ga	
<i>Mercer University</i>	Fall 2010
College of Continuing and Professional Studies, Macon, Ga.	
<i>Central Georgia Technical College</i>	Fall 2003
School of Computer Technology, Macon, Ga	

Affiliations

International City Management Association	2019-Present
Georgia Association of City and County Managers	2015-Present
100 Black Men of Macon and Middle Georgia	2003 – 2007, 2016 - Present
Board of Directors of City of Macon Credit Union	2015-Present
Board of Directors Keep Macon Bibb Beautiful Commission	2010-Present
Kappa Alpha Psi Fraternity, Inc Macon Alumnae Chapter	2003-Present
- Vice President	2010-2012
Board of Trustees United Way of Central Georgia	2006-2009
Georgia Economic Developers Association	2003-2007
Board of Directors Hospice Board, MedCen Foundation	2004-2007
Board of Directors Habitat for Humanity	2005-2006
Board of Directors Central Georgia Tech Prep Consortium	2004-2007
- Chairman	2006-2007
Board of Directors City of Macon Office of Work Force Development	2004-2006
Board of Directors Crisis Line of Macon and Middle Georgia	2003-2006

Candidate Questionnaire

Name	Keith Moffett	Primary Phone	478-808-0570
Email	keithmoffett@yahoo.com ; drkeithmoffett@gmail.com		

<p>Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):</p>	<ol style="list-style-type: none"> 1. COUNTY MANAGER CONSOLIDATE GOVERNMENT OF MACON-BIBB COUNTY March 2018 – Present 2. COUNTY ADMINISTRATOR BUTTS COUNTY, GEORGIA July 2015 – January 2018 3. DIRECTOR OF E-911 CITY OF MACON, GEORGIA January 2014 – July 2015 4. ASSISTANT TO THE CHIEF ADMINISTRATIVE OFFICER CITY OF MACON, GEORGIA January 2012 – January 2014
<p>Currently / Most Recently Reports to (by title):</p>	<p>Lester Miller Mayor, Macon-Bibb County</p>
<p>Population Served (last 2 organizations):</p>	<ol style="list-style-type: none"> 1. Macon-Bibb County, Georgia – 160,000 2. Butts County, Georgia – 26,000
<p>Employees Supervised & Budget</p> <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization's Budget 	<ol style="list-style-type: none"> 1. 22 Department heads and staff 2. Office of County Manager – 27 budgeted <ol style="list-style-type: none"> a. Employees in all departments under authority of County Manager – 1275 budgeted 3. 1850 Budget 4. County Manager Department budget - \$1.7 M 5. \$168M in general fund; \$560M overall
<p>Highest level of education achieved (include degree and institution):</p>	<p>PhD, Educational Leadership - Mercer University Executive Master of Business Administration - Wesleyan College B. S., Business and Information Technology - Macon State College A. S., Electronic Technology - Georgia Military College A. S., Nuclear Science Technology - Georgia Military College</p>

<p>Licenses (<i>include states</i>); Professional Certifications; Specialized and Advanced Training; and Awards:</p>	<p><i>United States Navy, Navigation Electronic Technician, Submarines</i></p> <p>International City/County Management Association (ICMA) Credentialed Manager</p> <p>Certificate in Public Financial Management (CPFM) - Georgia State University</p> <ul style="list-style-type: none"> • Governmental Leadership: Politics, Communication, and Influence • Operating and Capital Budgeting • Government Financial Statements and Accounting • Debt Management • Treasury and Investment Management • Retirement, Risk Management, and Procurement <p>High Performance Leadership (National Association of Counties - Professional Development Academy)</p> <p>Certified Public Manager (University of Georgia Carl Vinson Institute of Government)</p> <p>Certified in Municipal Revenue Administration (Georgia Municipal Association)</p> <ul style="list-style-type: none"> • Ad Valorem Tax 101 • Delinquent Tax Collection • Occupation Tax/Regulatory Fees & Alcohol License • Governmental Fund Revenue Sources • Customer Service & Cyber Security <p>National Incident Management System – NIMS 100, 200, 700, and 800</p> <p>General Civic Mediation (Georgia)</p> <p>Certified County Official (Association County Commissioners of Georgia)</p> <p>Leadership Training Programs</p> <ul style="list-style-type: none"> • Leadership Georgia • Leadership Macon • Seven Habits of Effective People <p>Regional Economic Development and Leadership Development Program</p> <ul style="list-style-type: none"> • Economic Development Finance Professional Certification • International Economic Development Council,
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	<p>Technology-led Economic Development</p> <ul style="list-style-type: none"> • International Economic Development Council, Technology for Economic Development • International Economic Development Council, Economic Development Finance • Georgia Institute of Technology EDI, Basic Economic Development Course • Georgia Institute of Technology EDI, Georgia Economic Development Course <p>Instructor Continuing Education</p> <ul style="list-style-type: none"> • Time and Stress Management for Instructors • Do You Manage or Lead • Learning Theory and Practice • Complaint Communications • Learning and Assessment • Management Strategies <p>Leadership Strategies (Trained facilitator)</p> <p>Macon State College Continuing Education, Business Consulting</p>
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Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	<p>Please tell us why you are interested in this position and why you are considering a career move at this time?</p>
<p>I am interested in this position because of the stability established by the previous administration and the opportunity to aid this community in continued unity and upward mobility. For city managers, the stability of the Clearwater community represents the efforts of a successful city government which in turn leads to tremendous opportunities for continued productivity. I am considering a career move at this time because I have been blessed to serve my hometown in numerous ways and now I am ready to serve in another position where I can combine my broad range of experience with my ability to be a considerate, enthusiastic, and intelligent leader who will make a positive contribution to a city such as Clearwater, Florida.</p>	
2.	<p>What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you</p>

	<p>consider these, or previous experiences, preparation for the Clearwater City Manager position?</p>
	<p>My current title is County Manager for the consolidated government of Macon-Bibb County Georgia where I administer the daily activities of the County in a variety of areas providing direction and oversight to the agencies that implement policies adopted by the Board of Commissioners. These activities are supported with a \$168 million general fund budget and an overall budget of \$550 million dollars with over 1800 budgeted employee positions.</p> <p>The governance structure is 10-member Commission with the Mayor serving as Chair and a Commissioner elected from each of the 9 districts.</p> <p>As a Navy veteran, I am disciplined and organized; as a recognized Distinguished Alumnus of Macon State College School of Business, I have been commended for my ability to work with people inside and outside of government. I obtained a Ph.D. in Educational Leadership at Mercer University’s Tift College of Education and have over 18 years of strong experience working in local, county, and state government. I consider my current and previous experiences to have enabled me to work, learn, and thrive in the current environment whereby there are many official and unofficial factors that affect local government and business. With the field of government constantly evolving and adapting to various business models, I feel that my combination of education and experience in navigating community relations, business development and operations is a valuable asset for the development efforts and growth initiatives currently underway in Clearwater, Florida.</p>
<p>3.</p>	<p>Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?</p>
	<p>In summary my leadership and management styles are people-oriented and project-focused.</p> <p>My approach to managing people is with one-on-one meetings to discuss their specific roles and responsibilities. The conversation is focused on positive communication and transparent feedback. My approach to managing projects is to define the scope, make a plan with a timeline, execute then assess.</p> <p>The way I get things done is to follow the mantra “Sow the vision before I cast it.” This means:</p> <ol style="list-style-type: none"> 1. I communicate the plan with the internal and external stakeholders to garner support 2. I communicate with people who may oppose the plan so I can prepare for the opposition 3. I communication with the shareholders who will be affected <p>As County Manager I make decisions based on the strategic plan, the budget, and the guidance of the elected leadership.</p>
<p>4.</p>	<p>How do you incorporate the values of diversity and inclusion into an organization you lead?</p>
	<p>In the organizations that I have led and currently lead, I consistently promote and encourage formal and informal training in diversity and inclusion. I ensure information is thoroughly distributed outlining how to communicate issues or questions to leadership. Additionally, I set the expectation that employee feedback is monitored by Human Resources and complaints, survey results, and training outcomes are communicated back to me.</p>
<p>5.</p>	<p>Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?</p>

My preferred approach to public outreach, community engagement, and community input is direct in-person communication via face-to-face meetings or telephone. Additionally, I have embraced the utilization of various social media platforms and video conferencing tools to remain efficient, effective, and personable. These tools have proved to be extremely useful during the COVID-19 pandemic and I look forward to continued implementation.

I have found the method “PUTP” (Pick Up The Phone) to be most effective because it allows me to address issues in a timely manner, clarify needed details, and build rapport.

6.	Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.
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My financial management experience includes the creation of budgets for the entire county/city government on a yearly basis to include a focus on individual department and special programs. My philosophy is to use a framework based on the needs and the resources available.

I learned my first definition of leadership in my high school JROTC courses: “Leadership is the process of influencing people to accomplish the mission.” I have adopted a leadership/management style that is a combination of task and relationship orientation. Additionally, I strongly believe in accountability without micromanaging. It is my goal to implement the leadership and management qualities from my favorite book by Lencioni. He suggest that leaders should build and maintain a cohesive team, create a healthy work environment, create organizational clarity, have clear communication channels, and invest in human capital and technology.

During this current COVID-19 pandemic, I am faced everyday with difficult financial management decision due to uncertain revenue projections and unexpected expenses for supplies and modified operations. I have implemented steps to alter work schedules and job duties by allowing teleworking and flex schedules. The outcomes during the past year have produced favorable results which have minimized the impact to the budget and kept employees safe. Some of the lessons I have learned include the technology (software and hardware) requirements necessary to have a considerable number of employees working off-site, new methods of offering encouragement and emotional support to remote employees, and more creative techniques for communicating with elected officials and the external community.

7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <ul style="list-style-type: none"> a. Neighborhood and downtown revitalization / redevelopment b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements c. Strategic goal setting and citizen based strategic planning
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a. Under my leadership the creation of City of Macon’s 5x5 program became a well-respected and recognized neighborhood revitalization effort. In 2014, I created and implemented the 5×5 Program to enhance and target services in a five-block area for five weeks. I met with each of the nine elected Commissioners to determine which five block area in their district would receive the focused services, as well as met with residents, churches, and community leaders about the needs they would like addressed. I partnered with several external organizations such as Macon Area Habitat for Humanity, Community Partnerships, the Macon Water Authority, Rebuilding Macon, and the Bibb County Sheriff’s Office to ensure the strategic plan was followed and the outcomes were positive.

b. I have several examples of successful experiences involving capital projects/facility planning, funding, and construction of utilities, infrastructure and building improvements. Currently, I am managing a \$26 million Energy Saving Project that will provide 10 facilities with energy efficient

upgrades such as HVAC, lights, and water. Additional experience with capital projects include the construction of fire stations, recreation facilities, and a convention center.

c. In the area of strategic goal setting and citizen based strategic planning, I believe that engagement with the citizen is essential to the health and vitality of government. Citizen-based strategic planning is a valuable method of introducing community ideas, private sector technology and innovation to public services.

In my present role, I am working with several projects whereby private developers are creating affordable housing units from county owned property. Such collaboration involves identifying blighted properties for redevelopment, using programs such as historic tax credits to incentivize developers to invest, coordinating the activities of key stakeholders, and leading negotiations for the purchase of the properties within the permitted guidelines. The processes included designating properties, identifying funding, creating and posting a request for proposal, securing a master developer, establishing a timeline, and outlining needs and resources needed to complete the project. The outcome for calendar year 2020 include the production of 20+ family size units in areas previously designated as distress areas in the county. This outcome was widely commended as it resulted in the addition of these properties back onto the tax digest.

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

Yes, I have utilized performance measurement and benchmarking strategies in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community.

See/Click/Fix - Macon Bibb currently uses See Click Fix, an online resource allowing citizens to report issues such as potholes, illegal dumping, overgrown parks, and blight issues directly to various Macon-Bibb County departments. The citizen will receive an email when the request has been viewed by the department, assigned for handling, and when resolved. I utilized the data associated with each stage of the process to measure response time, handling of task, associated issues, and benchmark workloads in districts. In 2020, Macon-Bibb County ranked 2nd for both Most Engaged in the Large Cities category with 4,218 requests created and Most Responsive with 3,663 requests handled and closed.

SmartNeighborhoodsMBC – I currently manage the Macon Bibb SMART City program. This is a nationwide initiative encouraging communities to utilize technology (i.e. wireless city/county, app based capabilities with real time response, technology-based approach to community issues). The first initiate of Macon-Bibb was awarded a \$50,000 grant to place Smart Kiosks in strategic locations. These kiosks are envisioned as huge smartphones that will provide access to critical information and promote community empowerment in underserved areas. I receive and assess the data collected from the kiosks and utilize this information to develop strategic plans for each department to be more proactive in addressing the needs of those communities. At times additional follow up is needed to include surveys and meetings with commissioners, neighborhood leaders, and residents.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

I completed a 360-degree Feedback Survey (Oct. 2019) as part of my Certified Public Manager Certification in the University of Georgia Carl Vinson Institute of Government. The results have given me clear direction in the following focus areas to develop a self-improvement plan that will be evaluated annually by a more experienced county manager. For the scores below, the scale is 0-5, with 5 being "Excellent." In addition to the 360 Survey, I promote an open-door policy encouraging employees to keep me aware of their concerns, I meet with direct reports monthly, and we fellow with a lunch or dinner once a quarter.

**CITY OF CLEARWATER, FLORIDA
EXECUTIVE RECRUITMENT – CITY MANAGER**

	Self Evaluation	Responses from (22) Direct Reports
Appreciation of Workforce Diversity	4	4.43
Flexibility	3.7	4.1
Interpersonal Sensitivity	4.8	4.29
Systems Thinking	4.7	4.14
Appropriate Use of Policies and Procedures	3.8	4.22
Customer Service	4.7	4.19
Initiative	4.7	3.95
Integrity	4.3	4.45
Risk Assessment	4.3	4.24
Coaching	3.7	3.84
Delegation	3.5	3.96
Managing Conflict	3.3	4.29
Change Management	3	3.76
Leading Groups	3.5	4.25
Measuring Unit Performance	3.3	4.19
Oral Communication	4	4.43
Formal Authority	4	4.05
Inspirational Appeals	3.3	4.19
Rational Persuasion	4	4.05
Creativity	3.7	3.9
Financial Controls	4.7	4.24
Organizing and Planning	3.7	4.2
Problem Solving	4.3	4.19

10. **Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.**

I am extremely proficient in creating and presenting presentations in numerous formats to include making public presentations. It is not uncommon for me to participate in public events during non-tradition working hours (early morning, late evenings, and weekends) as needed. The number may vary, but I average 10 committee meetings a month (attendees elected leadership, government officials, and citizens). I have served as an adjunct professor at Mercer University and Middle Georgia State University, in the school of Business, for over 10 years. Standard courses taught include Ethics and Leadership to classes of 8-30 students each semester.

An average of twice monthly I conduct live or recorded interviews with the local media. Town Hall meetings are held approximately three times a year. At these meetings controversial topics always arise by passionate groups solicit support. Most recently a difficult issue centered on animal welfare. Several welfare groups collaborated to make a joint request for the County to become a No Kill Shelter. With the increasing number of strays in our community I could not guarantee the elimination of the euthanasia process. This response was not received well, but I quickly made a pledge for what could be done and kept my word. Since that time I have led efforts to work with various rescue groups to increase the number of pet adoption fairs, animal foster homes, and partnerships with surrounding communities to adopt our stray animals. As a demonstration of leadership, I have adopted two rescued animals as well.

11.	<p>Inherent in every manager’s job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p>
	<p>My philosophy and leadership approach for employee development are to fully support and encourage employee development where the employee has access to various training mechanism (e.g. in person training, computer-based training modules, positive coaching and mentorship) to further develop their skills and knowledge.</p> <p>I fully support employee recruitment activities that aid in hiring employees who are skilled, experienced, and a good fit for the organization.</p> <p>Acknowledging that it is more effective to retain a quality employee than to recruit a new employee, I work to keep good team members and minimize the negative effect on the budget due to low productivity or decreased engagement. I believe that all employees should have the technical skills needed to perform their job efficiently and effectively.</p> <p>Evaluations are to measure job performance and provide feedback regarding the quality of the employee’s work. Additionally, evaluations should include the employee’s perspective of past performance, current activities, and future aspirations.</p> <p>My philosophy and leadership approach for succession planning are focused on employee development, business continuity, and improved retention. My goal is to develop new leaders from within the organization when possible.</p>
12.	<p>Briefly describe your experience (if any) leading and/or managing: <i>(experience in all areas is not a requirement)</i></p> <ul style="list-style-type: none"> a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity, b. Bond rating and/or a rating process review, c. Management of municipal utilities including water, sanitary sewer, natural gas, etc. d. Public library operations, e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc., f. Working collaboratively with community, neighborhood, civic and business organizations and leaders, g. Marine and aviation services, h. Affordable housing, homelessness and/or housing related issues, including policies, i. Neighborhood revitalization programs, policies, and initiatives, j. Commercial development and redevelopment. <p>a. Installation of regional 800Mhz radio system - In Jan 2015, I managed the process overseeing Macon Bibb’s invested in the upgrade of the emergency communication radio system from an analog base system to an 800 MHz frequency system which allows for a larger coverage area. Based on the new technology and signal strength available, it was determined that partnering with the neighboring 4 counties would provide stronger coverage along the county’s boarder lines, creating a cost sharing</p>

opportunity. The outcome of my efforts resulted in a substantial cost saving to the County on the implementation and maintenance fees.

b. Prior to my appointment as County Manager in 2017, the rating agencies downgraded Macon Bibb placing the organization on negative watch. I have work diligently over the last three years to improve the Bond rating by focusing on increasing the fund balance, ensuring proper financial management practices, and leading semi-annual presentations with our financial advisor to the rating agencies. In January of 2020, those efforts were proved to be successful as Macon Bibb was taken off negative watch. The current result is Macon Bibb was notified in June 2021 that S&P Global Ratings raised the rating on Macon-Bibb County's general obligation rating from A to AA-, which is two full notches, based on the recent improvements to its current financial situation and future outlook. In addition to the rating increase, under my leadership Macon-Bibb County was given a "Stable Outlook," which speaks to the direction of the government's finances. Current fund balance has increase from \$4 Million in 2017 to \$36 Million today.

c. My role as County Manager has been to partner and support those operations in my community. Although I have no direct management of municipal utilities including water, sanitary sewer, or natural gas, I oversee the Engineering and Public Works department which handle the storm water issues such as emergency repairs and maintenance. Macon-Bibb has a separate water authority that handles water and sewer operations for the County. My role is to partner with the Executive Director of the Water Authority as needed to support those operations fiscally (SPLOST funds for specific projects) and manpower until completion.

d. I have experience managing and directing the department head of library services from my past employer and current role. My responsibility included ensuring the director had all the resources needed to have a successful library operation in the areas of work schedules, budget management, employee evaluation, programs, facilities, and community engagement. We met monthly to discuss upcoming initiatives, goals, and challenges. In my current capacity, the director of library services and I meet monthly as well. It is state agency that has a MOU for community operations.

e. Due to COVID the Macon-Bibb solid waste vendor for household waste and recycling has experienced staffing issues resulting in significant delays in service. Due to public concerns I have had to shift the county's solid waste service for yard waste collection to recycling and hire an additional household waste collection vendor. This process has taken numerous public outreach initiatives through social media, media interviews, and mass mailings.

f. I am extremely proficient working collaboratively with community, neighborhood, civic and business organizations, and leaders. I enjoy being front-facing with the citizens and engaging in person.

g. In my current role, I manage the vendor contracts associated with the Macon-Bibb airport operations. This contract includes public and private aircrafts at the facilities and management of the lease for the hangers. There are partnerships with the local university which has a school of flight that has been very advantageous for the community. Currently, we are exploring federal grants that may fund an expansion of the runway allowing larger aircrafts to utilize this airport. I have no experience managing marine services at this time.

h. In my role as County Manager, the Department of Economic and Community development reports to me on all issues for affordable housing, homelessness, and housing related issues, including policies. I approved the appropriations of Community Development Block Grants to fund agencies that focus on these areas. In December of 2020, due to the death of two homeless people, Macon-Bibb partnered with the local school board to purchase an abandoned school building for use as a transition center. Via additional partnerships with the United Way, Salvation Army, Daybreak, and other entities focused on the reduction of homelessness and mental illness, this center provides wrap around services. To date, over 600 people have come through our doors since January. Some stay only a night or 2 while

others are here for up to 90 days; we have served around 400 (of the 600) people with some sort of assistance from housing, getting ID's, Birth Certificates, Social Security Cards, SNAP benefits, Insurance, clothing, transportation to interviews and appointments, medication; and 45 citizens have received housing placement.

i. Creation of Macon-Bibb 30 for 30 program - In April of 2021 I began working with the Mayor to implement this program targeting the removal of 30 blighted homes in 30 days. The first 30 dilapidated homes have been removed. I managed the process with Code Enforcement to identify the homes, notify the owners, matriculating the process through the court system, and scheduling public works for demolition and removal. Phase II, identifying the next 30 blighted homes, began July 15, 2021.

j. In my role as County Manager, I have worked on several projects for commercial development and redevelopment to improve the quality of life in the community. Utilizing the long-term land use plans I provided leadership over the process of how to make decisions on public and private land development proposals, the expenditure of public funds, availability of tax incentives, and the rehabilitation of older neighborhoods areas.

