



The Mercer Group, Inc.

Consultants To Management

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March 29, 2016

PERSONAL AND CONFIDENTIAL

Mr. Robert L. Garza, PE
City Manager
City of Las Cruces
700 N. Main Street
Las Cruces, NM 88004

Dear Robert:

The purpose of this letter is to provide you with a status report on the search for a new City Manager of the City of Las Cruces and to present cover letters and resumes of the 11 individuals that we believe, based on our first review of applications, to be best qualified for the position.

We have gathered information on the needs for a new City Manager for the City of Las Cruces and have prepared a recruitment brochure and ad copy to be used in our recruiting efforts for the City Manager position. After approval by the City, we began an aggressive regional and nationwide recruitment effort focusing on those potential candidates or sources of candidates that best meet the criteria for the position established by the Governing Body at the beginning of the project.

Ads were placed in local government professional journals, on local government websites statewide and nationally, and a large number of professional organizations, (including women and minority organizations) were contacted about the opportunity. More importantly, we prepared a mailing list of likely candidates and sent the Recruitment Brochure of the position, along with an invitation to approximately 500 individuals and have followed that mailing up with telephone calls. Further, we have spoken with a large number of prospective candidates and have encouraged them to apply for the position.

As a result of our nationwide search efforts and at the date of the first review of candidates, we have received 51 applications for the position of City Manager for the City of Las Cruces. Applications have been received from all over the United States but

PERSONAL AND CONFIDENTIAL

Mr. Robert L. Garza, PE

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concentration was heavier from New Mexico and the surrounding states. Many of the applicants are current City Managers, Deputies or Assistants, some are Department Directors and some are in other sectors of the economy.

There is also gender and racial diversity in the candidate pool. All in all, I believe the candidate pool has some high quality applicants.


At this point in the recruitment process, we have conducted a preliminary screening of the 51 applications and have narrowed the field to nine candidates for consideration by you. ***Several of the applicants have expressed the need for considerable confidentiality in the process so as to protect their current employment situation.*** Please review these applications and give us some feedback on the candidates that you wish to pursue further. I will look forward to your comments and to the next steps in the process, which include further recruiting, reference and background checks and reporting on the candidates of interest.

Unfortunately, yesterday, Harry Burgess, one of our better candidates withdrew from consideration. Timing was just not right for him and his family.

Thank you all for the opportunity to work on this important assignment. We look forward to working with all of you until the project has been successfully completed.

Sincerely yours,

THE MERCER GROUP, INC.



James L. Mercer, President/CEO
Certified Management Consultant (CMC)

Enclosures

James Mercer

From: Harry Burgess [REDACTED]
Sent: Tuesday, March 1, 2016 3:30 PM
To: jmercer@mercergroupinc.com
Subject: Las Cruces City Manager
Attachments: HARRY BURGESS.resume.doc

Mr. Mercer,

I am interested in the position of City Manager for Las Cruces, NM, however before officially applying I would appreciate the opportunity to ask you a few questions regarding the process and the position. Attached is a copy of my resume, and as you will see I have significant related experience, all within the state of NM. I am currently in Los Alamos, and would appreciate the opportunity to discuss this recruitment in person if possible. Please reply to this address or give me a call at [REDACTED]. I look forward to speaking with you personally.

-Harry Burgess

ARTHUR HARRY BURGESS, III

Objective To further develop my experience and skills by obtaining employment with a larger and more complex local governmental organization.

Professional Experience

11/11-present County Manager, Los Alamos, NM

- Chief Administrative Officer for governmental organization including 760 employees, \$191 million annual budget.
- Incorporated organizational structure provides both county and municipal services under a unified local government.
- Work with a variety of partners in creating a community that supports its citizens and provides for a high quality of life.
- Economic development efforts have included: 200,000+ sq. ft. commercial development on leased public land, with 80% of lease revenue benefitting local school system; 60 acre mixed use development on former DOE property; and transfer of local ski area from non-profit club ownership into a public/private partnership between County and established ski operator.
- Current efforts include working with the NPS and DOE on the development of the Manhattan Project National Historical Park.