13. **Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.**

I advocate, embrace, promote, and utilize newer technologies to improve responsiveness, efficiencies, and/or enhance services to the community. My approach is to identify a need, research a technology option to address the need, collaborate with my Information Technology department then evaluate the possible and future uses of the technology. Additionally, my approach includes identifying a funding source to purchase the technology and work with my Information Technology department to implement then assess the implantation process and expected outcomes of the technology. I have encouraged my direct reports and department heads to aid me in thinking technology first, consider options that may enhance the services to our community by providing more efficiency. If we determine something to be a good fit, just not immediately, the plan can be created for implementation in the future.

14. **Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.**

My experience and familiarity in developing strategies to address “climate change,” and assessing the impacts on a local government, are primarily centered on researching, evaluating options, and funding Macon-Bibb facilities with solar arrays to reduce the harmful efforts of climate change. I have implemented a \$26 million energy saving program to upgrade 10 county buildings with energy efficient heating and air, lighting, and water systems. Additionally, four facilities will install solar panels for alternative power usage. These efforts will address reducing our harmful footprint from this government. The community feedback has been favorable. I will also mention that I have incorporated the purchase of electrical vehicles into our procurement process to help increase our air quality rating.

15. **What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?**

I believe goals are necessary to identify the focus of an organization. Deadlines are the benchmarks for when projects should be completed and assessed. There can be serious consequences associated with misunderstanding the goal or missing the deadline. These consequences typically include negative impacts to the budget, frustration in staff, and negative media. Goals and deadlines should remain at the forefront of any project. Additionally, there should be individual and team feedback and accountability to provide departmental leaders the framework needed for success.

16. **Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?**

I have extensive experience working on numerous economic development projects in new business/industry recruitment, existing industry retention, and entrepreneurship.

I started my career in government in 2002 working for the Macon Economic Development Commission as an award-winning project manager focused on new industry recruitment. In that capacity, I managed over 50+ projects resulting in 3 new industries locating producing over 1000 new jobs. In 2006 I was recognized for these efforts by Georgia Trend magazine as one of 40 Most Influential Georgians.

Following this appointment, I served as the regional project manager for Georgia Department of Economic Development. Working specifically in the Middle Georgia region, I coordinated the economic development efforts of 11 counties and 18 cities where I focused on existing industry retention and entrepreneurship.

I have used incentives such as tax credits, creating workforce development educational programs, and small business development activities. Incentives are effective and can have positive economic impacts, but they also cost money and must be paid for either with tax increases, spending cuts, or both, all of which can have negative repercussions. The most effective incentives will boost job creation and target economically distressed communities.

17.	What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?
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In my current role as County Manager, previous role as County Administrator, and prior to that Director of Internal Affairs, I communicated with Mayor and City Council members daily. I identified the individual's preferred method of communication to ensure open, candid, accurate and essential two-way communication. I have learned firsthand that everyone communicates differently. It is my responsibility to perfect the communication between each elected official and my office. Additionally, I use email as a tool to document and clarify the communication received and acknowledged.

I utilize the approved strategic plan combined with feedback from Mayor and City Council to identify, prioritize and address initiatives and priorities.

18.	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
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I am a Submarine Navy Veteran. This 9-year experience gave me "best practices" in strategic planning, goal setting, strategic communication, effects-based thinking, risk management, financial management, and innovation.

19.	The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.
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I am comfortable with this range.

20.	Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.
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I have been in all career positions for greater than 2 years.

21.	If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is
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advisable that these issues be disclosed by you and explained - rather than being asked to react to reports discovered by the prospective employer.

There is no information about me that I would consider negative, controversial or of any concern.

Due Diligence Questionnaire

Name	Keith Moffett	Date Completed	7/24/2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
Not applicable	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes	



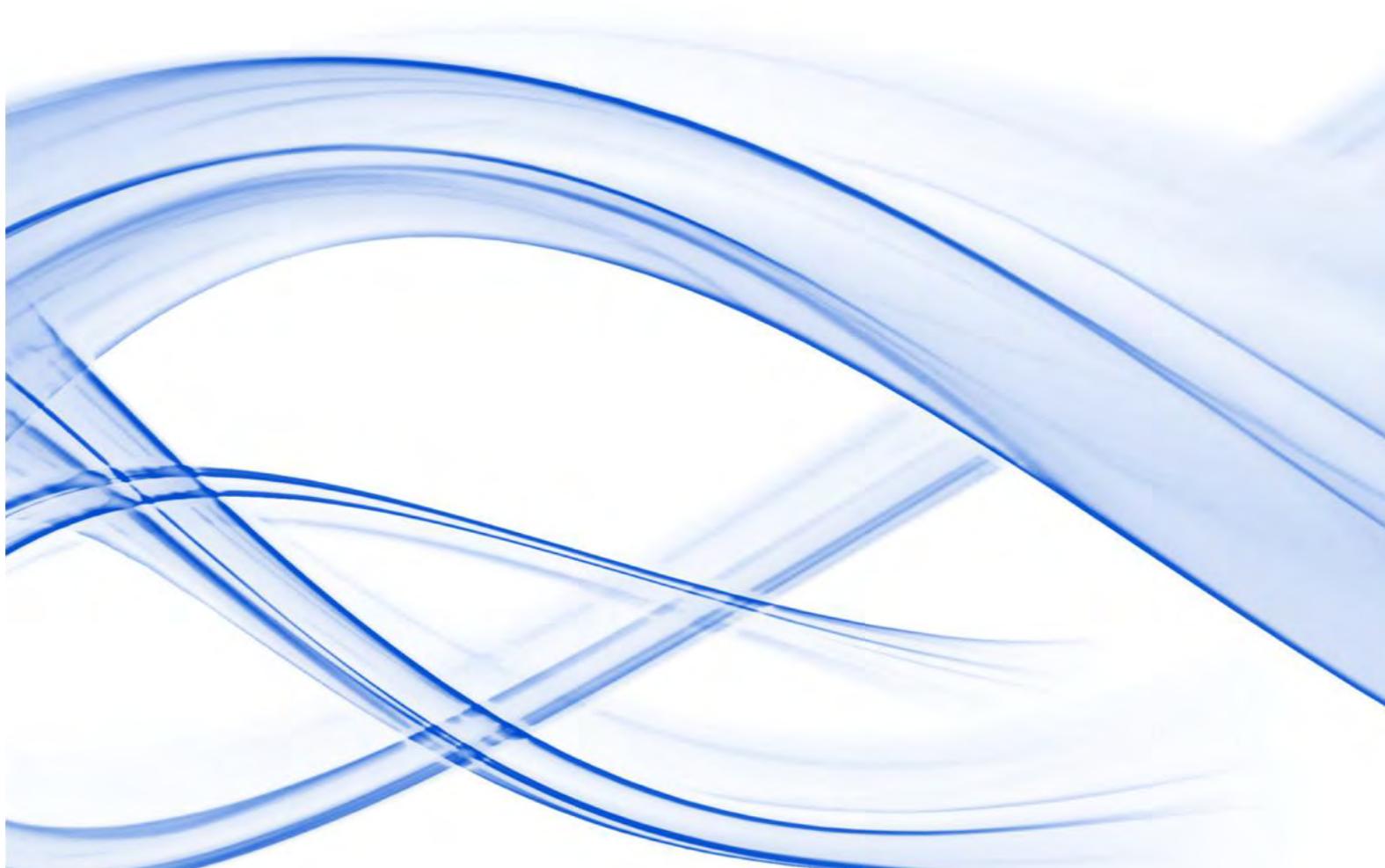
CANDIDATE 10 – MARC MONDELL

Cover Letter

Marc Mondell

City of Clearwater

City Manager





Ms. Anne Lewis
Mr. Chuck Rohre

Bakertilly

Via Electronic Submittal

Bakertilly.recruitmenthome.com

July 20, 2021

RE: City of Clearwater– City Manager Recruitment

Dear Ms. Lewis or Mr. Rohre,

Please accept this cover letter and resume as an indication of my strong interest in becoming the City of Clearwater's, City Manager. I have worked under the mentorship of several highly respected city managers and have built my resume over the past twenty-five years in anticipation of this opportunity. In fact, I am very familiar with Clearwater given that I was raised in the area arriving with my parents in 1978, attending St. Patrick's elementary and middle school, graduating from Clearwater Central Catholic high school in 1986, St. Petersburg Junior College in 1989, and then moving on to the University of Florida. This is an amazing, chance of a life-time position, coupled with the opportunity to return home.

I have served in two different cities as the assistant city manager. My professional experience is significant and relevant having managed or facilitated thousands of projects, representing billions of dollars, in private and public investment. I have also been responsible for the supervision of hundreds of full-time and part-time employees. I have gained insight and honed a unique set of problem solving skills necessary to develop and compel a city's vision into reality. I have extensive business recruitment, business retention, commercial revitalization, redevelopment, and residential development experience. I have the education, experience, and expertise to assist the Clearwater City Council and lead the organization to ensure both short-term and long-term success.

As the City of Rocklin's Assistant City Manager, I held a broad range of citywide responsibility including previously overseeing the Community Development, Parks and Recreation, Information Technology, and Public Services Departments. Combined, these departments represent approximately 30% (\$14,915,600/\$50,845,000) of general fund expenditures, 78% (\$26,644,500/\$34,351,600) of non-general fund expenditures, 40% (97/241) of the full-time equivalent workforce, and significant revenue generation for the City. At any given City Council meeting, the majority of the agenda items are presented by these departments, which are largely tasked with establishing and maintaining the high quality of life that Rocklin is known for, and its citizens expect and deserve.

Ms. Anne Lewis, Mr. Chuck Rohre
Bakertilly
City of Clearwater

Cover Letter, Page 2 of 4

I have played a key role in many of the city's largest and most high profile projects including; the acquisition and partial opening of the South Whitney Recreation Area (SWRA) which is a 184 acre former golf course in the center of the city now used as a recreational amenity. I was also instrumental in developing the vision, managing the construction, and negotiating the operations agreement for the Quarry Park Adventures which is an outdoor zip line and aerial adventure course inside an abandoned quarry next to City Hall. I have been instrumental in a number of other important projects including the Quarry Park Amphitheater and concert series, fire station remodels, splash pad and pavilions, city hall remodel, regional housing needs inventory and housing element, and citywide traffic circulation element (in process).

I embody the characteristics that are essential for the City of Clearwater's next City Manager; I am fiscally prudent, possess outstanding "people skills", and have a record of exceptional leadership as evidenced by the accomplishments identified in my resume. I have demonstrated throughout my career the ability to effectively communicate with the city council, employees and the community in which I worked and lived. I have significant successful experience with commercial, neighborhood and downtown revitalization and redevelopment. I have an exemplary history of listening to and facilitating compromise and problem solving among competing stakeholders. I have often served as lead negotiator between the city and developers, neighborhood groups, property owners and other governmental and nonprofit agencies, and have experience with municipal budgeting, finance and strategic planning.

There are no short tenures in my employment history. I have remained continuously employed, full-time, for decades including nearly 6.5 years in Rocklin and 11 years with the City of Ocala. While in Ocala, I was a significant part of the management team handling a \$680,000,000 budget and 940 employees while dealing with multi-million dollar annual budget deficits (during Great Recession). We were able, during that time, to balance the budget with no tax increases or reductions in workforce, while maintaining reserves and providing Council the means to offer employee salary increases. We also focused on economic development resulting in attracting \$177,000,000 in private investment, 1,756 new jobs, 449 retained jobs, and \$66,000,000 in payroll increases. During my tenure there, and as a result of those efforts, Forbes recognized Ocala as the 5th best city for job growth in the nation. Rocklin differs from Ocala, yet during my tenure it has increased and improved in its recognition across the state and country. For example, Rocklin was recently named as one of the 100 best places to live in America by Money Magazine.

Ms. Anne Lewis, Mr. Chuck Rohre
Bakertilly
City of Clearwater

Cover Letter, Page 3 of 4

In comparing both of the cities in which I have worked to the City of Clearwater; the City of Rocklin has a smaller population (70,000 to 118,000), smaller workforce (285 FTE to 1,837 FTE), smaller budget (\$92MM to \$539MM), similar land area (20square miles to 27 square miles), and higher median household income (\$98K to \$72K). The City of Ocala has a larger daytime population (150,000 to 118,000), smaller workforce (1,134 FTE to 1,837 FTE), larger budget (\$817MM to \$539MM), larger land area (47 square miles to 27 square miles) and lower median household income (\$41K to \$72K). Therefore, I have worked in cities that have a larger daytime population, larger budget, larger land area, and higher median household income, however they both have a smaller workforce. In all, I believe the comparison illustrates a compatible level of experience for the opportunity.

Clearwater is an exceptional community of great potential; served by major transportation networks including Route 60 and US Hwy 19, home to world renown Clearwater Beach, close proximity to major airports, many successful for profit and not for profit entities, and growing cultural events including spring training for the Philadelphia Phillies. Clearwater is positioned for many positive outcomes over the next decade, but there are challenges; including use of the local option sales tax, downtown waterfront enhancement, City facility and infrastructure improvements, and downtown revitalization. Given that I am at least twelve years from retirement, I hope to serve as the City of Clearwater's City Manager helping to do what is necessary to ensure future fiscal sustainability for many years to come. I look forward to your consideration of my candidacy for this important position and am ready and committed to continue contributing and growing professionally with the City of Clearwater.

Sincerely,

DocuSigned by:

A54D108B3A034F3...

Marc Mondell, AICP, Associate AIA
ICMA Credentialed Manager Candidate

Enclosures:

Resume

Ms. Anne Lewis, Mr. Chuck Rohre
Bakertilly
City of Clearwater

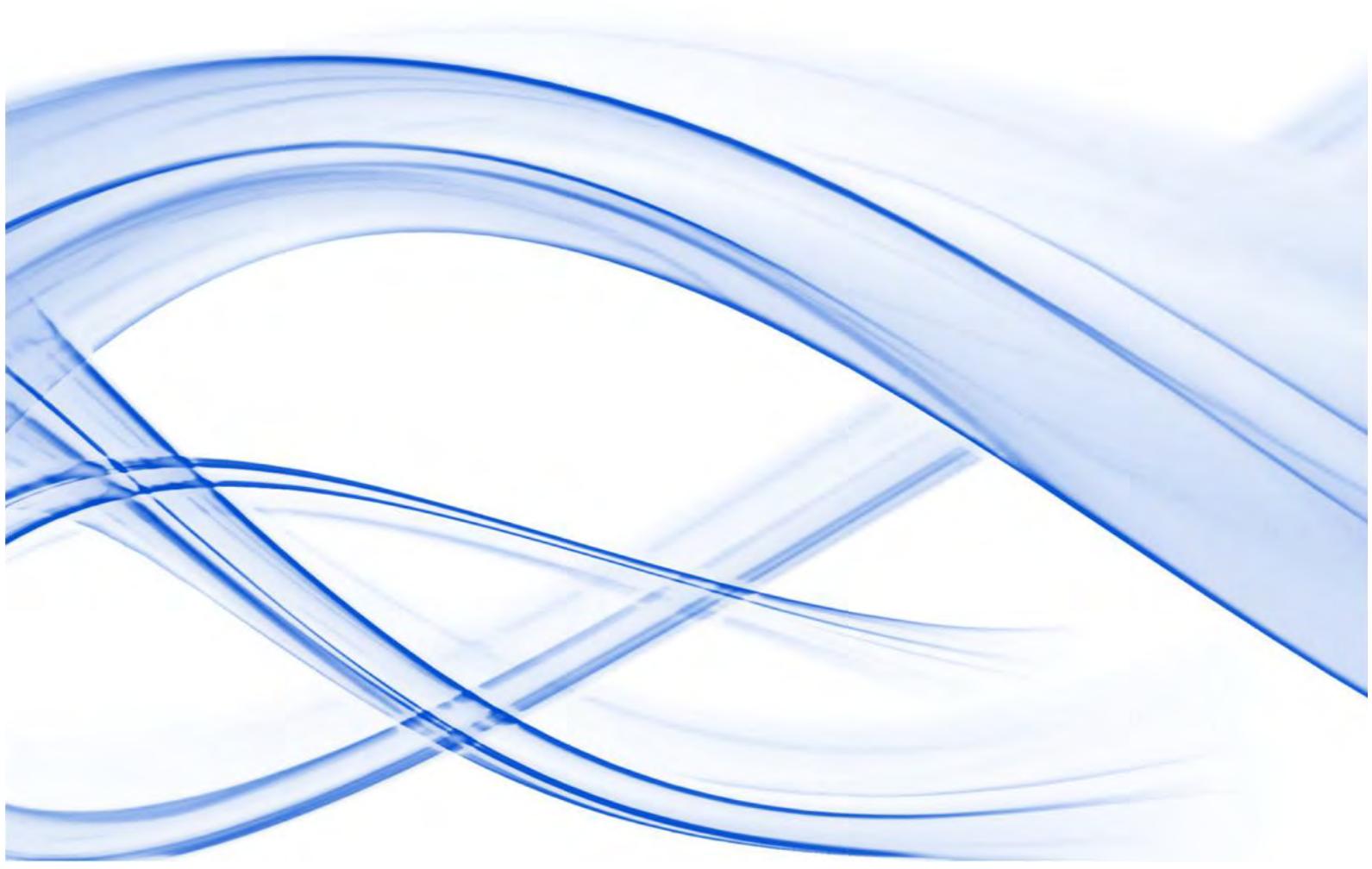
Cover Letter, Page 4 of 4

Whereas my resume lists projects, initiatives, and responsibilities that I was primarily responsible for, this supplemental information includes areas of responsibility under my recent general supervision and primarily performed by others:

- Citywide open space management and grazing program
- Intelligent Transportation System (ITS)
- Citywide mowing and trash removal contracts
- Citywide storm-water pipe replacement
- Traffic roundabout and diverging diamond interchange projects
- Citywide SB 1 funded road repair and resurfacing projects
- Citywide weed abatement
- Solid waste contract and refuse collection assessments
- Community Facilities District assessments
- Citywide accessibility compliance
- Citywide pavement condition consultant
- Capital Improvement Program
- Fleet operations and purchases
- Facilities maintenance
- Fire station remodels and equipment replacement
- On call materials testing consulting services
- City Hall refurbishment project
- Regulation of cannabis deliveries
- Small cell master license agreement
- Cell towers on City property agreements
- Excessive emergency calls for service agreements
- Park internet agreements
- Selection, installation, and maintenance of park playground equipment
- Citywide copier contract
- IT consultant services contract
- Proposition 68 grant funding for parks
- TEFRA hearings

Resume
Marc Mondell

City of Clearwater
City Manager



Marc Mondell

Summary of Qualifications

A motivated, dynamic, and perseverant leader with a successful professional track record supported by a Bachelor's Degree in Design, a **Master's Degree in Urban and Regional Planning** and a separate **Master's Degree in Architecture**; all from the University of Florida.

A seasoned administrator with extensive experience in economic and community development, lead negotiator and strategist with significant personnel and project management, budgeting, and municipal government experience. Possessing strong verbal, graphic, and written communication skills with the ability to simultaneously coordinate multiple departments and projects on schedule and within budget.

Professional Experience

Sept. 2018 – July 2021 **City of Rocklin, Assistant City Manager**

Served as Acting City Manager in absence of City Manager and shared broad organization wide responsibility. Previously provided oversight of the Community Development, Parks and Recreation, Information Technology, and Public Services Departments including citywide economic development. Performed high level analysis, negotiation, project oversight, and citizen outreach for a number of projects including; SWRA, QPA, and Quarry Park Amphitheater. Served in key role for a variety of special studies, contracts, and initiatives including; Section 125 Cafeteria Plan, Citywide Strategic Plan, outdoor public market, citywide staffing schedule options, QPA operating agreement, Amphitheater operating agreement, Sierra College traffic mitigation agreement, pool agreement, impact fee study, electronic plan review, regional housing needs assessment, and traffic circulation element update (in progress).

Jan. 2015 – Aug. 2018 **City of Rocklin, Director**

Responsible for overseeing the Community and Economic Development Department including the establishment of new architectural districts and guidelines, water efficient landscape templates, design and construction of adventure elements at QPA, and the facilitation of a number of public and private projects.

Notable accomplishments include:

\$3,000,000	Quarry Park Adventures
\$22,000,000	Quarry Place Mixed-Use
\$14,000,000	Sierra Pine Subdivision
\$30,000,000	Segora Senior Living Facility

Contact

marcmondell@gmail.com
352-292-6712

Address

2901 Laredo Drive
Rocklin, CA 95765

Interests

College sports

Memberships

American Planning Association
Institute of Certified Planners
Hold AICP Certification
American Institute of Architects
ICMA
Certified Manager (Candidate)

Computer Skills

Autocad	Arcview
Photoshop	Minutetraq
Trackit	Microsoft Office

Volunteer

Trail Keepers

Awards

Trust for Historic Preservation
Employee of the Year

Past President
Florida Redevelopment Association

Marc Mondell

Professional Experience Continued

Nov. 2012 – Dec. 2014 City of Ocala, Assistant City Manager

Responsible for overseeing the Growth Management, Revitalization Strategies, and Aviation Departments. Administration of the Ocala 2035 Vision, land use, zoning, code revisions and enforcement, annexation, utility territory issues, development agreements, site plan review, permitting, and licensing. Facilitated development of two business parks, legislative agenda, new air traffic control tower, runway expansion and lighting, new terminal and fixed based operator. Provided staffing assistance to citizen boards and business-neighborhood groups. Facilitated a variety of studies including; Gibbs Retail Market Study, Inland Port Feasibility Study, Stadium Feasibility Study, Tuscawilla Park Master Plan, and Osceola Linear Park Study.

Notable accomplishments include:

\$166,000,000	Fed Ex Ground Transportation Hub
\$60,000,000	Yankee Stadium Agreement
\$3,750,000	Downtown condominiums
\$18,000,000	Downtown hotel-parking garage

Nov. 2010 – Oct. 2012 City of Ocala, Executive Director

Responsible for overseeing the Revitalization Strategies Department including citywide economic development, redevelopment, code enforcement, downtown parking enforcement, citywide wayfinding signage, and affordable housing programs (CDBG). Management of the city's enterprise zone, brownsfield area, urban job tax credit area, and community redevelopment area. Facilitation of the Imaging Magnolia and Phoenix Rising projects. Frequent collaboration with federal, state and local agencies on grants and establishment of charitable giving arm.

Notable accomplishments include:

\$46,000,000	Business Park Development
\$4,400,000	R+L Carriers

Sept. 2008 – Oct. 2010 City of Ocala, Director

Responsible for overseeing the Office of Long-Term Planning and Sustainability. Creation of the city's economic investment and compliance monitoring program. Establishment of the city's economic development plan, downtown business incubator, façade grant programs, parking garage study, indigent housing projects, and closure of city mobile home park.

Notable accomplishments include:

\$16,000,000	Signature Brands
\$5,800,000	Rasmussen College
\$3,300,000	Santelli Glass
\$3,000,000	NW 44 th Avenue EDA Grant

2021 City Demographics

City of Rocklin

Population	70,000
Employees	285 FTE
Budget	\$92,957,100
Square Miles	20
MHI	\$98,566

City of Ocala

Population	61,000*
Employees	1,134 FTE
Budget	\$817,129,466
Square Miles	47
MHI	\$41,755

MHI = Median Household Income
* +150,000 daytime population

2021 Salary-Benefits

Salary	\$217,923
Car allowance	\$4,000
Life insurance	\$200,000
Paid vacation	4 weeks
Medical	100%
Retirement	2% at 62
Deferred Comp	\$5,200

Marc Mondell

Professional Experience Continued

Nov. 2006 – Aug. 2008 **City of Ocala, Director**

Responsible for overseeing the Building Department including zoning and code enforcement divisions. Implemented a variety of customer service and efficiency measures.

Jan. 2004 – Oct. 2006 **City of Ocala, Planning Manager**

Responsible for assisting Planning Director in developing planner career track program, develop and implement the Downtown Master Plan including streetscape and catalytic site development.

Notable accomplishments include:

\$1,500,000 Marion Theater Renovation

Aug. 2003 – Dec. 2003 **City of Ocala, Neighborhood Planner**

Responsible for managing the City’s “Houses to Homes” program including construction document preparation for historic infill housing. Provided direct staffing assistance to a variety of city boards.

Jun.. 1998 – Jul. 2003 **Withlacoochee Regional Planning Council
Economic Development Planner**

Responsible for developing regional and multi-stakeholder partnerships and management of numerous grant and loan programs. Provided a variety of assistance to five counties and twenty-two municipalities.

Notable accomplishments include:

\$350,000 Revolving Loan Fund
\$1,025,000 CDBG Disaster Grant

Peer Graded Strengths

Created utilizing self-initiated peer responses on LinkedIn.

Strategic Planning	★★★★	Community Development	★★★★★
Public Speaking	★★★	Program Management	★★★★
Redevelopment	★★★★	Economic Development	★★★★★
Land Use	★★★	Zoning	★★★★
Supervisory Skills	★★★	Budget	★★★
Urban Planning	★★★	Negotiation	★★★★

Professional Speaking Engagements

FRA
Essential Economic Development Law 2.0 CEU

FRA
Code Enforcement as Redevelopment Tools 2.0 CEU

FEDC
Economic Development Partnerships 2.0 CEU

FRA
Developer Agreements 2.0 CEU

FRA
Building Momentum with Simple Steps 2.0 CEU

Rasmussen College 2013
Graduation Commencement
Keynote Speaker

Visual Resume

Marc Mondell

2008-2009

Projects include renovation of the Marion Theater, recruitment of Signature Brands, and Rasmussen College among others.



2010-2011

Projects include citywide wayfinding, development of community redevelopment plans and start of the Yankee Stadium project among others.



2012-2013

Projects include Feel Downtown regional concert series and start of the Fed Ex Ground Transportation Hub among others.



2009-2010

Projects include recruitment of Anasofne, Sitel, Healthsouth and development of the Ocala 2035 Vision among others.

2011-2012

Projects include recruitment of R+L Carriers, business park development, and presentation of the Yankee Stadium project among others.

2013-2014

Projects include downtown condominiums, downtown hotel and parking garage among others.

2014-2015

Projects include water efficient landscape templates, Rocklin Commons and Crossings, Bass Pro Shop, and architectural districts among others.



2016-2021

Projects include Quarry Place Mixed Use, Sierra Pine Subdivision, Segora Senior Care Facility, and Quarry Park Adventures among others.



2015-2016

Projects include permitting Quarry Park Amphitheater among others.

Candidate Questionnaire

Name	Marc Mondell	Primary Phone	352-292-6712
Email	marcmondell@gmail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City of Rocklin, Assistant City Manager (September 2018 – July 2021) 2. City of Rocklin, Director (January 2015 – August 2018) 3. City of Ocala, Assistant City Manager (November 2012 – December 2014) 4. City of Ocala, Executive Director (November 2010 – October 2012)
Currently / Most Recently Reports to (by title):	City Manager
Population Served (last 2 organizations):	Rocklin (70,000), Ocala (61,000)* *+150,000 daytime population
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 7 2. 97 3. 285 4. \$41,560,100 5. \$92,957,100 <p><i>I shared oversight of the entire city budget with the City Manager</i></p>
Highest level of education achieved (include degree and institution):	Master in Urban and Regional Planning Masters in Architecture <i>Both from the University of Florida</i>
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	American Institute of Certified Planners (AICP)

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
<p>The City of Clearwater is one of the premiere communities in the Southeastern United States and the crown jewel of the Pinellas County, Tampa-St. Petersburg region. I was raised in the area from elementary school through junior college. The Clearwater city manager position is my dream job and one that I've been building my career to be ready for.</p> <p>In most cases, filling the City Manager position is a matter of finding the right person at the right time for the right reasons. I believe the next City of Clearwater City Manager will need to be a person that can return vibrancy to downtown, advance the Imagine Clearwater project, leverage underutilized resources for economic development purposes, embrace neighborhood and commercial corridor revitalization, and pursue incorporation of green space, open space, art, and recreational amenities throughout the built environment. These are the primary challenges to be addressed by the next City of Clearwater City Manager.</p> <p>I uniquely possess the education, skills and experience built over the past twenty-five years necessary to lead the City through these challenges and ensure both short-term and long-term fiscal success.</p>	
2.	What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?
<p>My recent employment as City of Rocklin, Assistant City Manager ended in July, 2021. I shared overall oversight of the entire organization with the City Manager. My primary areas of responsibility included; Economic Development, and the Community Development, Public Services, Parks and Recreation, and Information Technology Departments.</p> <p>My previous employment as the City of Ocala, Assistant City Manager ended in December 2014. My primary areas of responsibility included; Economic Development, and the Growth Management, Revitalization Strategies, and Aviation Departments.</p> <p>The governance structure of both organizations was a Council-Manager form of government with five elected City Council members. Rocklin is a general law city and all seats are at-large with the Mayor appointed by Council. Ocala is a charter city and all seats are by district except one at-large seat plus the Mayor is elected at-large.</p> <p>As previously stated, I uniquely possess the education, skills and experience that are essential to moving the City of Clearwater forward. I have significant design and planning experience, negotiation and deal making experience in working with for-profit and not-for-profit entities, and have focused my career around timely implementing projects and initiatives. I also have experience in leading an organization and its staff to understanding the important role they each play in achieving organizational goals and objectives. These skills are essential for the next City of Clearwater City Manager in order to meet the primary challenges.</p>	
3.	Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?
<p>I believe in leading by example and not micro-managing. I also strongly believe in meeting deadlines. It is important to make sure staff understands their job specific responsibilities and in the context of their job in the larger organization. It's important to provide staff the tools required to do their job, and to</p>	

provide them with clear and timely direction. It's important to hire the right people and recognize that issues may come up from time to time that may require understanding from management. In order for that to work, it requires management to stay in regular communication with their staff and monitor their performance. The evaluation process is not the time to first discuss a performance issue. It is equally important to document and take disciplinary action when necessary in order to ensure the organization is performing at a high level and moral issues are not being created.

In terms of managing projects, it is imperative that a qualified project manager be identified early in the project. A detailed analysis should go into the planning of the project in terms of anticipated problems to be solved, cost and funding source, completion date, and performance to be achieved. Once the analysis has been completed and a decision has been made to proceed, then a regular progress meeting schedule should be implemented to manage the project from start to completion, allowing for corrective actions or course corrections when necessary.

As Clearwater's City Manager, most of my personnel and project related decisions will follow from the adopted Strategic Plan and any sub plans that fall under the Strategic Plan. I will stay in constant communication with the Mayor and City Council members to receive regular and immediate feedback regarding my decision making and any corrective actions or course corrections that are necessary.

4. **How do you incorporate the values of diversity and inclusion into an organization you lead?**

It is important the City hires qualified candidates for positions, it is equally important the City organization generally reflects the demographics of the City of Clearwater. Therefore, it is incumbent that the City works hard to reach all segments of society with its recruitments including using non-traditional means as necessary (advertising with churches, neighborhood associations, CDC organizations, etc.).

It is important that diversity is represented in positions of leadership within the organization.

The type of special events the City sponsors and hosts should be open and available to all, including emphasis in making sure facilities are open and available to all groups.

Training on diversity and inclusion is essential for all employees.

The City's policies need to be reviewed to ensure there are no inherent obstacles to ensuring diversity and inclusion throughout the organization or in doing business with the City.

5. **Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?**

As Clearwater's City Manager, I will have a very strong presence in the community at special events, speaking engagements, and attending other public meetings as requested. These will all be opportunities for the public to share their thoughts and seek answers to their questions.

I will also have an "open-door" policy to anyone that wants to meet with the City Manager at any time including the Mayor, Council, staff, and citizens. As an outcome of our successful economic development efforts, I anticipate spending considerable time meeting with members of the private sector (i.e. company owners, developers, business persons, etc.) that are interested in investing in Clearwater.

I will work with the City’s Public Information Officer to make sure we are frequently posting positive information about the good work that is occurring in Clearwater to the City’s updated website and issuing press releases. Depending upon the issue, especially those that involve community planning and design, we will host community charrette’s and open houses to discuss the proposed projects and seek community input and support. I have found that communicating to the public with graphic information (i.e.. infographics, pie charts, pictures, renderings, simple spreadsheets, etc.) is far more effective than long narratives.

6. Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization’s annual budget and what steps you took to address the issue(s), and the outcome.

I have been directly involved in municipal finance and budgeting for fifteen years and part of government agencies and subject to their budgets for twenty-five years. I have been responsible for preparing, submitting, defending, and managing department budgets for over ten years. I have been responsible for reviewing multiple department budgets, making recommendations on reductions and additions, and ensuring fiscal management thereof for over five years as Assistant City Manager.

My approach is from the perspective of zero based budgeting. I develop a budget based on meeting the minimum operating requirements of the organization to determine how much expendable revenue is available. I also try to determine what are the minimum service levels that have to be achieved in order to understand what dollars can be cut and where from if necessary.

My approach to fiscal sustainability is that you cannot save your way out of a recession. In other words, while it’s important to look at costs, it’s even more important to look at the revenue side of the equation and where are opportunities to achieve new or additional revenue. Sometimes that means increasing or creating new fees, but most of the time that means economic development and determining where the City can invest its funds to achieve a return on investment from the private sector.

During the Great Recession I was a significant part of the Ocala management team handling a \$680,000,000 budget and 940 employees while dealing with multi-year, multi-million dollar annual budget deficits. We were able to balance the budget with no tax increases or reductions in workforce, while maintaining reserves and providing Council the means to offer employee salary increases. We focused on economic development resulting in attracting \$177,000,000 in private investment, 1,756 new jobs, 449 retained jobs, and \$66,000,000 in payroll increases.

7. Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:

- a. Neighborhood and downtown revitalization / redevelopment**
- b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements**
- c. Strategic goal setting and citizen based strategic planning**

- a. I led the Ocala Houses to Homes Program (code enforcement, infill housing), the Imagine North Magnolia project (façade grants, business recruitment, brownsfield remediation, streetscape, gateway signage, code enforcement, etc.), and Downtown Ocala (hotel, condominiums, business recruitment, streetscape, splash-pad, concert series, signage, mural, theater renovation, linear park, code enforcement, façade grants, etc.).
- b. I led the construction of Quarry Park Adventures and the Marion Theater. I’ve had general oversight for many capital projects including; two business parks, Quarry Park

Amphitheater, several roadway projects along with extension of water, electric, and sewer, air traffic control tower, runway expansion, airport terminal, parking garage, roundabout, two splash-pads, two fire-station remodels, city hall remodel, miscellaneous playground equipment.

- c. I have led the City strategic planning process and have worked to convert the plan into a forward facing dashboard for public consumption. I have also worked with citizens on a number of public planning processes including developing the Ocala Downtown Master Plan, the Ocala 2035 (form based code) and have led a number of downtown redevelopment charrette type processes.

8. Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.

Yes, past strategic planning efforts have included performance measures for each department to help determine if overall goals were being achieved. For example, response time for public safety personnel, days to issue building permits, ISO rating, number of permits issued over the counter or online, incentive agreement wage level, etc.

In addition, I have been involved in a number of point of contact surveys and citywide surveys from which management was able to make changes to address issues raised and improve service delivery.

9. Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?

I have served in two cities as Assistant City Manager. I have been encouraged by many, and whole heartedly embrace, taking the next step in becoming a City Manager. This is in-part, I believe, because it represents the next opportunity for growth from a career perspective and will allow me to utilize all of my skills in becoming an exemplary public servant.

Specific areas suggested for further development include; bargaining unit negotiations and public safety oversight. While I have understanding of these areas and some degree of experience, these are areas that I can increase my level of knowledge and experience. Fortunately, these are also areas that are typically either led by subject matter experts or assistance is provided by consultants and so my not being an expert in these areas is not a detriment.

10. Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.

I have made hundreds of public presentations throughout my career on a wide variety of topics, from updates on city related matters to a small chamber group, through speaking to almost a thousand attendees as the keynote speaker for a college graduation.

The most common difficult question is why did (or does) the City spend money on something in particular and perhaps not something else. This is difficult because the sources and uses of public funds can be very complicated and time consuming to explain and they may not understand that many funds are restricted and can only be spent on certain types of things or in certain areas, etc. This can be especially true when discussing business incentives. Many people feel like their tax dollars should not be given to or expended on behalf of a private company.

I will explain that only a small portion of the unrestricted funds are earmarked for economic development and that if the City spends them on other one-time purposes, there is no return on investment, but if the City invests them in a particular project it can achieve a return over many years that will then allow the City to invest those funds in the other one-time purposes. Also, the City has created safe guards in its incentive agreements which are all performance based.

I have found that other, more pressing politically charged issues can often be addressed by advising that more information will become available after the investigation, once all the facts are known, and will be shared at a future meeting, etc. In many cases, I then have had the time to work with the PIO to craft a response that has been posted to the City’s website or later shared as mentioned.

11. **Inherent in every manager’s job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.**

The key to a great team starts with developing a relationship with existing staff. It is imperative that I understand who they are, what they do, and hear from them why they do it and what might make their delivery of services better. As Clearwater’s City Manager, I will visit every department and make sure we get to know each other. I will go out on routes with the police officers, fire fighters, streets personnel, utility personnel, solid waste personnel, visit the library, help setup for a special event, etc. I’ll let each staff member know that my door is open to them at any time.