9/05-10/11 City Administrator, Carlsbad, NM

- Chief Administrative Officer for governmental organization including 425 employees, \$112 million annual budget.
- Developed and maintain a positive, communicative relationship with each of the four unions that represent City employees.
- Self-insured for both health care and workers' compensation, instituted changes that resulted in no greater than 2% annual increase in premiums for employee health care over a four year period, as well as a 25% reduction in worker compensation costs for three consecutive years.
- Instituted timely budget adjustments during recession that prevented the need for any layoffs/hiring freezes and allowed the City to maintain a consistent level of service to its citizens.
- Implemented a comprehensive infrastructure improvement program, including public approval of \$45 million in financing for water, wastewater, and street improvement projects focused on promoting growth.
- Projects included: evaluating/mitigating potential sinkhole associated with brine production within city limits, working with NM DOT to upgrade main City thoroughfare, and renovation of wastewater treatment facility.

11/01-9/05 County Manager, Grant County, NM

- Chief Administrative Officer for government organization including 132 employees, \$18 million annual budget, 4100 square mile service area.
- Inherited bankrupt financial position (\$18,777 in bank) which required major reorganization, within four years established a \$4.2 million reserve and received an Aa2 bond rating.
- Worked closely with contracted management firm for County-owned hospital (\$56 million annual budget / 603 employees) to facilitate bonding for building renovations, cooperative employment projects, and indigent patient care.

- Focused on developing improved relations between the county and other local governmental entities for the purpose of enhancing services available to citizens while eliminating the duplication of expenditures.

- 11/97-11/01 Administrative Services Director, Eddy County, NM
- Supervised County's purchasing, planning and zoning, DWI prevention, emergency management, fire, and indigent health care departments.
 - Directed the development of a countywide computer networking system involving wireless connections to AS400 and Windows NT environments.
 - Managed multi-jurisdictional emergency preparedness program according to directives from both local and state agencies – worked closely with local fire/police departments, DOE, FEMA, and oil/gas industry.
 - Assisted in securing public approval of a referendum for a \$5 million courthouse renovation bond, developed web page illustrating needed repairs.
 - Projects included: implementation of an electronic procurement system for all county departments; construction of a radio communications tower as part of a public/private partnership; and the development of a local firefighting training facility in conjunction with the City of Carlsbad and the U.S. Department of Energy.
- 1/96-10/98 Owner, Guadalupe Mountain Outfitters, Carlsbad, NM
- Together with my wife, created a retail business supplying equipment to fire, rescue, and recreational customers.
 - Successful business plan resulted in a profitable return within six months of opening and 1100% growth in assets within 2 years.
- 4/94-11/97 Physical Science Technician, Carlsbad Caverns National Park, Carlsbad, NM
- Supervised week-long underground research expeditions.
 - Utilized GIS mapping software to maintain database of cave systems.
- 3/92 – 4/94 Instructor, National Outdoor Leadership School, Lander, WY
- Taught leadership skills and theory during thirty-five day wilderness expeditions – program accredited by the University of Utah.
- 5/89 - 3/92 Park Ranger, Jewel Cave National Monument, Custer, SD
- 7/87 – 5/89 Parks and Recreation, Town of Chapel Hill, NC
- 4/86 – 5/86 Intern, 10th Congressional District (N.C. - James T. Broyhill), Washington, DC

Education

New Mexico State University - Las Cruces, NM

Degree/Major: **Doctor of Economic Development** (2011)

Western New Mexico University - Silver City, NM

Degree/Major: **Master of Business Administration** (2005)

Oklahoma State University - Stillwater, OK

Degree: **Master of Science**

Major: **Fire and Emergency Management Administration** (2000)