The second key is making sure our hiring and onboarding process is top of class. It’s imperative that we bring on good people that are qualified and want to serve the citizens of Clearwater. Part of this may include making sure existing employees are in the right positions. The third key is to make sure they understand the mission of the organization and their role in achieving that mission. This is an essential step in getting employees to become passionate about public service.

I believe in annual evaluations. I believe the process should be very simple (pass, fails, needs improvement) and includes a section where both the supervisor and employee can write comments and agree upon next steps and goals. Having said that, I believe in constant evaluation and communication between supervisor and employee.

Training is very important for all employees. We are not born with all of the best ideas and we learn them from others and that is especially true with training. Every supervisor should work on succession planning. They need to be training the next employee that is ready and capable to step up and assume their responsibility.

12. **Briefly describe your experience (if any) leading and/or managing:**
(experience in all areas is not a requirement)

- a. **Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,**
- b. **Bond rating and/or a rating process review,**
- c. **Management of municipal utilities including water, sanitary sewer, natural gas, etc.**
- d. **Public library operations,**
- e. **Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other**

	<p>significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,</p> <p>f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,</p> <p>g. Marine and aviation services,</p> <p>h. Affordable housing, homelessness and/or housing related issues, including policies,</p> <p>i. Neighborhood revitalization programs, policies, and initiatives,</p> <p>j. Commercial development and redevelopment.</p>
	<p>a. I have worked for a regional planning council working on multi-county regional issues and have negotiated many agreement having regional impacts.</p> <p>b. I have ensured bond counsel and underwriters the outlook on future development is strong. I have been involved in bond funded projects ensuring public accessibility, have been involved in private sector bond rating deals.</p> <p>c. The City of Ocala is a full service city offering electric, water, sewer, storm-water, and fiber optic utility service. As the Assistant City Manager, I was often engaged in related discussions and decision making.</p> <p>d. I was involved in relocating a library for a business recruitment and building conversion. I was involved in managing a building that was used by the County for library services.</p> <p>e. As the Assistant City Manager, I was engaged in utility related discussions and decision making including use of the electric rate stabilization fund, water and sewer nexus studies, created a small site plan exemption process from water quality permitting, participated in the creation of the “pay as you go” electric program, worked on reducing the time of use rate.</p> <p>f. I staffed neighborhood boards, arts boards, recreation and tourism boards, involved with numerous chamber and EDO related meetings, attended many neighborhood meetings, and responded with proactive code enforcement.</p> <p>g. I managed a revolving loan fund and prepared a federally funded study for aquaculture project, provided general oversight of general aviation airport, etc.</p> <p>h. I have extensive experience with affordable housing including CDBG related programs, SHIP, down payment assistance, homeless point in time counts, Habitat for Humanity, Salvation Army, and managed housing rehabilitation program.</p> <p>i. I have designed infill homes, managed the historic district, code enforcement, street lighting, worked with police on crime related issues, remediating contamination, etc.</p> <p>j. I have facilitated development through permitting, zoning changes, business recruitment, redevelopment plans, multiple CRA’s, façade grants, parking garage, theater renovation, streetscape, code enforcement, etc.</p>
13.	<p>Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.</p> <p>As Clearwater’s City Manager, I will be working with staff to continually monitor industry trends in service delivery. This will include being aware of new technologies that can improve responsiveness, allow for greater efficiencies in operation, or enhanced services to the public. To this end, I will establish an internal Technology Committee which will include a member from each department and meet at least quarterly to discuss related technologies and general ideas they have for improving operations, including customer service. This will help to avoid a common situation where one department wants to implement new software but has not discussed their desire with any other department and have not considered its integration with other software or impacts to other business units. This will also help to improve communication between departments and keep them apprised of what is working elsewhere as well with emerging trends.</p>

From time to time, the City Council may learn of a new technology that it would like the City to consider. I will appoint an Assistant City Manager to participate in and oversee the Technology Committee which will also be responsible for evaluating any such Council requests and report back out to me and Council on the matter.

I have been involved in implementing new technologies and service delivery approaches throughout my career including; new permitting software, electronic plan review software, economic development software, agenda software, records retention software, financial software, special events software, etc. I have also been involved in a number of occasion to evaluate service delivery in terms of consolidating services or contracting out services to the private sector. Both approaches should be under regular review and consideration in terms of achieving greater efficiency, cost savings, and service level.

14. Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.

California requires most development, including public projects, to go through the California Environmental Quality Act (CEQA) planning process. This process studies all development related impacts including; air quality, greenhouse gas emissions, biological resources, hydrology, noise, traffic, etc. All projects must mitigate the impacts of development to meet the City’s standards which are based on best practices or as established by the state or other regulatory authorities.

Because I was responsible for all development approvals, I have extensive experience in dealing with the issues identified above. Most projects had to be modified to mitigate related impacts including; reducing the number of units, requiring reliance on energy efficient equipment and appliances, installation of double insulated glass, incorporation of solar, re-orientation of buildings on site, preservation of natural habitat and open space, etc.

From an organizational perspective, this may include; use of electric or natural gas burning vehicles, increased energy efficiency in buildings, reduced number of vehicle miles or trips, incorporation of solar, reduction in waste, increased recycling of materials, etc.

Depending upon the Mayor and City Council’s desire to address climate change, it could result in the drafting of ordinances or modifications to the City’s design and development standards. If increased focus and attention to this area is desired, then staff should prepare a cost to benefit analysis to make sure it has all of the information necessary to make an informed decision.

15. What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?

I believe in leading by example and not micro-managing, I also strongly believe in meeting deadlines. As Clearwater’s City Manager, I am ultimately accountable and responsible for all aspects of the organization. It’s my job to make sure department heads understand where the organization is headed, what it’s trying to achieve, and why. It is also important that they hear my view on and understand the policy decisions that City Council has made and what course corrections (if any) will need to be made to meet our leader’s expectations. This is achieved in-part through our regular and collaborative working on the City’s Strategic Plan as well as the Executive Team meeting the morning directly after each Council meeting to debrief and follow up on Council and citizen requested items. When department heads understand their role in that mission they can then make sure the members of their team understand each of their individual roles in that mission which helps employees to buy into the mission and take ownership and pride in achieving the mission.

As part of the City’s Strategic Plan, each department will have their own set of goals, deadlines, and metrics for measuring success that all roll up into the Strategic Plan. It is difficult to manage what you can’t measure and so I will be regularly reviewing the status of each department’s performance in achieving its goals. Just as I will be held accountable by City Council for meeting the City’s Strategic Plan, I will be holding the department heads accountable for achieving their goals.

16. **Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?**

I define economic development broadly as the steps and measures taken to increase private sector investment and job creation leading to improved quality of life.

I have authored a number of economic development related studies and plans and have also managed consultants that have prepared them. **The most important aspect of the plan is implementation, which is often overlooked and one of my areas of expertise. When the city does what it says it will do and the other sectors see that, it will result in increased private sector investment and job creation.**

I have conceptualized, designed, developed, and implemented a number of specific economic development projects and initiatives to increase private sector investment and job creation including; Quarry Park Adventures, Quarry Park Amphitheater, Citizen Circle, Ocala-Marion County Business Park, Ocala Business Park, Imagine North Magnolia, Stadium Feasibility Study, Downtown Parking Garage, Fed Ex Ground Transportation Hub, Marion Theater, and Downtown Condominiums among many others.

In Ocala I created a program that was very flexible and allowed for a wide range of direct and indirect incentives to be offered to companies without any cap. All incentives only came after a complete financial review of the company’s financials by an independent group of bankers and execution of a binding incentive agreement. **The City invested millions of dollars in dozens of companies resulting in a significant return on investment and Ocala being named by Forbes as the 5th Best City for Job Growth in the Nation.**

Incentives can be very effective tools, if used properly, because they allow a community to grow in the manner it desires. It also brings with it the revenues necessary to help support all of the other essential services that are offered by the city.

17. **What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?**

I desire to meet individually with the Mayor and Council members each week so that we can discuss matters candidly and comprehensively including upcoming Council agenda items. I will prepare a weekly report to be shared via email with the Mayor and all Council members and the Executive Team on Friday’s updating them on the activities achieved during the week, issues anticipated during the following week, and other matters for their consideration.

I will maintain regular business hours so that the Mayor and Council members, citizens, and staff can stop by my office when desired or necessary and will be available 24/7 via cell phone to the Mayor, Council members and the Executive Team.

In terms of identifying, prioritizing, and addressing initiatives and priorities by elected officials. My desire is to maintain an annual strategic planning process whereby the large priorities and initiatives can be identified and agreed to by at least a majority vote. That will become the foundation of staff's work plan and will be updated and presented in a public meeting to the Mayor and Council on a quarterly or semi-annual basis, whichever is their preference.

Any issue that falls within the scope of what we do as a service organization will be addressed immediately regardless of which elected official raised the issue (public safety related and politically charged matters take precedence). Any issue that falls outside of our normal scope of work, or that is contrary to the strategic plan, or that will require significant staff time and resources may need to be scheduled for full Council consideration.

18. **Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.**

I have worked in both the public and private sectors (although my resume only reflects public sector experience) and have significant design and planning experience. I have personally designed over \$40,000,000 in single family residential, multi-family residential, and commercial projects. I have authored or co-authored several community redevelopment plans and have established and managed several community redevelopment areas. I have prepared a number of special studies primarily focused on economic development. I am a former President of the Florida Redevelopment Association. I understand and am equally comfortable working with and negotiating with the private sector as I am not-for-profit and public sector entities. **My skills and experiences make me uniquely qualified to meet the primary challenges to be addressed by the next City of Clearwater City Manager.**

19. **The full salary range for this position is \$210,000 - \$270,000 annually that is dependent upon the selected candidate's qualifications and experience. Are you comfortable with this range? If not, please explain why.**

Yes

20. **Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.**

I have never been with an employer for less than two years. I have always been recruited to the organization in which I've worked. Anytime I was in a position for less than two years with any of my previous employers, it was because I was internally promoted.

Most recently I was the incumbent candidate for the City of Rocklin City Manager position. I finished second in the ranking. The new City Manager wanted to move in a different direction and honored the terms of my employment agreement. I resigned in good standing (eligible for rehire) and received a positive letter of recommendation.

21. **If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained - rather than being asked to react to reports discovered by the prospective employer.**

The City of Rocklin, California filed litigation against the former operator of the Quarry Park Adventures which filed cross litigation. I may be required to testify in defense of the City of Rocklin at some future date. The City has prevailed in all related matters to date, and the chances of the City prevailing in all remaining matters is very strong. There have been news articles regarding the litigation.

Due Diligence Questionnaire

Name	Marc Mondell	Date Completed	07/27/21
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
I was the incumbent candidate for the City of Rocklin City Manager position, I finished second in the ranking, the new City Manager wanted to move in a different direction and honored the terms of my employment agreement. I resigned in good standing (eligible for rehire) and received a positive letter of recommendation.	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
Not applicable	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
The City of Rocklin, California filed litigation against the former operator of the Quarry Park Adventures which filed cross litigation. I may be required to testify in defense of the City of Rocklin at some future date. The City has prevailed in all related matters to date, the chances of the City prevailing in all remaining matters is very strong. There have been news articles regarding the litigation	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes	



CANDIDATE 11 – MARC NELSON

Marc S. Nelson
72 N. Water Street
Poughkeepsie, N.Y.
12601

Via EMAIL TO: Anne.Lewis@bakertilly.com

July 21, 2021

Ms. Anne Lewis
Baker Tilly
2500 Dallas Parkway, Suite 300
Plano, TX 75093

Dear Ms. Lewis:

I am writing to express my interest in the position of City Manager for the City of Clearwater, Florida.

As the successful candidate in national searches in 2008 (Hartford, CT.) and in 2016 (Poughkeepsie, N.Y.), my career choices have placed me squarely where challenges meet opportunities and where a new approach to legacy issues is the order of business. During eight years working in Connecticut's capital city (pop. 123,000, budget \$552M), I worked closely with the city's largest real property taxpayers, as well as with thousands of individual taxpayers amidst the Great Recession and the aftermath of the housing foreclosure crisis; all at a time when the city's tax base, in terms of valuation, had fallen by nearly a quarter. I submit that one of the best backgrounds a City Manager can have is this kind of one-on-one and community engagement with taxpayers, because it cultivates an exceptional ability to listen and to understand the individual perspectives and priorities that are at the heart of sometimes competing public interests.

My eight years in Connecticut's capital city as a senior member of the Finance Team - directly responsible for revenue collection - provides me with very strong experience in municipal budgeting in a large city. My success there, including eight straight years of exceeding the annual revenue budget, significant improvement in the tax collection rate, and a simultaneous reduction in the city's reliance on the annual sale of property tax liens to outside investors in order to plug revenue shortfalls (from more than \$13 Million in 2008 to about \$3 Million in 2016), was particularly remarkable because of the environment that existed at the time. These positive outcomes were also achieved while I served as a Commissioner on Hartford's self-administered pension fund, a defined pension fund distributing more than \$90 Million in benefits annually to more than 5000 former city employees and their beneficiaries.

Clearwater's next City Manager will lead a vibrant economic development landscape driven by private investment, the city's own expansive *Imagine Clearwater* project and by the ongoing and planned investment in the city's infrastructure. In my current position as City Administrator in Poughkeepsie, more than two dozen development projects have touched all our city divisions, our boards and commissions, and our Industrial Development Agency (the IDA is similar to Clearwater's CRA). In 2019 the City amended its zoning code, creating an "Innovation District" in our downtown, a change that has already spurred a proposal which is currently before our Planning Board for the largest construction of mixed-use development the City has seen in a generation. Nearing completion is the new riverfront pavilion at Nuvance Health's Vassar Brothers Hospital - a \$550 Million expansion which houses 294 private hospital rooms, 13 surgical suites and a 66-room emergency and trauma center - as well as numerous adaptive reuse projects that are eliminating vacant buildings and transforming the city into a more walkable and bikeable community.

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In my current role I oversee millions of dollars in infrastructure projects, from major combined sewer overflow work throughout the City, to the construction of a new above ground reservoir system and the decommissioning of the city's century-old underground cistern. Along with the Mayor and Council's \$3.5 Million parks improvement plan, the millions of dollars of projects currently underway include the replacement of two aging bridges, and the \$1.4 Million reconstruction of city's main downtown surface parking facility, funded by the New York State's Environmental Facilities Corporation's Green Infrastructure Grant Program. The City is also the recent recipient of \$20 Million in American Rescue Plan funds and is currently working with a wide range of stakeholders to prioritize spending priorities.

Serving Poughkeepsie, while a smaller city than Clearwater or Hartford, has given me a wonderful chance to address a number of intransigent and long-term challenges. As the last stop on the commuter railroad that connects the Mid-Hudson Valley to New York City, it has experienced enormous growth in a short period of time; partly due to out-migration caused by the coronavirus pandemic. The City is finally resolving more than two decades of difficulty and debate surrounding development of its southern waterfront along the Hudson River, an 11-acre parcel that is the last city-owned. The Council recently appointed me Technical Advisor to its "Southern Waterfront Site Redevelopment Task Force", a stakeholder group that is revisiting long-outdated visioning for the parcel. I am also working closely with members of the Council and leadership of the PBA on issues of police reform, and together we have implemented body-worn-cameras, fully trained all our officers in Implicit Bias, and empaneled a Procedural Justice Committee that includes community members, faith-based organizations, as well as the PBA.

As the seat of County government (Dutchess, pop. 290,000), Poughkeepsie is the regional hub for the public services so important in the fight to end homelessness and address the nationwide addiction crisis. These aspects of my current role are ideal for the type of collaboration with the non-profit sector that I particularly enjoy. In 2018 I championed the creation of the City's Anti-Blight Task Force, bringing together internal and external stakeholders - including *Rebuilding Together Dutchess*, *Habitat for Humanity*, and *Hudson River Housing* - in order to break down barriers and address factors that had perpetuated blight and vacancy in the community for some time. Our effort has sharply reduced the number of vacant properties in the city, few of which were city-owned, from more than 600 in 2016 to fewer than 200 today. Combatting urban vacancy was the subject of my 2018 Master's thesis at Marist College, where I earned my Master's Degree in Public Administration. Earlier this year, the Mayor appointed me to serve on the Board of Directors of the Dutchess County & City of Poughkeepsie Land Bank, a quasi-governmental non-profit focused on returning vacant properties to the active tax rolls while securing additional options for affordable and workforce housing.

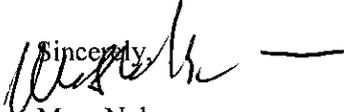
Just as the Coronavirus pandemic began in the U.S., I was appointed by the Dutchess County Legislature to the Dutchess County Board of Health, where I and my fellow Board members oversaw the County's pandemic response, including public outreach around testing and, more recently, around vaccine hesitancy within minority and underserved communities county-wide. Among my other relevant experience, I serve as Chairman of the Joint Water Board (the governing body for the joint water project between the city and the adjacent Town of Poughkeepsie) which oversees the water treatment facility and water distribution for more than 80,000 customers. The municipal operation of the joint utility has provided me a level of experience in utility management and customer service that is typically seen only in larger cities.

Clearwater's commitment to the arts is a pillar of the *Imagine Clearwater* project, and one of the lynchpins to establishing a more vibrant downtown. I have strong ties to the arts community. I was educated in London, England before returning to the U.S. to attend college. My mother is a retired art historian and drama critic, and my father was a Tony Award winning lighting designer of Broadway and dance. An only

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child of theatrical parents, I have benefited from a life rich in arts and culture and I enjoy giving back to the arts community. With the Mayor and Council I established a new city Public Arts Commission which, with strong community engagement and support, is bringing new artists to town, increasing the number of public events and driving greater economic activity, even after adjusting for the impacts of the coronavirus.

I welcome the opportunity to discuss how my background, experience and enthusiasm makes me an excellent candidate to be Clearwater's next City Manager.

Sincerely,

Marc Nelson

MARC NELSON

SUMMARY

Municipal Chief Administrative Officer with exceptional communication and interpersonal skills. Collaborator who builds consensus working with internal and external stakeholders while remaining goal oriented. Strong background in community engagement, municipal finance, economic development and intergovernmental relations. Experience building relationships with tax-exempt organizations in a capital city, and with complex negotiations in areas of collective bargaining and in litigation involving proposed developments.

PROFESSIONAL EXPERIENCE

City Administrator The City of Poughkeepsie, N.Y. 2017-Present

Chief Administrative Officer with 10 directly reporting department heads including Police, Fire, Finance, Engineering, DPW, Regional Water Utility, Development (including the divisions of Planning, Zoning, Economic Development & Community Development), Human Resources, Housing, and Information Technology. With 400 employees, a \$91 Million all-funds budget and a \$51 Million General Fund appropriation, Poughkeepsie is the seat of County government (Dutchess, pop. 290,000), located 68 miles north of New York City. Representative achievements include:

- Won approvals from Federal Transit Administration and N.Y.S. Department of Transportation, negotiated with the Civil Service Employees Association (CSEA) and successfully integrated city transit system with Dutchess County transit, improving service to residents while reducing annual city expenses by \$3 Million (*wining first place in the New York Conference of Mayor's annual Government Efficiency Awards - 2018*).
- Restructured the Department of Public Works reducing overtime costs by 30% (*while converting to a 7-day-a-week schedule*)
- With City Council Created the Department of Human Resources, (*replacing an outdated personnel division*). Implemented a candidate tracking and employee portal system, negotiated support from labor unions and implemented a new electronic time and attendance system.
- Navigated intergovernmental relations with State, County and Federal partners.
- Updated the city's decade-old "Local Waterfront Revitalization Plan" (LWRP), while pursuing designation as a Climate Smart Community.
- Oversight of millions of dollars in infrastructure improvements: A multi-million dollar replacement of the city's century-old five million gallon underground reservoir, a \$2.2 Million dollar renovation of the downtown financial plaza parking deck, and numerous other infrastructure projects that have included significant progress on the city's ten year combined sewer overflow management plan, as well as various Green Infrastructure projects.
- Designed, negotiated (with the Police Benevolent Association) and implemented an innovative "Police Retention Program" that slowed the out-migration of City police officers to richer communities (*wining first place in the New York Conference of Mayor's annual Government Efficiency Awards - 2019*).
- Designed and implemented an "Anti-Blight Task Force" to include City's non-profit housing partners and countywide stakeholders: reducing the number of vacant and abandoned

properties from more than 600 to fewer than 200 in three years. Program twice recognized by the New York State Attorney General's "Zombie Grant" program which awards municipalities funding that comes from the legal settlements arising from the foreclosure crisis.