University of North Carolina - Chapel Hill, NC

Degree: **Bachelor of Arts**

Major: **Industrial Relations** (1991)

Boards / Committees

Economic Development and Infrastructure Policy Committee (NMAC)
Los Alamos Commerce and Development Corporation – Board Member
National Cave and Karst Research Institute – Board Member
Boy Scouts of America – Chairman, Chisolm Trail District
Carlsbad Department of Development – Board Member
National Cave Rescue Commission – Regional Director (NM/AZ)
Gila Regional Medical Center – Chairman, Finance Board
New Mexico Association of Counties – Chairman, Manager's Affiliate
Silver City/Grant County Economic Development – Board Member

Professional Certifications

ICMA Credentialed Manager
Leadership New Mexico (2006 Graduate)
Certified Emergency Manager
Emergency Medical Technician (EMT-I)
ArcView / ArcInfo GIS Software

Volunteer Activities

Soccer Coach, American Youth Soccer Organization
Search and Rescue Field Coordinator, New Mexico State Police
Basketball Coach, Boys and Girls Club

Recognitions / Awards

Google "E-City" - 2014
Honors Graduate – New Mexico State University (2011)
Pruett Scholarship for Economic Development – New Mexico State University (2009)
"Lowest Local Tax Burden of Major Cities in New Mexico" – Rio Grande Foundation (2007)
Delta Mu Delta Honor Society – Western New Mexico University (2005)
Piñon Award, Quality New Mexico – Gila Regional Medical Center (2003)
DOT Program of the Year - Corre Caminos Public Transportation (2003)
Recognized Local Government - International City/County Management Assoc. (2003)
NM Recycling Coalition "Recycler of the Year" – Southwest Solid Waste Authority (2002)
Phi Kappa Phi Honor Society – Oklahoma State University (2000)

James Mercer

From: David Dollahon [REDACTED]
Sent: Wednesday, March 23, 2016 7:56 AM
To: jmercer@mercergroupinc.com
Subject: Resume - David Dollahon, City Manager position for the City of Las Cruces
Attachments: DAVID DOLLAHON - Resume - CLC City Manager - 03-21-2016.doc

Good morning Mr. Mercer:

Attached for your review and consideration are my resume for the position of City Manager for the City of Las Cruces. I look forward to discussing with you my qualifications and vision for the future of Las Cruces.

Thanks.

David P. Dollahon, AICP
[REDACTED]

David P. Dollahon, AICP

Comment [1]: Add a header here like the one used on your resume.

EXPERIENCE / SKILLS

Assistant City Manager/Chief Administrative Officer

February 2016 - Present

City of Las Cruces, NM

As Assistant City Manager/Chief Administrative Officer, lead the administrative and internal functions in support of the City organization and served as part of the Office of the City Manager's executive team. This includes:

- Guided the Administrative Departments and function, including Human Resources, Information Technology, Finance, Public Information Office, and Internal Audit/Risk Management.
- Working to re-establish a focus on quality customer service throughout the Administrative departments and functions for both external and internal customers by standardizing procedures and ensuring properly adopted policies are in place.
- Assumed and embraced the role of Project Sponsor and chairman of the Executive Steering Committee of the re-implementation (complete relaunch) effort of the City's Enterprise Resource Program (ERP).
- Utilizes and shares extensive knowledge of operational issues, grants management, financial accounting and budgeting procedures, overall safety and information technology practices within the City organization.
- Recognize and support the principles of coordinated strategic planning and balanced budgeting.
- Possess and maintain a strong understanding of the infrastructure development, planning and permitting processes, and overall coordination expectations and responsibilities across all levels of the City organization.