- As Chairman of the Anti-Blight Task Force, championed the taking of the former YMCA property a 3.2 acre, environmentally challenged property, owned by a religious entity, which had sat vacant for more than a decade in the City's downtown. With the Mayor, County Executive, Dutchess County Legislature, City Council, and a coalition of a dozen external stakeholders, the property is now slated to be redeveloped into a \$45 Million Youth Empowerment Center (Master's thesis was entitled: "*Combatting Blight in America: a New Approach for Cash-Strapped Cities*", 2018).

Commissioner of Finance

The City of Poughkeepsie, N.Y.

2016-2017

Took the helm of the City's finances facing a \$13.2 Million general fund deficit following six years of annual budget deficits, a below-investment grade bond rating, and significant debt owed to major creditors including the city's own school district and Dutchess County. Today the City has seen five straight years of general fund surpluses, its first Moody's bond rating improvement in nine years, and has remained under the NYS annual property "tax cap" for five consecutive years. Representative achievements include:

- Devised a deficit reduction plan which won approval from city's auditors and was adopted by the Common Council in 2017 (*reduced general fund deficit by more than \$6.1 Million, avoiding what had been a likely need for deficit-financing by New York State*).
- Navigated the complexities of the New York State Financial Restructuring Board resulting in the award of \$3 Million in special assistance for infrastructure repair and economic development initiatives.
- Led major bond issuances including negotiated sales and refunding transactions that saved \$1.4 Million (NPV).
- Earned a Moody's upgrade to city's financial outlook from "Negative" to "Stable".
- Wrote City's first comprehensive Debt Management Policy formally adopted by the City Council (policy sets stricter borrowing limits than does the NYS Constitutional Debt Limit and requires a supermajority to override).

Tax Collector

The City of Hartford, Connecticut

2008-2016

Mayoral appointment after national search, took over a failing tax office that had recently been the subject of negative news reports and substandard customer service. Responsible for municipal tax collections in capital city with population of 120,000 and an annual budget of \$552MM. Division Director & Senior member of the Finance Department. Representative achievements include:

- Exceeded adopted budget in eight consecutive years.
- Appointed by the Mayor to *Committee on Restructuring City Government* (2015) and identified more than seven million in annual efficiencies and savings.

- Appointed by the Common Council to the *Tax Lien Task Force* (2013), resulting in the implementation of industry-first checks on the activities of third-party tax lien buyers.
- Appointed by the Finance Director to the *Revenue Opportunities Committee* (2014), boosting non-tax revenue streams by improving collection of non-tax receivables and implementing an array of electronic payment processing tools.
- Appointed by the Mayor to the *Veterans Task Force* (2012), compiling available city and regional resources into an effective delivery model.
- Secretary (non-voting) of the City's *Tax Abatement Committee*, the body responsible for the negotiation of long-term PILOT Agreements (Payments-in-Lieu-of-Taxes) with tax-exempt organizations, HUD-financed affordable housing projects and other qualified entities.
- Reduced city's reliance on the sale of municipal property tax liens to third-party investors from \$13.2 Million in 2008 to \$3.3 Million in FY 2016.
- Increased the city's tax collection rate to its highest level in ten years.
- *Member of Legislative Committee of the Connecticut Tax Collector Association that crafted and won approval of the State Legislature for the adoption of Technical Amendments to the State's Property Tax Collection Statute.*

2002-2007 **XSPAND, Inc.** Director of Collections & **Bear Stearns, Inc.** Vice President

Founded by Former New Jersey Governor Jim Florio, provided revenue streams to cities, towns and counties around the U.S. by securitizing pools of delinquent municipal real estate tax liens. As the largest servicer of the asset class in the U.S., key projects included municipal tax servicing for such major clients as New York City, NY; the Erie County Tax Lien Trust (Erie County, NY), and the City of Los Angeles, CA. (XSPAND was acquired in 2005 by Bear Stearns, then the fifth largest investment bank in the U.S).

Other Notable Experience

2011-2014 Commissioner (elected) **City of Hartford Pension Commission**. Oversight of the Municipal Employees Retirement Fund, a self-administered defined-pension plan with more than \$1B in assets under management and more than 5000 recipients of monthly pension payments.

2013-2015 President (elected) **Hartford Municipal Employee's Association**. Leadership of the management union of city employees.

2015 Candidate for Hartford City Treasurer (*defeated Nov. 3rd 2015*).

Seven-month municipal election campaign in capital city touching thousands of residents, neighborhood revitalization groups, and city stakeholders. Campaign focused on city's financial health and future, budget constraints, inadequate state assistance, and the large percentage of tax-exempt properties within the city. *Endorsed by the Hartford Courant.*

EDUCATION

B.A. The State University of New York at Albany (*Economics & Political Science*)

M.P.A. Marist College (*Concentration in Ethical Leadership*)

BOARDS AND
PROFESSIONAL
ORGANIZATIONS

The Artist's Collective (Hartford, CT). Board of Directors (2013-18), (Chairman 2015-2017): Non-profit multi-cultural arts organization emphasizing the artistic and cultural contributions of the African Diaspora serving the capital region of the State of CT.

Poughkeepsie's Joint Water Board. (2018-current) (Chairman 2019, 2021): Governance Board for the Joint Water Project of the Town and City of Poughkeepsie. Poughkeepsie's water treatment facility, constructed in 1962, provides high-quality potable water to 80,000+ regional customers.

Dutchess County Board of Health – Appointed by the Dutchess County Legislature (term expires Dec. 31, 2023).

Dutchess County (N.Y.) & City of Poughkeepsie Land Bank Board of Directors (2021-current).

Candidate Questionnaire

Name	Marc Nelson	Primary Phone	845-867-6100
Email	marcnelson@operamail.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City Administrator, City of Poughkeepsie NY: 9-2017 to Present 2. Commissioner of Finance, City of Poughkeepsie, NY: 9-2016 to 9-2017 3. Tax Collector – City of Hartford, CT: 8-2008 to 8-2016 4. XSPAND/Bear Stearns, Inc. Director of Collections & V.P.: 10-2002 to 1-2007
Currently / Most Recently Reports to (by title):	Mayor Rob G. Rolison, City of Poughkeepsie
Population Served (last 2 organizations):	Harford, CT: 125,000 (budget \$552MM) Poughkeepsie, NY: 30,000 (budget \$95MM)
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization’s Budget 	<ol style="list-style-type: none"> 1. 13 (Department Heads and 2 Division Heads whose Department Head position is currently vacant) 2. n/a 3. 366 4. n/a 5. \$95 MM (all funds).
Highest level of education achieved (include degree and institution):	Master’s in Public Administration (concentration in ethical leadership)
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	CCMC (municipal Tax) Connecticut

Instructions:

Please be succinct – limit your responses to 300 words.

	Please tell us why you are interested in this position and why you are considering a career move at this time?
1.	The Clearwater opportunity is a premier post in my profession, and one of the best places to live, work and play in the U.S. Mayor Rolison is mid-way through his second term four year term, and is term limited. It was not my intent to begin a job search until late next year, however my background and experience is an extraordinary fit for Clearwater, and I am excited about the

	<p>chance to have a meaningful impact on issues facing the city today, and the issues it is likely to face in the coming years.</p>
2.	<p>What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?</p> <p>I am the appointed City Administrator responsible for city operations, management and government services. Department heads, except the Corporation Counsel and the City Chamberlain report to me. In Poughkeepsie’s Mayor-Council form of government, the City Administrator is the CAO and, subject to Council approval, is selected and serves at the pleasure of the Mayor. There are nine councilmembers, eight elected within individual wards, and one elected at-large (who serves as the Chair of the Council). Councilmembers are elected to two year terms, with the entire council running at once. The Mayor serves a four year term and is limited to two terms by the City Charter. I, along with the Corporation Counsel and the City Chamberlain attend and support all meetings of the Council. The Mayor has veto authority, subject to the Council’s right to override with a supermajority. Working with a nine member Council, both in Poughkeepsie and in Hartford, has given me broad experience in the legislative process (larger councils use of committee structures tend to involve additional layers of public presentation, for example).</p> <p>I joined City of Poughkeepsie in 2016 as the new Commissioner of Finance. Prior to that I served as Hartford, CT’s municipal Tax Collector for eight years, beginning in 2008. There are a number of areas of experience that fit perfectly with the challenges and opportunities Clearwater faces today. First, my strong background in municipal finance, budgeting and human resources is very important. I’d also like to highlight my background in tax and assessment - particularly my experience working with tax abatements and PILOT agreements (PILOTs are agreements for “Payment in Lieu of Taxes”), and with IDA benefits and incentives in NY (the Industrial Development Agency may grant property tax and mortgage recording tax benefits in order to incent development).</p> <p>Promoted to City Administrator in the Fall of 2017, I’ve been able to continue, with the support of a very strong team of city employees, many of the multi-year initiatives I began in 2016. The city’s rating outlook was improved by Moody’s from “negative” to “stable” in 2017 (the agency noted the city’s return to budgeting “structural balance”). Over five successive budget seasons, our Council has passed the Mayor’s proposed budget with only minor adjustments, the city has realized modest surpluses each year and reduced its fund balance deficit from \$13.2 MM to \$7.1MM, stabilized its other funds, consolidated its transit function with the County, tripled grant revenue, and attacked deferred maintenance and infrastructure challenges.</p> <p>Another example of my experience that is extremely relevant to the needs of the City, is my work with urban vacancy and blight. I designed and implemented an innovative anti-blight initiative that has seen a reduction in the number of vacant properties from about 600 in 2016 to about 200 today.</p> <p>Also, Clearwater’s revitalization of its downtown is vital to the city’s future. Ideally, the next City Manager will have significant experience working with tax exempt organizations, coupled with a</p>

	<p>verifiable track record of success addressing large numbers of vacant properties that are not city-owned, and a very broad development and redevelopment background.</p>
<p>3.</p>	<p>Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?</p> <p>My leadership style motivates others in a positive way to work with me towards well-defined objectives. The goals become the shared objectives of team members. Facilitating a shared purpose and conveying a full understanding of the “why”, not just the “how” is important (communication across the organization is the tool I utilize to gain support and buy-in for the objective). That’s the wonderful thing about success, it breeds more success. I invest a good amount of time in team building and continuing development. My management style is collaborative, approachable, and strategic. I take guidance from subject matter experts and believe that historical knowledge is helpful, but not the key factor, in making decisions. I recognize the fact that change is often most necessary when resistance to change is highest, but I am willing to invest time in developing internal support and consensus. Key to my decision making are the fundamentals of equity and fairness. I will right wrongs when I perceive a prior decision or solution was inequitable. Integrity is the most important characteristic that a leader can have. I am a good manager of my own time, and I expect and encourage others to manage their time effectively. Finally, many decisions are difficult, but few are really complex when you break them down. It’s important to be able to ask for advice, and seek the opinion of others.</p>
<p>4.</p>	<p>How do you incorporate the values of diversity and inclusion into an organization you lead?</p> <p>In 2017, as Finance Commissioner, I worked with H.R. to conduct a regional salary comparison for all city management (non-bargaining group) positions where the incumbent was female and had held the position for at least five years. In every case, the City’s salary levels were considerably behind those of its peers. Mayor Rolison used the data collected to build one-time “reconciling” raises for those positions into the next annual budget, in addition to scheduled standard or performance based raises. In some cases the percentage increase was significant. I recall when a newly elected Councilmember inquired about gender equality in the organization I was happy to report we addressed it a couple of years earlier.</p> <p>I’d like to add that my particular experience is within communities that face broad <i>income disparities</i> – both Hartford and Poughkeepsie have low median incomes and segments of the population living in poverty, while other parts of the cities are more affluent. I had the opportunity as Hartford’s Tax Collector to champion installment payment plans for residential property owners facing financial hardship. The effort was not universally accepted by CT tax collectors, to be sure, however my approach improved lives and preserved home ownership amongst those impacted most by the housing crisis (It also increased the collection rate, rather than the reverse). Years later, in 2020, we amended the local tax collection law in Poughkeepsie to allow for partial payments too, as one of our strategies to assist our community during the coronavirus pandemic.</p>

5.	<p>Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?</p> <p>We must go to the public and not simply rely on the public attending meetings and public forums. It's best to conduct outreach at multiple locations, over as a long a period of time as practical. I've utilized surveys, consultants, public forums, polling, streaming events and new media. There isn't a cookie-cutter answer to this but, depending on the topic, different methods will yield different results. We received a surprisingly low response to an important survey about waterfront development recently, despite numerous stakeholders and volunteers assisting the Southern Waterfront Redevelopment Task Force's efforts to garner useful data on community preferences.</p> <p>I've also been involved in efforts to mitigate vaccine hesitancy among minority communities, and I've been disappointed in the results despite feeling that the efforts made were quite good. Obviously community engagement is highest around controversial issues. I attended a local school board meeting recently, and was struck by the large number in attendance, compared to our regular Council meetings. I am working with the Mayor and the Superintendent of Schools to create a shared position of public information officer, to take advantage of opportunities for joint messaging around available services (the position will be bi-lingual because our data tells us we are not doing well in terms of reaching our Spanish-speaking population).</p> <p>The City has recently completed its draft update to its Local Waterfront Redevelopment Plan, which incorporated significant public outreach; and we have just commenced an 18 month project of rewriting our Comp. Plan, which was last done more than a decade ago.</p>
6.	<p>Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.</p> <p>I began my new role as Finance Commissioner in September, 2016, nine months into the Mayor's first term. Pursuant to the City Charter, the budget is due to the Council no later than October 15th each year (fiscal year=calendar year). About a month to go before that deadline, the City faced a likely budget gap of about \$5.5 MM. With many hands, we met that deadline, began the process to consolidate the city's bus system with the County's, finalized a request to the State's Financial Restructuring Board (which resulted in an award of \$3MM the following year), and released a budget which, for the first time in years, accounted for doubtful tax collections and avoided the overestimation of revenues. To the Mayor and Council's credit, the difficult decision to raise taxes 16.5% was made and approved. I know that the tendency in City Manager searches is to look for a candidate from a city with an AAA bond rating, but I would respectfully offer – as the question suggests – that management of challenging situations is a better indicator of future success.</p>
7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <ol style="list-style-type: none"> a. Neighborhood and downtown revitalization / redevelopment b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements c. Strategic goal setting and citizen based strategic planning <p>a) My background includes both revitalization and redevelopment, both in the downtown corridor, and along the city's waterfront. Success in the downtown has been gradual, tied</p>

	<p>chiefly to a recent zoning amendment creating an “innovation district”, and infrastructure investment in sewer, surface parking lots, and sidewalks. Other contributing factors have included the use of strategic temporary street closures, and increased support for the arts. Factors working <i>against</i> our efforts have included an uptick in homelessness, and the unintended consequences of policy shifts at the State level. On the waterfront, my experience encompasses some rather complex litigation with proposed developers with respect to contracts that dated back to 2009. I currently serve as the Technical Advisor to the Council’s “Southern Waterfront Redevelopment Task Force”, which is re-visioning the highest and best use of the last city-owned parcel along our waterfront. Please also refer to my discussion of the City’s Anti-Blight Task Force, as it is well-established that vacant properties lower property values and contribute to increased crime in neighborhoods.</p> <p>b) Because Poughkeepsie had serious financial headwinds during the years 2008-2015, prior to Mayor Rolison’s first term, there was a significant backlog of capital projects, infrastructure work and building improvements. A new roof on city hall, a new roof at our wastewater treatment facility, and major reconstruction of our downtown multi-deck parking garage, were all done pretty much on an emergency basis. The multi-million dollar construction of our new reservoir and the decommissioning of the “cistern” (which is being considered for a redevelopment of its own into a very cool public space in the model of one located in Houston https://buffalobayou.org/visit/destination/the-cistern/) is one of my personal favorite projects. Current projects underway: the replacement of one bridge and the rehabilitation of another, design and preconstruction work on the pool-houses at two city pools, the \$1.4 MM Liberty Street Parking Lot rehab I mentioned previously, and on the runway a \$2.4 MM “Pedestrian Safety” project funded by a grant from New York State. This is all in addition to our normal paving and sidewalk work, which has been significantly increased this year to make up for work not completed during the COVID-related shutdown in 2020.</p> <p>c) Strategic planning has been the foundation of the City’s efforts to resolve its general fund deficit and unwind complex inter-fund relationships going back a decade or more. By working with our auditors and outside consultants the city has reduced its G.F. deficit by about half. With respect to citizen-based strategic planning, the most recent example is the planned community youth center, slated for construction on the site of the former YMCA (see previous response). The City held public forums and participatory sessions, working with numerous stakeholders, in order to devise the current plan, which not only won Council approval, but also the approval of the County Legislature.</p>
8.	<p>Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.</p> <p>Within our budget process we employ benchmarking tools. We also utilize performance metrics in delivery of our youth services within the community. There has been significant effort and community interest in expanding and improving access to youth activities. Around that effort we’ve concluded two years of community outreach relating to the best new use for the former YMCA property, which had laid vacant and dilapidated near the city’s downtown. In 2019, funded by a County grant, the City conducted a comprehensive study of its sanitation service. As part of that process we used survey collection and direct outreach to customers in order to measure customer satisfaction, determine areas of weakness, and chart a path forward for the next decade. The effort revealed the City has a very high level of satisfaction amongst residents when it comes to its sanitation service, and the community supported increased rates in order to protect its access to that level of service. This data-driven analysis has already had a significant impact on services, as</p>

	<p>the city moves to city-owned trash and recycling receptacles, and is procuring new sanitation vehicles that will increase our level of automation while lowering costs.</p>
<p>9.</p>	<p>Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?</p> <p>From several councilmembers, feedback has suggested I embrace Participatory Budgeting.</p> <p>From the Mayor, the suggestion that we both need to spend more time with the well-oiled parts of the organization (this is a really interesting conversation, because there's the obvious need for leaders to spend their time where the most immediate problem is, and that's very hard to overcome) His point is, and I agree, that everyone throughout the organization needs to feel an integral part of it. I recall earlier in my career the effect of the Senior Managing Director dropping by, or in Hartford where one particular Chief Operating Officer was so much more accessible than the others, so I have to stay dialed-in on that.</p>
<p>10.</p>	<p>Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.</p> <p>I have significant experience making public presentations – that's a large part of my current function. It was also a big part of my experience in Hartford. I am a competent public speaker, (for which I credit my mother's drama background).</p> <p>Very recently I hosted a community meeting with a Councilmember from a ward that is experiencing challenges around the growing number of homeless in that particular area of the city. Along with police leadership we faced homeowners' concerns that city policing was ineffective at addressing the daytime activities of the homeless. The factors leading to these challenges are politically and socially complex and divisive, unfortunately, and are largely outside the control of local municipalities. That said, we resolved to allocate a mental health worker to assist, to partner with the County's Department of Health and Behavioral Services to seek longer term solutions, and to provide additional resources to our non-profit partner, Hudson River Housing.</p>
<p>11.</p>	<p>Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p> <p>Performance evaluations are an important tool, but they can't substitute for more frequent feedback, and they need to be conducted consistently, using consistent standards. My own view is that if there are concerns with staff, particularly senior team members, incremental guidance is preferable to a once-a-year evaluation that lays it all out at once. I am a strong advocate for employee development and continuing education, and that extends beyond just job-specific certifications and annual re-certifications. My current organization has a one-hundred percent tuition reimbursement plan. Recently one of our public safety dispatchers earned a position as a police officer, and that was a wonderful story especially given the challenges around police recruitment currently. In 2018 I created the Department of Human Resources, which required</p>

	<p>legislative action by our Council. Creating the position of H.R. director, in and of itself, has had a positive impact on diversity, employee development, and management of the increasing number of reporting requirements amid the many COVID-related state mandates.</p> <p>Succession planning centers around the development of current staff who are identified as good prospects to step into a more senior role when the time comes. It seems to me to be easier within certain departments, or in technical areas like the water plant for example, to craft a succession plan, but I haven't personally been involved in devising and implementing one.</p> <p>Ingredients for successful team-building are leadership that the team respects, fair and consistent accountability (including of senior team members), achievable but challenging goals, a shared belief in the benefit of the outcome, & success itself (small successes parlay into larger ones).</p>
12.	<p>Briefly describe your experience (if any) leading and/or managing: <i>(experience in all areas is not a requirement)</i></p> <p>a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,</p> <ol style="list-style-type: none"> 1. Transit consolidation between city and county (discussion in resume). 2. Shared service agreement with School District for sanitation services. 3. Creation of public information officer position – joint with school district. 4. Collaboration with non-profit housing partners to address vacancy (with Habitat for Humanity, Rebuilding Together Dutchess & Hudson River Housing). 5. The taking of the former YMCA property and creation of a multi-partner Coalition “The 35 Montgomery Street Coalition” & the resulting inter-municipal agreement with Dutchess County to design and construct a youth empowerment center in the City of Poughkeepsie, a \$25+ MM dollar County investment. <p>b. Bond rating and/or a rating process review</p> <p>Part of the finance team in Hartford for rating reviews, and personally delivered data on tax and assessment trends, property values and collection rates. Later, as COF in Poughkeepsie, more intimately involved in all aspects of the rating review, as well as the OS preparation & work with bond counsel. Twice hosted Moody's on-site and city tour of development projects.</p> <p>c. Management of municipal utilities including water, sanitary sewer, natural gas, etc.</p> <p>The City is the administrator of the joint water project (with the adjacent Town of Poughkeepsie). As COF I was responsible for all audits, financial reporting, annual reconciliations of third-party water revenue sharing calculations, bond issuances for capital projects, as well as Human Resources, collective bargaining and employee development. In addition to that role, I also serve on the Board, which rotates its chairmanship annually between the town and the city. As a member of the governance team I have developed a more detailed understanding of the technical operations of the plant. On the city side, the COF position is responsible for all billing and for customer service contacts. With respect to sanitary sewer, I negotiated a contract with Veolia USA to outsource sewer maintenance, but remain involved in the finance side.</p> <p>d. Public library operations</p>

None.

- e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.**

All of the above, and some of this has been addressed in my answers to other questions. We are working on a multi-year plan to separate our combined sewer and related work is having a disruptive effect on some small businesses in the city. Local businesses seem to have less of a voice in recent community discussions, but we know that the recent uptick in crime is having a negative effect on our downtown. Here too, the increase in homelessness is a frequent topic among citizen and neighborhood groups. In his absence, I represent the Mayor at community events, and that experience gives me a very valuable view of the challenges faced by elected officials. That aspect of my experience is probably unique to city administrators, and not city managers, but it is a very important perspective to have.

- f. Working collaboratively with community, neighborhood, civic and business organizations and leaders**

Community Matters 2, a local community group and non-profit, collaborated with the City to paint an area in a city park recently. The work by local artists, painted by city youth, was an example of a very special collaboration. The Poughkeepsie Alliance, a local business organization is a frequent collaborator with the City. We also work closely with two community philanthropic foundations, which support a wide range of city activities around neighborhoods, youth, athletics and small business opportunities.

- g. Marine and aviation services**

None

- h. Affordable housing, homelessness and/or housing related issues, including policies**

These are important issues in the City and around the country and many of my previous responses touch on this area. We recently engaged a local policy non-profit to conduct a comprehensive housing study in the city, as rising rents are causing displacement and gentrification. The city does not currently have any specific housing policies, but plans are in-hand to create them once the study is complete at the end of this year. I have a strong background in the use of property tax incentives to stimulate development of mixed income housing projects and mixed-use developments (that have a commercial component).

- i. Neighborhood revitalization programs, policies, and initiatives,**

One advantage of a council elected on a ward basis, is the ward-specific focus that ensues. That's good for neighborhoods, and brings the needs (and ideas) of smaller areas to the council for attention. Please see my previous answers on revitalization initiatives.

- j. Commercial development and redevelopment.**

	<p>The city’s northern waterfront development, a large market-rate apartment complex, was fully completed earlier this year. The Southern waterfront development is in litigation but also the subject of the visioning process I mentioned previously. Along the main street corridor, two major mixed-income developments are in the works, one nearing completion and a larger one before the Planning Board. A four year \$555 Million hospital expansion is nearing completion (Vassar Brothers Hospital), and there are numerous adaptive reuse projects either recently completed or in the works. Incenting local development employs a number of tools with property tax abatements among them. Along the city’s western arterial the “Crannell Lofts” project earned a 20 year PILOT agreement without which the development would not have occurred. The use of tax incentives isn’t without controversy. The city’s IDA prioritizes transactions that have a commercial component, while the Council’s authority to award them is confined to income sensitive residential projects. Commercial development is not recovering as rapidly after the pandemic, and commercial values and occupancy lag residential. More needs to be done to attract business development (both in Poughkeepsie and in Clearwater), and I look forward to those discussions with councilmembers and city staff.</p>
<p>13.</p>	<p>Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.</p> <p>This is an imperative and it’s another part of the job I enjoy. We’ve just transitioned to a new tax system, upgraded our electronic payments portal (rollout within a few weeks), installed new parking meters (we were behind the curve there, but it’s done now), and are in the process of upgrading our water plant to U.V. disinfection technology. Uncharted Power, a local startup that has garnered national attention in recent months, selected Poughkeepsie as home to a pilot for its new “paver technology”, which is an extraordinary example of the private sector working with government to improve ‘the last mile’ of service infrastructure.</p>
<p>14.</p>	<p>Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.</p> <p>I have a growing body of knowledge and familiarity. New York has a strong pool of resources available to municipalities. The City was recently selected by the NYS DEC to host the 2021 “Climate-adaptive Design Studio”. This was a competitive selection process. The studio research effort uses design to inspire climate adaptation and is a joint project with Cornell University’s Department of Landscape Design, the Hudson River Estuary Program, and the N.Y.S. Water Resources Institute. In our application to host this prestigious event, we stressed our recent work on updating our Local Waterfront Revitalization Plan, efforts underway to spur development of the city’s southern waterfront, and our ongoing work since 2019 to become certified as a “Climate Smart Community”, all of which have involved significant public outreach.</p> <p>On April 27, 2021, Mayor Rolison issued an Executive Order designating a Climate Smart Coordinator and establishing the Climate Smart Communities Task Force. Poughkeepsie faces significant risks associated with Climate Change, as sea level rise impacts the Hudson River, and aspects of climate change will figure prominently in the city’s next comprehensive plan which is currently in development.</p>

15.	<p>What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?</p> <p>I practice and preach good time management skills. I set achievable but meaningful goals, and I usually meet established deadlines. I hold staff accountable, while ensuring they have the tools they need to succeed. Strong departmental leadership is vital to organizational success, but it is also true that systemic issues can cross departmental lines. I work closely with the Human Resources Director to understand and address areas that might impede progress towards management's defined goals and Council priorities.</p>
16.	<p>Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?</p> <p>I'll refer to my other answers, which discuss a variety of tax incentives, but I'll just add that the city's own investment in infrastructure, willingness to address climate change, and strong fiscal stewardship are all keys to attracting economic development. Community policing and a strong public safety record goes without saying. We must view economic development as a competition for development dollars, and do what can be done to streamline the approvals process and make navigating city services as easy and convenient as possible.</p>
17.	<p>What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?</p> <p>I've found that a councilmember's trust in me is the driving force behind having a very positive working relationship. The value of apolitical career public servants has never been higher, both in terms of our efforts to avoid bureaucratic quicksand, and in terms of the role public administrators play in assuring equitable distribution of limited government resources. I will quickly learn the councilmember's preferred method of communication (it isn't always email for example!). Some Councilmembers want a call in the middle of the night, or a text message at least, if there is an incident in their ward, others are satisfied with a general email in the morning. My approach is to adapt to what works best. I personally like a standing meeting, which can always be supplemented with impromptu conversations as needed, because it gives us both the assurance that we've carved-out at least that time from both our busy schedules. In my current form of government, I meet with the Mayor frequently and with councilmembers often. My responsibilities include being the voice of the Administration as policy or budget priorities are agreed to with the Council. I should note that, and I alluded to it earlier, in some respects the role of a City Administrator calls for <i>more</i> communication and more frequent public presentations, as it is a resource to <i>two</i> branches of government, the executive and the legislative.</p> <p>Prioritization of legislative initiatives has never proved a challenge for me because the ability of the organization to carry out or implement initiatives has always been discussed ahead of its public presentation, either in committee or individually with the councilmembers and/or Mayor. I set realistic goals and expectations, it's important to deliver on commitments. I am also keenly aware of the importance for elected leaders to do so as well, and I look forward to having a very collaborative and successful relationship with Clearwater's elected officials.</p>

18.	<p>Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.</p> <p>Clearwater has its own self-administered pension plan. I served as an elected Commissioner to Hartford, Connecticut’s defined pension plan and am thoroughly familiar with pension fund management, actuarial analysis and factors affecting the city’s annual contribution.</p> <p>I have a strong personal background in the arts. In Poughkeepsie the arts play a significant role in the reactivation of underutilized spaces, both in our downtown and on city owned properties.</p> <p>See my previous response emphasizing my experience with community engagement.</p> <p>I serve on the County Board of Health, which has provided valuable pandemic-response experience, including with aspects of equitable resource allocation (vaccine distribution, and avoidance/mitigation of the pandemic’s disparate impacts).</p> <p>I serve on Poughkeepsie’s Joint Water Board (currently Chairman), an inter-municipal operation of a joint water treatment plant. The experience gained has included utility management, plant operations, & capital projects (including the procurement, engineering and installation of a new Ultraviolet Disinfection System).</p>
19.	<p>The full salary range for this position is <u>\$210,000 - \$270,000</u> annually that is dependent upon the selected candidate’s qualifications and experience. Are you comfortable with this range? If not, please explain why.</p> <p>Yes.</p>
20.	<p>Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.</p> <p>N/A</p>
21.	<p>If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.</p> <p>Nothing negative</p>

Due Diligence Questionnaire

Name	Marc Nelson	Date Completed	7-27-21
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
NO	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
NO	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
NO	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
NO	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
NO	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
YES	



CANDIDATE 12 – ALLEN PARKER

LETTER OF INTEREST
City Manager of Clearwater, FL
July 16, 2021
ATTENTION: chuck.rohre@bakertilly.com

The purpose of this letter is to express my interest in the position of City Manager. My public sector career has been spent as a city manager, village manager and tribal administrator. In between positions, I was an economic development consultant. I have a Masters in Public Administration and am a Lifetime Member of the ICMA

Most recently, I served as the City Manager of Hemet, CA, a community of 84,000. A city suffering from a structural deficit in its general fund for nearly a decade, I resolved the deficit and presented alternatives to a balanced budget. Hemet and its neighboring City, San Jacinto, host the international headquarters of the Church of Scientology, with which I interfaced.

Prior to Hemet and more comparable to Clearwater, I served as the City Manager of San Bernardino, CA. Population – 215,000. Annual General Fund Budget - \$125M. I had twelve direct reports. I was recruited and hired to assist the City out of Chapter 9 Bankruptcy. I oversaw preparation & adoption of the bankruptcy Recovery Plan, filed under my signature, and negotiations with creditors, which included bringing an end to strife through negotiations with the police association and the litigious fire association.

At the same time, a strategic plan was initiated and completed. This was done in consort with the President of California State University at San Bernardino and the Superintendent from the city-wide school district. The completed plan was then integrated into the Recovery Plan under my oversight.

San Bernardino hosts the Class A affiliate of the Los Angeles (Anaheim) Angels baseball team. I negotiated a renewal of their lease in the city-owned stadium. The City also hosts Cal State University at San Bernardino and its 20,000 students.

Three years ago, I participated *pro bono* in and chaired an advisory services panel of the Urban Land Institute, which provided its “expert opinion” on the highest and best uses of several parcels of land in a small CA city. Previously, I served on a ULI panel for four study areas surrounding downtown Lowell, MA.

In my former capacity as CAO of the Morongo Tribe, I interfaced on a regular basis with the tribe’s lobbyists in Washington and Sacramento working with them on legislative and political matters. I had on-going working relationships with the County Supervisor and his staff, the County Sheriff and Fire Department, regional planning agencies, and elected officials. We established a natural gas utility to service the co-gen, newly-constructed casino, hotel, spa \$300M complex.

I also booked entertainment for the casino’s sprung structure entertainment facility as well as its nightclub.

Earlier in my career, my city management experience includes the California beach cities of Seal Beach and Half Moon Bay. Both are residential/tourist communities with boutique central business districts where revitalization was begun during my tenure.

Recognizing a predicted severe storm could destroy several then million-dollar houses in Seal Beach, I recommended that the City quickly form a redevelopment area and construct a 650-foot revetment wall recommended by an engineering firm. It was completed just days before the storm hit. While the bottom floors of 23 houses were flooded, the wall served to reduce the power of the waves; and no houses were destroyed.

The storm did destroy the City's quarter-mile long pier. I oversaw its reconstruction, a \$2.3 million project spanning two years. I also helped coordinate revenue-raising efforts with local volunteer groups (\$200,000), which was leveraged as the City's in-kind contribution for grants.

Half Moon Bay is an area transitioning from a rural, farming village to a bedroom, tourist-oriented community. The City lies within the California Coastal Zone, which necessitated special land use considerations calling for managed growth tied to specific infrastructure; namely, water, sewage treatment and traffic. I participated in the preparation and adoption of Half Moon Bay's Local Coastal Plan.

I worked with the local business group in establishing the City's flower market in concert with local flower growers and flower nurseries. The market has become a Saturday institution and includes farmers and their produce, artists, crafts people and entertainment.

Working with the four major property owners, we executed an agreement wherein they would finance the acquisition of some 1,000 undeveloped lots created by the planned expansion of the railroad in the early 1900's, which never occurred. This led to the creation of a tax increment area, which, in turn, led to the construction of approximately 260 upscale homes, a second golf course and a world-class destination hotel, a Ritz Carlton.

Closing Remarks: In conclusion, I am

- Open, honest, transparent & accessible.
- Politically astute yet apolitical.
- Customer service oriented.
- Well experienced in fiscal matters.
- Well experienced in economic development and redevelopment.

Thank you for your consideration.

Allen J. Parker
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Edenton, NC 27932
951-260-8149
allenjparker@yahoo.com

RESUME

ALLEN J. PARKER
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allenjparker@yahoo.com

LAST TEN YEARS OF WORK EXPERIENCE

- **CITY MANAGER OF HEMET, CA** from September 2017 to April 11, 2019. A community of 84,000 with a general fund budget of \$40M.
 - A city suffering from a structural deficit in its general fund for nearly a decade,
 - I resolved the deficit and presented three alternatives to a balanced budget (I was their 8th manager in 11 years),
- **CITY MANAGER OF SAN BERNARDINO, CA** from February 2013 to January 2016. Annual general fund budget - \$125M. 900 full-time employees. Population – 215,000.
 - I was recruited and hired to assist the City out of Chapter 9 Bankruptcy. I oversaw preparation & adoption of the bankruptcy Recovery Plan, which was filed with the court under my signature, and negotiations with creditors.
 - I also oversaw the Redevelopment Agency's wind-down.
- **CONSULTANT** from December 2006 to February 2013, I brought together federally recognized tribes and payday lenders to create and operate tribally-owned online businesses.
- **CHIEF ADMINISTRATIVE OFFICER OF THE MORONGO BAND OF MISSION INDIANS** from June 2001 to December 15, 2006. The tribe provides typical public services to the reservation including public safety and public works and operates its own water and sewer utilities.
 - I oversaw the day-to-day administration of the reservation, planning and economic development.
 - I was the lead staff person in all matters of economic and business development and oversaw all the tribe's non-gaming business activities, which included a 32-pump travel center and C-store, a 6,500 Ruby's Diner restaurant, an A&W franchise and Hadley Fruit Orchards, a retail store.
 - In the areas of business and economic development, projects included negotiation of casino management leases (nightclub, restaurants).

- I sought and received approval from the Tribal Council to install 25 Class II (bingo) slot machines in the C-Store. Annual revenues exceeded \$1M from the machines.
- Converted a portion of the old casino to a 24-lane bowling alley. Secured developer/builder. Converted the old bingo center to a 20,000 sq. ft. community center/gymnasium. I secured and oversaw contractor and subs.
- I interfaced on a regular basis with the tribe's lobbyists in Washington and Sacramento working with them on legislative and political matters. I also had on-going working relationships with the County Supervisor and his staff, regional planning agencies and elected officials.

EDUCATION

- I have a **Masters in Public Administration** from the University of Kansas.

AFFILIATIONS

- I am a **Lifetime Member of the ICMA.**
- I am an **Associate Member** of the **Urban Land Institute.**
 - I participated on a *pro bono* basis in and chaired an advisory services panel of the Urban Land Institute, which provided its "expert opinion" on the highest and best uses of several parcels of land in a small CA city.
 - I previously served on a ULI panel for four study areas surrounding downtown Lowell, MA.

ADDITIONAL WORK EXPERIENCE

City Manager & Redevelopment Director: Maywood, IL - Oak Park, IL - East Palo Alto, CA - Half Moon Bay, CA - Seal Beach, CA - Compton, CA - South El Monte, CA..