Director

Community & Cultural Services Department

December 2013 – February 2016

City of Las Cruces, NM

As Department Director, oversees the management of the Library, Museum Systems, Senior Programs, and Visit Las Cruces (formerly the Convention & Visitors Bureau). This included:

- Monitored the operation of the entire department, including administrator's staff meetings, site visits to particular field operations, and appropriate personnel management (hiring, discipline, coaching, training, and evaluations).
- Ensured quality customer service throughout the Department for both external and internal customers by standardizing procedures and ensuring properly adopted policies are in place.
- Emphasized the importance of hiring quality personnel and continued professional development through the establishment of hiring ombudsmen in each section and mentoring a junior manager each year through a year-long program.
- Developed, analyzed, and managed a \$9.7m budget, including revenue projections, operating and capital budgets, and associated policies necessary for grant programs and budgetary processes. This included transitioning the grant-funded Senior Programs to a more logical chart of accounts and improved coordination of budget development between State and City processes.

David P. Dollahon, AICP

- Utilized and shared extensive knowledge of grants management, financial accounting and budgeting procedures, overall safety and information technology practices within the City organization as they apply to numerous programs under my supervision.
- Spearheaded the creation and adoption of the Department's first unified Strategic Plan.
- Guided the Museum System through a re-organization in FY2015 from museum-based to functional-based operations.
- Coordinated the structuring and management of the Visit Las Cruces to ensure proper budgeting of all revenues to maintain compliance with state statutes and continues to monitor expenditures-to-revenue throughout the fiscal year.

**Interim Director
January 2013 – December 2013**

**Community & Cultural Services Department
City of Las Cruces, NM**

As interim Department Director, oversaw the day-to-day management of the Library, Museum Systems, Senior Programs, and Convention & Visitors Bureau.

In addition to the duties of Department Director (discussed above), I served as the City-designated liaison with Global Spectrum for an updated and equitable Agreement for the operations of the Las Cruces Convention Center.

David P. Dollahan, AICP

**Chief Planning Administrator
March 2012 – December 2012**

**Community Development Department
City of Las Cruces, NM**

Supervised the Long-Range Planning, Neighborhood Services, and Juvenile Diversion Program Sections of the Community Development Department. This included:

- Applied for and was awarded a competitive-based Brownfield Economic Development Initiatives (BEDI) Grant for \$2,000,000 and a corresponding \$2,000,000 CDBG Section 108 Guaranteed Loan for the creation of the Museum of Nature and Science in downtown Las Cruces. The BEDI grant was one of seven awards made in a nation-wide competition.
- Supervised the application, acceptance, and implementation of the City's HUD EDI Model Extension Homebuyer Education (now completed) and Supportive Housing Programs, that includes two Shelter Plus Care Grants and one Transitional Housing Grant awarded by HUD on a competitive basis.
- Directly supervised nine program staff, including Housing Development Coordinators, Home Rehabilitation Coordinator, Neighborhood Services Program Specialists, and the Juvenile Diversion Program Supervisor. This included completing individual goal and expectations, performance evaluations, hiring, and disciplinary actions in accordance with adopted City policies.
- Served as primary contact staff person for the development and implementation of the City's Consolidated Plans and Analysis of Impediments to Fair Housing Choice (AI's) in May 2003, May 2006, and May 2011, including each year's annual Action Plan and other policy documents.
- Guided the CDBG/HOME Programs through routine (every year or every other year) monitoring reviews by HUD and external audit firms, significantly reducing the number of findings and concerns that the City previously received.
- Coordinated the efforts to update the City's Home Rehabilitation Handbook and the adoption of a Public Services Guide for the City, as well as Anti-Displacement/Relocation Policy for HUD programs.
- Monitored the daily operation of the entire section in coordination with subsection supervisors or team leaders, including staff meetings and site visits to particular field operations.
- Developed, analyzed, and prepared the necessary budgets for eight diverse, grant-funded programs.
- Shared extensive knowledge of grants management, financial accounting and budgeting procedures.

Guided the Juvenile Citation Program for the City of Las Cruces (February 2004 to December 2013).

Directly supervised the Juvenile Diversion Program Supervisor (formerly Youth Liaison Coordinator) that oversaw the day-to-day direction of all other program staff and provided administrative guidance related to the program including grant applications, reporting, performance, and budgeting.

**Neighborhood Services Administrator
September 2001 – February 2012**

**Community Development Department
City of Las Cruces, NM**

Supervised the Neighborhood Services Section of the Community Development Department.

In addition to the activities under Chief Planning Administrator (discussed above), I also directed the Weed and Seed Program for the City of Las Cruces (February 2004 – April 2005), and participated in various public boards and

David P. Dollahan, AICP

committees on the behalf of the City of Las Cruces, including the IBWC's Rio Grande Citizen's Forum (2002 - 2004).

Senior Planner

November 1997 – September 2001

Planning Department

City of Las Cruces, NM

Supervised the Advanced Planning Section, including MPO and Urban Design functions (July 2000 – September 2001). This Included:

- Served as MPO Officer for the Las Cruces Metropolitan Planning Organization (November 2000 – September 2001).
 - Oversaw the completion of contracts for the MPO's Short Range Transit Plan and Travel Behavior Survey.
 - Successfully supervised the implementation of the annual Transportation Improvement Plan.
 - Supervised and actively participated in meetings for the MPO, including the Policy, Technical Advisory, and Bicycle Facility Advisory Committees in coordination with the Transit and Public Works Departments.
- Oversaw the integration and coordination of Urban Design and Landscaping functions into the Planning Department.
- Served as City Office Center Building Manager responsibilities in July 2000, including supervision of custodial staff, evacuation procedures, timely payment of bills, and submittal of work orders and emergency notifications.

EDUCATION

Bachelor of Science: July 1992

Major: City and Regional Planning

New Mexico State University

Cumulative GPA: 3.4

Graduate Certificate Program: December 2006

Major: Facilities Planning and Management

Ohio State University

Cumulative GPA: 3.7

CERTIFICATIONS, AWARDS, AND SPECIALIZED TRAINING

City of Las Cruces Excellence in Management Award Recipient, December 2009 & December 2005

American Institute of Certified Planners (AICP), No. 012728, July 1997

James Mercer

From: Mike Gallagher [REDACTED]
Sent: Thursday, March 24, 2016 5:03 PM
To: jmercer@mercergroupinc.com
Subject: Re: Gallagher letter & resume Las Cruces City Manager
Attachments: Michael P Gallagher II City Manager Las Cruces Letter of Interest FINAL.pdf; Michael P. Gallagher II City Manager Las Cruces Resume.pdf

Hello Jim
the previous letter was a draft
please accept the attached letter to this email
mike

On Thu, Mar 24, 2016 at 4:09 PM, Mike Gallagher <[REDACTED]> wrote:
Mr. Mercer
Find attached my letter of interest and resume for the Las Cruces City Manager opportunity.
Please provide email confirmation your receipt of both attachments.
I look forward to the selection process.
Thank you
Mike Gallagher
[REDACTED]

March 23, 2016

Dear Las Cruces City Council and Mayor,

It is with great enthusiasm and excitement I submit this letter of interest and my resume as my submission for the Las Cruces City Manager position.

When I was hired by Las Cruces to be a Management Intern in the City Manager's Office several years ago, I was exposed to each of the city departments and I had a great experience working on the City's first five-year strategic plan. It was during this professional internship that I developed the professional goal of being hired as the Las Cruces City Manager. To achieve this professional goal, I have been selective in my professional positions to include moving from Las Cruces to Lea County to accept the Lea County Manager position. Though, I have maintained my home in downtown Las Cruces with the hope of a convenient transition back to the City my family loves.

There are two primary reasons for my interest in continuing my career as the Las Cruces City Manager. Each reason is of equal significance and importance: Professional Fulfillment & Family.

Professional Fulfillment. As I stated, my professional goal is to be the City Manager of Las Cruces. Las Cruces is a premier community with professional staff, a fiscally conservative budget, and with elected officials who desire to see the City continue to reach new heights of resident satisfaction. Working at this type of organization is perfectly aligned with my professional aspirations.