Candidate Questionnaire

Name	Allen Parker	Primary Phone	951-260-8149
Email	allenjparker@yahoo.com		

Please List Your Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. City Manager, City of Hemet, CA 09/2017 to 04/2019 2. City Manager, City of San Bernardino, CA 02/2013 to 01/2016 3. Self-employed economic development consultant 12/2006 to 02/2013 4. Chief Administrative Officer, Morongo Band of Mission Indians, 06/2001 to 01/2006
Currently / Most Recently Reports to (by title):	Hemet City Council
Population Served (last 2 organizations):	City of Hemet: 84,000 City of San Bernardino: 215,000
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization's Budget 	<ol style="list-style-type: none"> 1. 12 2. 12 3. 220 4. \$1M 5. \$39M General Fund
Highest level of education achieved (include degree and institution):	MPA University of Kansas
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	All America City Award

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
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Took CalPERS retirement two years ago. Moved from CA to NC. Missed working in the public sector and felt I have much to contribute. Do not consider this a career move. It's what I know and love.	
2.	<p>What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?</p>
<p>Most recent title was City Manager of Hemet, CA. Oversaw the day-to-day administration of the City, including police and fire. A City suffering from a structural deficit in the general fund for nearly a decade, I resolved the deficit and presented three alternatives to balance the budget. Was their 8th manager in 11 years. Five-person city council serving 4-year terms.</p> <p>Specific to Clearwater would be City Manager of San Bernardino where I was recruited and hired to oversee the preparation of the Plan of Adjustment to remove the City from Chapter 9 Federal Bankruptcy. Population – 215,000. Annual budget - \$200M+. GF budget - \$124M. 930 FT employees.</p>	
3.	<p>Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?</p>
<p>I take my marching orders from a majority of the City Council. I keep the Council informed via both written and email reports. I coalesce the department heads into a team that meets weekly to discuss forthcoming Council agendas, follow up on recent Council meetings and projects assigned based on departmental budgets and Council directions/policies. Unless warranted, I do not micromanage; but I do insist that the assignments are carried out. I maintain an open-door for the Council, my team, citizens and business owners/operators.</p>	
4.	<p>How do you incorporate the values of diversity and inclusion into an organization you lead?</p>
<p>I have always maintained the values of diversity and inclusion in organizations I have managed, several of which included majority Black & Latino/Latina & Native American populations. These values have been part of me long before it became mandated.</p>	
5.	<p>Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?</p>
<p>Two-way face-to-face communication through regular meetings with community groups such as block clubs, business-oriented organizations, service clubs. Ongoing transparency in my performance. Maintaining an open door whenever possible.</p>	
6.	<p>Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.</p>
<p>As described in #2 above, Hemet was a City suffering from a structural deficit in the general fund for nearly a decade. I resolved the deficit and presented three alternatives to balance the budget. What I learned as I delved into the budget was that prior Councils had created a 20% set aside for the "rainy day," and succeeding Council's continued the practice preferring to cut services and lay off employees. Also, a sales tax override approved by the voters as a general tax was being used for public safety only and not even used for their salary increases, To balance the budget would be to decrease the set aside to 8-10% and utilize the sales tax override for public safety salary increases. The outcome was that Council refused to take the policy actions required and asked me to leave on a 3-2 vote.</p>	

7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <p>a. Neighborhood and downtown revitalization / redevelopment</p> <p>b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements</p> <p>c. Strategic goal setting and citizen based strategic planning</p>
	<p>a. In three communities, I completed successful CBD revitalization efforts by working with the business community, particularly movers & shakers. and an organized downtown group that already had a formed a BID (Business Improvement District), which lay fallow.</p> <p>b. As the CAO of the Morongo Tribe, I was involved in the selection of the architect and building contractor for their new \$300M casino/hotel/spa complex. I oversaw the planning and installation of all its required infrastructure including a new sewage treatment facility, water improvements, a 14.4MW off-the-grid cogeneration plant to supply all the power, and roadway improvements as required by CALTRANS.</p> <p>c.</p>
8.	<p>Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.</p>
	<p>Park maintenance and refuse collection, where I could obtain data from the private sector. Most municipal data creates averages, which emphasize mediocrity.</p>
9.	<p>Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?</p>
	<p>I spent four years volunteering at a free clinic in Anaheim, CA. I was a trained lay counselor for one-and-a-half of those four years working under professional supervision. I learned that in order to be successful, you needed to listen and wear the shoes of those being counseled. This made me a much better manager and mentor. With the exception of those I either terminated or laid off, most feedback I've received has been positive. One of my assistants became the City Manager of San Diego. Another was promoted to my position in Hemet.</p>
10.	<p>Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.</p>
	<p>I truly enjoy public presentations, particularly if it involves complex issues and emotions. My outcomes have been favorable for the most part. Example: In Seal Beach, CA, residents adjacent to the CBD and business owners/operators in the CBD had been at odds for years. I asked Council to create two committees, one for each group. I facilitated each group, and working with consultants of various expertise, created a plan that both committees and the Council endorsed.</p>
11.	<p>Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p>
	<p>When I'm first employed I sit with every department head to find out what their five-year plans are, to determine whether they may be moving on, to determine their attitude about working as a team member, to determine whether there's a successor in place, and to ascertain their work priorities and whether they correspond to the Council's. From these meetings I can determine my team needs and whether some or all of them can meet those needs, Performance evaluations will be based on their meeting jointly-agreed-to program needs. Great teams require individuals with intellectual capacity and</p>

their commitment to working as a team member.

12. **Briefly describe your experience (if any) leading and/or managing:**
(experience in all areas is not a requirement)
- a. Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,**
 - b. Bond rating and/or a rating process review,**
 - c. Management of municipal utilities including water, sanitary sewer, natural gas, etc.**
 - d. Public library operations,**
 - e. Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,**
 - f. Working collaboratively with community, neighborhood, civic and business organizations and leaders,**
 - g. Marine and aviation services,**
 - h. Affordable housing, homelessness and/or housing related issues, including policies,**
 - i. Neighborhood revitalization programs, policies, and initiatives,**
 - j. Commercial development and redevelopment.**

- a. Worked as a team member on a city manager technical committee on a regional COG for several years. Topics included regional transportation, water, electrical utilities, etc.
- b. Worked on several bond issues, but not with the rating agency itself.
- c. Every jurisdiction had water & sewer facilities. Created a natural gas utility for the Tribe's casino cogeneration facility.
- d. Every city had their own library or worked in conjunction with the county in which it was located to provide one or more facilities.
- e. Every city had public budget workshops and hearings and often controversial utility rate increases public hearings. Most recently, the issue has been legalization of cannabis with businesses favoring legalization circulating their own ordinances for public adoption.
- f. See example in #10 above.
- g. In Seal Beach, CA, there was the Seal Beach Naval Weapons station with which I interfaced over military housing, beach sand replenishment and candlelight atomic weapons protests. In San Bernardino, a former military base became a general aviation airport operated under a four cities and county joint powers agreement.
- h. Homelessness was/is a huge issue in San Bernardino. Oversaw staff addressing the issue & sat on city/county committees attempting to address the situation. City was a direct recipient of HUD monies to address affordability, Section 8, etc. In Compton, received a \$2.3M UDAG grant to construct a modular housing factory.
- i. Again, several cities I managed received HUD funds to address neighborhood needs either in terms of direct grants and loans or infrastructure improvements.
- j. Every city but one had a redevelopment (tax increment) agency of which I was the executive director. Projects I oversaw included large industrial developments, an auto plaza with five dealerships, 45,000 sq. ft. of triple A commercial development, a links golf course, a Ritz Carlton.

13. **Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.**

I'm a generalist. I rely on those on my team to recommend to me and the Council which newer technologies should be embraced and with appropriate information on which recommendations can and should be made. The decision to provide power to the casino facility with an off-the-grid

cogeneration plant was taken after much research and talking with those in the business.	
14.	Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.
Experience includes overseeing the “greening” of building codes and city ordinances, conversion of heavy equipment to natural gas, replacement of other gasoline-operated vehicles to plug-ins and/or ev’s.	
15.	What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?
I’ve previously addressed my team approach to management. If we’re operating as a team, then goals and deadlines have been agreed to; and each team member is responsible for his/her respective departmental leadership in carrying out these goals and deadlines and team accountability just as I am responsible for their – the team leaders’ – accountability.	
16.	Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?
Incentives such as land write-downs, low interest loans, tax forgiveness, and tax increment financing are appropriate if they are helping to ensure the success of the business including profits. Their <i>proformas</i> should be examined in terms of the appropriateness of their cost assumptions, and projected ROI’s and profits are not excessive.	
17.	What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?
I can only guarantee that I will be open and candid and rely on my extensive experience as to whether the two-way conversation is accurate and essential. Initiatives and priorities of the Mayor and Council should be established in open sessions upon a majority vote or consensus of the entire Council.	
18.	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
None come to mind. This has been a very thorough question/answer process.	
19.	The full salary range for this position is \$210,000 - \$270,000 annually that is dependent upon the selected candidate’s qualifications and experience. Are you comfortable with this range? If not, please explain why.
Salary is fine. My salary has been at least \$200K for the last ten years in each of three public sector positions.	
20.	Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.
Both questions can be answered simultaneously...the City of Hemet, CA. I was the 8 th manager in 11 years and took the position knowing it would be short term. I also knew by publicly presenting my balanced budgets (see #6 above) and stating policy decisions of prior councils – perhaps implying that the current council, too – had caused the structural deficit and woefully poor level of services to the approval of the audience had nonetheless ensured my brief tenure.	

21.	If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.
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I agree. If, in your opinion, your findings are too negative, so advise me; and I will withdraw.
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Due Diligence Questionnaire

Name	Allen Parker	Date Completed	07/23/2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	NO	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
2.	NO	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
3.	YES	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
Worked full-time at the USPO during my undergraduate years. Suspended for refusing to work OT. Appealed the suspension, which was reduced.		
4.	YES	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
In San Bernardino, newly elected full-time Mayor wanted to appoint his own city manager. Negotiated resignation. In Hemet, a negotiated resignation on a 3-2 vote. Both at-will situations with no negative circumstances.		
5.	OK	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
Took CalPERS retirement two years ago. Moved from CA to NC. Missed working in the public sector and felt I have much to contribute. Do not consider this a career move. It's what I know and love.		
6.	I HOPE NOT.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
I went thru bankruptcy while employed in San Bernardino. Newspaper questioned my ability to lead the city out of Chapter 9 bankruptcy. Proved the naysayers wrong.		
7.	YES	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?



CANDIDATE 12 – LEONARD SOSSAMON

LEONARD B. SOSSAMON

5601 Springs Avenue, Myrtle Beach, SC 29577

Home (704) 786-4271

Email: jordnbrn@aol.com

Cell (704) 796-8889

SUMMARY

More than thirty years of local government experience with expertise in the following areas:

- Operations and Project Management
- Strategic Planning and Operations Analysis
- Organizational Change and Development
- Financial Operations and Budget
- Economic Development
- Community Development
- Media Relations
- Customer Service

An innovative leader with demonstrated organizational, analytical and communication skills. Experienced in managing change and specializing in turnarounds. Achievement oriented with foresight. A dedicated team player who can work independently within the organizational framework.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Interim City Manager, Port Richey, Florida

2020-2021

Since June 2020, I have served as the Interim City Manager with all the duties and responsibilities of the City’s Charter. During this period, I worked with the City’s various departments to prepare the FY2020-21 budget. I developed an innovative solution to Port Richey’s capital project funding needs while providing for adequate funding and continuity to the City’s Community Redevelopment Agency (CRA). Most recently I have concentrated on resurrecting Port Richey’s waterfront overlay district physical improvements and canal dredging program.

Jordan Brown Management Corporation, Concord, North Carolina

2019-Present

During this time, I have developed contracts via my management company and my real estate and construction companies. I consult with Prima Luce Energy Systems of North Carolina and Taber Consulting of Tennessee. The former is a new energy development company, while the latter is a multi-use development company. Most recently, I negotiated a contract to serve as the Interim City Manager for the City of Port Richey, Florida.

County Administrator, Hernando County, Florida

2012 – 2019

Hernando County is a county with a population of 188,500 covering 589 square miles. It is located approximately 40 miles north of Tampa on Florida’s Gulf of Mexico coast. The county seat is Brooksville with a population of 7,500, so the county is responsible for serving the remaining population with all usual county and municipal services. This includes water and sewer services to over 60,000 households. It also includes providing contractual solid waste collection services to county residents and operation of the

county's landfill and recycling efforts. Also, the County Administrator is responsible for operating a full-service fire and rescue department of about 300 full time firefighters, first responders, and EMTs.

From 2015 through 2018, the Economic Development team managed over 500,000 square feet of new manufacturing space in Hernando County. This includes new companies recruited to come build in Hernando County, as well as expansions. These efforts produced over 500 new jobs and the retention of over 350 jobs. Major expansion projects included Barrette Outdoor Living/AlumiGuard, Flagstone Pavers, Airofog USA LLC, Surge Suppression LLC, Composite Motors, Premier Pharmacy Labs, and Monster Transmissions. New businesses recruited include e-TeleQuote Insurance, Inc., Successful Acquisitions and Baker Parts. Also, ICTC and NCIS elevators expanded creating new jobs. In 2018, we completed negotiations for a new 200,000 square foot cold storage facility for a gain of 60 new jobs. It is known as Frigitek Cold Storage and will be located at the county owned and operated Brooksville Tampa Bay Regional Airport and Technology Center. Throughout this time period, we managed 18 to 25 active projects per year. Hernando County's incentive package for new and expanding businesses totaled \$1.5 million and produced a new tax base of over \$50 million. These funds are paid to the company over 5 – 7 calendar years.

Within less than six months on the job, Hernando County was struck by several tropical storms and hurricanes. I quickly discovered the county had no bonafide Stormwater Management Plan. In a series of meetings with the County Engineer and the Public Works Director, we compiled the appropriate best available data from past events and secured BOCC approval for development of a stormwater plan based on Best Management Practices (BMPs). To date, the county has accomplished 80% of the BMP goals (7 individual projects). It continues to acquire land for designated retention areas (DRAs) and now employs a stormwater engineer.

Duties and Responsibilities of County Administrator:

- Chief executive officer of a county government with 800 employees in the General Fund, Fire and Rescue, Utilities and Solid Waste, Transportation and Public Works. This also includes emergency management, economic development, planning and land use, parks and recreation, health, social services, human resources, veteran affairs, and stormwater.
- Preparation and administration of the county's operating and capital improvements budget.
- Implementation of Board of Commissioners policies and directives.
- Media representation of the county on television and radio.
- Administration of day-to-day operations as well as long range planning and strategic planning.

Achievements:

- Personally authored/developed Hernando County's first Strategic Plan, along with measurement matrix for progress.
- Spearheaded development of county's first long range road paving and redevelopment plan. Took county from paving only two miles of lime rock roads per year to over twenty miles per year.

- Responsible for development of county's first Stormwater and Flood Management Plan.
- Restructured County's economic development recruitment process and retention efforts to successfully attract new manufacturing companies and to retain existing companies.

County Administrator, Newberry SC**2004 – 2006**

Newberry is a county with a population of 45,000 covering approximately 700 square miles. It is located adjacent to the Columbia, South Carolina metro area. I-26 traverses the county from Columbia on the east, to Greenville-Spartanburg on the west. This location provides the county with the transportation access to metro airports and seaports necessary to be a major manufacturing center. Also, having borders on Lake Murray and Lake Greenwood has made Newberry County a tourist destination and a desirable retirement community. Both sectors are continually developing.

Duties and Responsibilities as County Administrator:

- Chief executive officer of a county government with over 400 employees and \$30 million budget. Oversight responsibility for the following functions: roads, stormwater planning, zoning, economic development, parks and recreation, social services, law enforcement, jails and court facilities, finance, general services and personnel.
- Preparation and administration of County's operating and capital budget.
- Implementation of Council directed policy.
- Media representation of the County including appearances on television and radio, interviews with the print media and preparation of press releases.
- Administration of day-to-day operations as well as long range issues.

Achievements:

- Restored financial integrity to county owned nursing home and assisted living center by refinancing their bonded indebtedness. Reduced the term of 30 years and rate of 8.875% to 22 years with a 4.625% rate which saved the County \$10,000,000 over the life of the bonds.
- Received the Bond Buyer's 2005 Deal of the Year, and the 2006 J. Mitchell Graham Award from the South Carolina Association of Counties for the above efforts. Due to use of Special Purpose Revenue bonds not using tax dollars. It was recognized as innovative, creative and replicable. I replicated the deal within six months to refinance the bonds of the county owned hospital thereby saving another \$3,000,000 over the life of the bonds.
- Structured acquisition of two new industrial parks for the county comprising over 500 acres. Initially recruited two new industries creating over 200 new jobs and over \$50 million in new tax base.
- Recruited Caterpillar to open plant in one of the county owned industrial parks. The new plant was over 600,000 square feet. Initially, over 150 new jobs were created to build generators. More jobs were promised.

- Renovated County's historic courthouse. Project was over \$2 million and took about two years to complete. Included restoring historic attributes and expanding and finishing the basement for new office space and reconstructing the second-floor court room.

City Manager, City of Concord, NC**1985 – 1998****Planning and Community Development Director****1980 – 1985**

Concord is a city with a population of 89,891 covering approximately 60 square miles. It is located in Cabarrus County, North Carolina which is centrally located in a multi-county metropolitan area with a population of almost 2 million. The population of Concord, as well as the metropolitan area is well diversified. Concord is home to Charlotte Motor Speedway, while the metropolitan area is a national financial center. Concord is a progressive city with a hometown feel visited by millions of tourists each year.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 700 employees and \$100 million budget. Oversight responsibility for the following functions: police, roads, stormwater drainage, water, sewer and electric utility, parks, recreation, planning, zoning, finance, general services, personnel, fire and aviation.
- Implementation of Council directed policy. Administration of the city's day-to-day operations as well as identification and resolution of long range issues. Oversight of the plans to expand the city's geographic size, population, and industrial/commercial base per the City Council's adopted goals and objectives.
- Preparation and administration of the city's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the city including appearances on television and radio, interviews with the print media, and preparation of press releases.
- Responsible for the city's compliance with county, state, and federal regulations such as health, environmental and EEOC.

Achievements:

- Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated a semi-autonomous utility commission to become more responsive to residents' needs per City Council. Morale was improved dramatically by bringing these employees under the city's performance pay plan, and the Council and staff were able to better respond to citizens since we had direct control. Complaints dropped by over 50% within six months.
- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated the survey into the budget and the performance monitoring process.

- Revamped budget and financial systems. Won the Government Finance Officers' Association's Distinguished Budget Award for twelve consecutive years.
- Restored financial integrity to the water and sewer utility fund. By eliminating the semi-autonomous utility commission, I was able to bring all such operations and budgets under the City Council and City Manager. This allowed us to expand the water and sewer systems to virtually serve the entire county and to triple the size of the electric system. Throughout these efforts, we were able to maintain level utility rates for all three systems.
- Replaced general obligation bonds with revenue bonds to expand the city's water, sewer and electric systems. This was in concert with the City Council's directives to grow the city by statutory annexation. My plans enabled me to meet the Council's expectations to grow the city without raising taxes, from 8 square miles with 16,000 people, to 50 square miles with 50,000 people in about 12 years. My long range plans are still being used by Concord.
- Oversight of planning, financing and development of Concord Regional Airport and Municipal Golf Course. Constructed the \$27 million airport in less than 3 years and the \$8 million golf course simultaneously.
- Recruitment of Concord Mills and oversight of its planning. Concord Mills is a super-regional shopping center with over 1 million square feet under roof. It is now the number one tourist attraction in North Carolina with the Charlotte Motor Speedway in the top six. When I started the planning for this development, there were no hotels located at this I-85 exit, now there are over 1,000 hotel rooms and over 2 million square feet of retail.
- Privatized solid waste collection and landfill operations. Negotiated contract with BFI that resulted in the city not having to pay tipping fees for the life of the landfill for solid waste originating in the city which hosted their private landfill. This saves Concord over \$2 million per year. Initiated city's recycling program.
- Directed efforts to rebuild city's electric system after hurricanes and ice storms. After one hurricane, 90% of city's customers were without power and I led around the clock restoration efforts via mutual aid with other electric cities.

**Planning and Community Development Director, Roanoke Rapids, NC
Roanoke Chowan Regional Housing Authority and Redevelopment Commission**

1977 – 1980

Duties and Responsibilities:

- Oversight of planning, economic development, community development and public housing for Halifax, Northampton and Hertford Counties.
- Preparation of project budgets, grants and programs.
- Management of daily operations and long-range planning.

Achievements:

- Awarded second Urban Development Action Grant (UDAG) program in North Carolina. This hotel project was the first UDAG project completed in North Carolina. UDAG was a federal program for economic and community development.
- Secured over \$2 million dollars in community and economic development programs per year, as well as over \$4 million for public and senior housing per year.

OTHER PROFESSIONAL EXPERIENCE

Jordan Brown Management Corporation

2006 – 2012

Private consulting business I owned and operated.

Alliance Development Group, LLC, Charlotte, NC

2006 – 2012

ADG specializes in developing single tenant income producing properties. Serving as Chief Operating Officer/Executive Vice-President, I was responsible for project oversight and development. Projects include Quaker Steak and Lube restaurants, Walgreens, Goodyear Auto Centers.

Hunter and Brown, Inc., Concord, NC

1998 – 2003

Hunter and Brown was a firm co-founded by me. It specialized in the redevelopment of downtown properties and commercial parks. As a firm, we redeveloped over 100,000 square feet of mixed-use space for our company. We also consulted with other developers and municipal governments on development projects. We leased and managed commercial properties for ourselves and other companies.

EDUCATION

University of North Carolina, Charlotte

MA Urban Geography

Emphasis on city and county planning and economic development.

University of North Carolina, Charlotte

Bachelor of Arts

Majored in Political Science, minored in Sociology and Psychology. Served as justice on Student Body Court.

North Carolina Institute of Government

Certificate

Received Municipal Administration Certificate.

South Carolina Executive Institute

Certificate

Received certificate from this multi-campus/multi-discipline program which focuses on problem solving.

PROFESSIONAL AFFILITATIONS

ICMA member since 1985

Cabarrus Bank & Trust – Board of Directors (Retired)

Concord Downtown Development Corporation – 2008 President and 2007-10 Board of Directors

Pasco Hernando State College Foundation Board

Brooksville Ridge Kiwanis Club Board of Directors, 2018 Recipient of Kiwanian of the Year

Advisory Committee for Florida Agricultural and Mechanical University Brooksville Agricultural & Environmental Research Station (BAERS)

Candidate Questionnaire

Name	Leonard B. Sossamon	Primary Phone	704-796-8889
Email	jordnbrn@aol.com		

Please List Your <u>Current (1) and Previous Three (3) Position Titles & Places/Organizations of Employment</u> (include start/end dates by month/year, plus the position & organization):	<ol style="list-style-type: none"> 1. Interim City Manager Port Richey, Florida 06/2020 – 01/2021 2. County Administrator Hernando County, Florida 05/2012 – 01/2019 3. County Administrator Newberry County, South Carolina 01/2004 – 06/2006 4. City Manager Concord, North Carolina 01/1985 – 04/1998 & as a consultant until 10/1998
Currently / Most Recently Reports to (by title):	Scott Trembley, Mayor City of Port Richey, Florida
Population Served (last 2 organizations):	City of Port Richey, Florida – 3,800 Hernando County, Florida – 188,500
Employees Supervised & Budget <ol style="list-style-type: none"> 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization's Budget 	<ol style="list-style-type: none"> 1. Port Richey (6) Hernando County (12) 2. Port Richey (2) Hernando County (4) 3. Port Richey (58) Hernando County (870) 4. Port Richey \$275,000 Hernando County \$750,000 5. Port Richey \$22,500,000 Hernando County \$450,000,000
Highest level of education achieved (include degree and institution):	MA – Geography/Urban & Regional Planning University of North Carolina - Charlotte
Licenses (include states); Professional Certifications; Specialized and Advanced Training; and Awards:	University of North Carolina – Chapel Hill Institute of Government Municipal Administrator Certificate South Carolina Executive Institute Multi-Campus/Multi-Discipline/Problem Solving Certificate Publications: Master's Thesis in the Geographer "From Public Housing to Rent Supplements" Awards – Bond Buyer's Deal of the Year – 2005 2006 J. Mitchell Graham Award from South Carolina Association of Counties

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This

information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Please tell us why you are interested in this position and why you are considering a career move at this time?
<p>I am interested in becoming the next City Manager for Clearwater, Florida for a few reasons. I have completed my contract as Interim City Manager for Port Richey, Florida, and I know from your recruitment brochure my education, skill set, and previous managerial experiences meet or exceed your requirements. Most of my career has been managing a city or county located within a major metropolitan area. The time spent in Hernando County allowed my family many opportunities to visit and experience firsthand the high quality of life in Clearwater.</p> <p>Managing a city which draws huge crowds for sporting events is not new to me. The City of Concord is home to the Charlotte Motor Speedway and the Concord Mills Mall. The Speedway regularly attracts 250,000 visitors for the May and October races. It is the number one tourist attraction in the Carolinas, and the Mills Mall is number five.</p> <p>My direct experience includes the use of local option sales tax proceeds and capital improvement budgeting and the oversight of such projects. I have direct experience with waterfront and downtown development and redevelopment projects. My experience includes direct oversight of public utility and public works projects, renovations and/or replacements of public safety facilities, city halls, courthouses, libraries, airports, garages and parking decks.</p>	
2.	What is your current title, essential functions and scope of your overall responsibilities? What is the governance structure of your current organization and describe why you consider these, or previous experiences, preparation for the Clearwater City Manager position?
<p>My most recent title was Interim City Manager for Port Richey, Florida. The governance structure is Council-Manager. I served as the Chief Operation Officer for the City and all functions including managing the CRA (Community Redevelopment Agency) affairs. In the position prior to Port Richey, I served as County Administrator for Hernando County, Florida. The governance structure is Commission-Manager and I served as Chief Operation Officer. In Concord, North Carolina, I served as City Manager under a City Council. Since Clearwater has essentially the same governance structure, I feel I am prepared to be the next City Manager.</p>	
3.	Briefly summarize your leadership and management style and describe your approach to managing a) people, and b) projects. How do you get things done and make decisions?
<p>For any leader to be a good leader, that person needs to gain the trust of his/her employees, community and the elected officials. One way I accomplish this is by establishing leadership by example and by being involved in the community. My management and leadership of people is accomplished by ensuring that each person has the skills and tools needed for each position. I make training and education available and I am a good teacher, coach and mentor. This approach is successful since many of my former employees are either city/county managers, or department heads within sizeable organizations. I manage projects by using BMP's (Best Management Practices) and employing teamwork to make sure we have the best information available at the time. I do not micromanage my employees as I try to put the right person on the project. Through periodic reports and functional meetings, I stay in touch with my directors and our projects.</p>	

4.	<p>How do you incorporate the values of diversity and inclusion into an organization you lead?</p>
<p>Equitable opportunities and treatment are something I espouse as a leader and manager and it becomes recognized both within and outside the organization. My practice is to include employees in processes where they don't believe they belong. Many times, this encourages employees to look for upward mobility when heretofore they did not consider it. During my "management by walking around" I make it a point to speak to as many employees as possible and to remember their names. This almost always encourages my employees and helps to create an "esprit de corps".</p>	
5.	<p>Describe your approach to public outreach, community engagement, and seeking community input. What methods have you found to be most effective?</p>
<p>My approach to public outreach, community engagement and seeking input includes me conducting town hall meetings, the use of survey tools both on-line and hard copy, radio broadcasts and during community events like festivals. One summer I conducted six town hall meetings. I have attended and spoken to local schools, colleges, civic clubs, social clubs and community activist groups. I was named Kiwanian of the Year in Hernando County for my involvement.</p>	
6.	<p>Describe your experience and approach to financial management, budget development, and fiscal sustainability. Briefly describe a challenging situation involving your organization's annual budget and what steps you took to address the issue(s), and the outcome.</p>
<p>My experience in annual operating budget development includes budgets ranging from \$20,000,000 up to \$450,000,000. I have successfully managed these budgets while developing capital improvement program budgets to plan, develop, construct and manage major municipal/county projects like regional airports, bridges, roadways, electric generation and distribution, a 40 mgd waste water plant, a 20 mgd water treatment plant, and hundreds of miles of water and sewer lines.</p> <p>I work directly with my budget and finance department and then we meet with all other departments to look for ways to create "evergreen" revenue opportunities to generate sustainability.</p> <p>In Newberry, South Carolina, I inherited a county owned Nursing Home, Assisted Living Center and an Independent Living Center. The private sector management company milked these operations, and the State sent notification the licenses would be rescinded. County Council instructed me to save these facilities without the use of property taxes. I developed a Special Revenue Bond issue with underlying insurance which allowed these facilities to continue to operate with County oversight. I replicated the bond issue to help the county-owned hospital. These actions won the County several State and National Awards.</p>	
7.	<p>Very briefly, describe your experience, working knowledge and any success you have achieved working in the following areas:</p> <ul style="list-style-type: none"> a. Neighborhood and downtown revitalization / redevelopment b. Capital project / facility planning, funding, and construction of utilities, infrastructure and building improvements c. Strategic goal setting and citizen based strategic planning
<ul style="list-style-type: none"> a. As Concord City Manager, I worked with City Council and downtown businesses to create the Concord Downtown Development Commission. This organization has had great success in revitalizing/redeveloping downtown Concord. As County Administrator for Hernando County, I accomplished something similar in downtown Brooksville. b. Concord Regional Airport is a large successful project which I planned and funded using 80% Federal funds, 18% NC State funds and 2% Concord funds. The acquisition of the first acre to the construction of the 5,500-foot runway, terminal building, control tower, full ILS and business park to grand opening took 33 months. It now contributes about one billion to the North Carolina economy. 	

	<p>c. During my summer of town hall meetings in Hernando County, I secured input from the citizens in attendance and via "Survey Monkey" to develop a needs list for the County Commission. This led to several projects which the Commission adopted after staff planning.</p>
8.	<p>Have you utilized any performance measurement and benchmarking strategies or practices in determining the effectiveness and quality of services provided to the customers, visitors, and residents of a community? Please describe an example or two.</p> <p>When I led the effort to develop Hernando County's first Strategic Plan, we built in measurements. We used BMP's (Best Management Practices) to measure our success in achieving our goals to address flood/storm water control issues. Inside of two years, we completed 80% of our goals with great success.</p> <p>Another of our goals in the Strategic Plan was in job recruiting and retention. We used raw numbers of new jobs and new manufacturing space developed. We met our numbers each year.</p>
9.	<p>Briefly describe the type, source and nature of overall feedback you have received from colleagues, supervisors and direct reports on areas you could improve or continue to develop to increase your overall competence or proficiency as a leader or manager?</p> <p>What I consider to be the most profound critique of my proficiency was from Gary Pope, County Attorney (retired) Newberry County, South Carolina. He advised me to be more vocal to create a larger presence with all the other personalities present in meetings. I believe he offered good advice. Most of my colleagues, supervisors and direct reports like my competence in achieving city/county goals.</p>
10.	<p>Please describe your experience in making public presentations and provide an example of a difficult issue you had to address either in a public meeting or with a group of community stakeholders.</p> <p>I have had the good fortune to make public presentations starting in graduate school. While there, the Executive Director of the Institute for Urban Studies had me make presentations along with the Deputy Director to City and County Councils and large Chambers of Commerce.</p> <p>While County Administrator for Newberry County, SC, I was directed by the County Council to present the results of the property revaluations to the public. By State Law, revaluations were to be conducted every 4 years. County Council sought special legislation to delay revaluations for another 3 years, outraging the public. The 6:00 p.m. summertime meeting in the Newberry Opera House was packed. Over 500 people were inside, and the windows were opened so the crowd outside on the lawn could hear. After 3 hours, I was successful in explaining the process to the public and all ended well. Both the public and County Council gave me kudos and huge credit.</p>
11.	<p>Inherent in every manager's job is the need to evaluate, hire, discipline, promote or even end the employment of an employee or senior leader in an organization. What is your philosophy and leadership approach toward employee performance evaluations, development, training, selecting and leading others, which may include department or division directors, etc.? Include your views on succession planning and the key ingredients required to build a great team.</p> <p>My philosophy for employee performance evaluations, development, training, selecting and leading others is that each should be equitable across the board. In Hernando County, all employee evaluations other than those of directors had to be conducted each January and February. Directors' evaluations were accomplished by me before the end of March.</p> <p>I believe succession planning is very important for the longevity and success of an organization. It begins at the top with equal opportunity for all. This should be an on-going process for the evaluation of employees at all levels. By getting everyone involved, we create a good atmosphere of teamwork.</p>
12.	<p>Briefly describe your experience (if any) leading and/or managing: <i>(experience in all areas is not a requirement)</i></p>

- a. ***Intergovernmental cooperation or collaboration to address or resolve a regional or multi-jurisdictional problem, challenge or opportunity,***
- b. ***Bond rating and/or a rating process review,***
- c. ***Management of municipal utilities including water, sanitary sewer, natural gas, etc.***
- d. ***Public library operations,***
- e. ***Addressing public concerns such as water, water quality, sanitary sewer, or storm sewer utility rates, annual budget presentations, major construction updates, or other significant issues of concern related to elected officials, businesses, neighborhood and citizen groups, public hearings, etc.,***
- f. ***Working collaboratively with community, neighborhood, civic and business organizations and leaders,***
- g. ***Marine and aviation services,***
- h. ***Affordable housing, homelessness and/or housing related issues, including policies,***
- i. ***Neighborhood revitalization programs, policies, and initiatives,***
- j. ***Commercial development and redevelopment.***

a. City of Concord, NC – the City and Cabarrus County had studied the issue of building a regional (reliever) airport for Charlotte-Douglas International Airport for over 50 years. As City Manager, I was able to consolidate support and build a greatly successfully regional airport (one billion dollars annual contribution to NC economy).

b. While serving as Hernando County Manager, I participated in Rating Agency reviews. During my tenure, we had 3 upgrades to AA.

c. During my city/county management career, I have managed water, sanitary sewer and electric systems. In both Concord and Hernando County, we had over 50,000 customers for water and sewer. Concord was Duke Energy’s largest wholesale power customer.

d. In 3 jurisdictions – Concord, Newberry County and Hernando County, I had oversight of library operations.

e. I have addressed public concerns over utilities, major construction projects and annual and capital budget issues in every jurisdiction I have managed.

f. While County Administrator for Hernando County, I worked collaboratively with the City of Brooksville leaders and business leaders to have Brooksville become a member of the Florida and National Main Street Programs.

g. As City Manager in Concord, I led the effort to plan, finance and build a regional airport. In Hernando County, I led the effort to expand the Brooksville-Tampa Bay Regional Airport and Technology Center. While serving as Interim City Manager in Port Richey, I resurrected their waterfront overlay district and canal dredging projects.

h. During my time at the Roanoke-Chowan Regional Housing Authority & Redevelopment Commission, I planned and secured funding for public housing and Section 8 housing. In Concord and other areas, I have planned affordable housing projects.

i. Through CDBG (Community Development Block Grant) programs and local funds, I have planned and revitalized numerous neighborhoods.

j. In both public sector posts and private positions, I have developed new commercial and industrial prospects. This includes major shopping centers and industrial projects, the redevelopment of several older industrial parks and two aging downtown districts.

13.

Describe your approach toward embracing and utilizing newer technologies in order to improve responsiveness, efficiencies, and/or enhance services to the community.

During the last several years, I have used various social media platforms to improve responsiveness and help enhance services to our community. This has included Facebook, Linked-in, and various other platforms.

14.	Describe your experience and level of familiarity with developing strategies to address “climate change” and assessing the impacts on a local government organization and the community it serves.
While serving as County Administrator for Hernando County, I employed a scientist and worked with the University of Florida to evaluate our Gulf Coast. We were a member to the Tampa Bay climate change group and the Gulf Coast Restore Act organization. We also worked with the Southwest Florida Water Management District.	
15.	What is your view on departmental leadership in terms of setting goals, meeting established deadlines and overall individual and team accountability?
I am a firm believer in developing a great leadership team. I involve my department directors in setting goals, developing operating strategies, meeting benchmarks/deadlines and in individual leadership and team accountability. We all have definite roles to play, and I oversee and evaluate everyone in this process and their contributions to the success of the projects.	
16.	Describe your experience leading economic development projects or initiatives. What types of incentives have you used? Why are said incentives effective?
As City Manager in Concord, I was also responsible for economic development. I led the effort to build the Concord Regional Airport and surrounding industrial parks. I recruited the Mills Corporation (now Simon Properties) to build the 1,000,000-square-foot Concord Mills Mall. I built an award-winning golf course and recruited hoteliers to build over 3,000 hotel rooms in the City. In Hernando County, I used performance-oriented incentives like property tax rebates for industrial concerns and sales tax rebates for commercial enterprises and job creation incentives.	
17.	What methods, strategies or approaches have you used, or would use to ensure open, candid, accurate and essential two-way communication with elected officials such as the Mayor and Council members? How do you identify, prioritize and address initiatives and priorities desired by the Mayor and City Council?
Throughout my career, I have met individually with my elected officials to prioritize, identify and address their initiatives and priorities and to obtain their perspectives on the same for the public. I have always made myself available by telephone (now cell phone). More recently, we have evolved to text messages and emails. Once we identify and prioritize initiatives of the Mayor and City Council, I like to schedule workshops to discuss these and have Council discuss and rank such by priority vote in an open session so all of us are aware of next steps.	
18.	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
I have experience planning and managing public and senior housing projects/developments, including funding. I also have experience refinancing and managing county owned nursing homes, independent and assisted living centers. My experience includes planning for regional transportation light rail systems and serving in the North Carolina State Legislature.	
19.	The full salary range for this position is \$210,000 - \$270,000 annually that is dependent upon the selected candidate’s qualifications and experience. Are you comfortable with this range? If not, please explain why.
Yes, I am comfortable with the salary range.	

**CITY OF CLEARWATER, FLORIDA
EXECUTIVE RECRUITMENT – CITY MANAGER**

20.	<p>Since 2000, please explain all situations where you were in a position for less than two years and describe the reason for your departure. Also, if not currently employed, please describe the terms of the departure from your most recent employer.</p>
	<p>Under contract, I served as Interim City Manager for Port Richey, Florida. I completed my contract in January 2021. Recently, I have consulted with 2 private sector companies.</p>
21.	<p>If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be <u>disclosed by you and explained</u> - rather than being asked to react to reports discovered by the prospective employer.</p>
	<p>While serving as County Administrator in Hernando County, an individual created a blog that sought to create rumors and spread untruths about me and the individual County Commissioners he did not like. His posts were untrue but did play a part in my departure. During the recession and banking crisis, I worked for and owned an interest in a company that declared corporate bankruptcy.</p>

Due Diligence Questionnaire

Name	Leonard B. Sossamon	Date Completed	07/26/2021
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Instructions:

Please respond to each of the following questions. Depending on your response, you may need to provide additional information. In those cases, please be sure to provide the details requested.

1.	Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No	
2.	Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry, a judicial conduct or disciplinary board or similar body? If so, please provide details, explain the circumstances and final outcome.
No	
3.	Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No	
4.	Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
Yes. By a 3-2 vote, the Hernando County Board of County Commissioners terminated my employment contract. The dismissal was without cause due to political reasons, so I was paid to leave. The Commissioners who voted for my termination alleged that I never informed them of budget shortfalls although public records demonstrate that I did inform them and that I did inform them many times.	
5.	If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
My most recent post for Port Richey, Florida was for the position of Interim City Manager. I completed the contract.	
6.	Is there anything, in your personal, professional, or social media background history that our Firm, an employer or resident could possibly perceive, view or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
Nothing that is true or factual. An individual who had a vendetta against me created his own blog which he named "Lenny the Liar." While the content of his blog is untrue, it is uncomfortable and helped set the stage for my dismissal in Hernando County. It never hindered me in the performance of my duties and never will.	
7.	Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes, I understand.	