This is the right time in my career to actively pursue my goal of joining the Las Cruces team as the City Manager as demonstrated by my past leadership experiences and my history in Las Cruces. I will provide positive contributions to the Las Cruces team and I am excited and eager to cooperatively work with and to learn from this professional organization. I have the energy and personal fortitude to cooperatively work the City Councilors, Mayor, staff and all members of the public to improve conditions of identified challenges and recognize and grow opportunities. The challenges and opportunities found in Las Cruces are consistent with my interest for the next chapter of my career and professional growth.

One of my strengths is identifying programmatic connections and relationships with existing partners (or future partners) for the efficient and effective delivery of services to residents at an overall lower cost to tax payers.

My skill set and approach includes: patience, being an attentive listener, ability to clearly communicate the boundaries of the relationship and the expectations of each party, "checking my ego at the door", honesty and perseverance. Many of the below accomplishments were the result of continuous collaboration, communication and cooperation with several public and private partners. I am very proud to have been able to contribute and provide leadership on these initiatives, which are some examples of successful relationships and partnerships:

Economic Development:

- A joint “out of the box” initiative with the local college to commercialize intellectual property and technology found at universities, national labs and military. We have Cooperative Research Development Agreements (CRADA’s) in place with different branches of the military that companies in Lea County are using to diversify their business operations and the local economy.
- Negotiated the purchase of thousands of acres of private land, and water rights
- A Joint Planning Agreement with the State Land Office to jointly plan thousands of acres of land within Lea County. This has allowed Lea County to have favorable long-term leasing options to recruit new industry to our County.
- I have worked on multiple Industrial Revenue Bonds--the county has issued approximately \$2 billion in bonds with more under negotiations. Which has improved the County’s economic position with industry diversification, job creation and an increase in capital investment
- County obtained federal permit for commercial air service
- Negotiated commercial daily flight service offered by United Airlines from the Lea County operated regional airport to Houston. This is a relatively new amenity that involved a city, a non-profit organization, a state agency, our local economic development office and Lea County. The county operates two additional airports.
- A regional water use committee charged with creating a regional plan for five municipalities, the county, industry and residential water users to conserve water that covers more than 4,400 square miles in land size, I am the Chair of this committee.
- Established and developed a county water utility system

Public Safety:

- The creation of an award-winning multi-agency consolidated dispatch center. This was and continues to be an initiative of multiple municipalities, Lea County and state agencies.
- Consolidation of multiple government radio emergency communications agreements to improve efficiency, and reduce costs
- The creation of a statewide emergency communication dispatch accreditation program, with several counties, cities and state agencies. Lea County is now asked regularly to consult other municipalities on the accreditation and compliance process for their emergency dispatch facilities.
- New construction of a law enforcement facility and emergency dispatch center

Quality of Life, Healthcare, & Recreation:

- The adoption of a countywide recreation plan that was developed by numerous public and private partners. As part of this plan the County is partnering with a city, a non-profit organization, a high school and a college to construct a \$65 million aquatic, fitness and health facility. We are also moving forward with a \$5.75 million indoor equestrian facility, a partnership with the local college and numerous improvements to parks with the five municipalities in the County.
- The completion of a countywide health assessment. This project included public and private hospitals, nonprofit organizations, educational institutions and cities. From this assessment the County has repurposed a county office building into a new health clinic and which has reduced ongoing operational healthcare costs at the County detention facility.

- Implementation of a contract with a management company to operate the County's 175,000 square foot event and convention facility and 55acre county fairgrounds

Accountability, Finances, Outreach:

- In 2014 the county first applied and received the distinguished budget presentation award from the GFOA
- State Audit Award
- Negotiated labor union contracts with public safety staff
- Hired numerous professional county department directors and county attorney
- Development of the first Lea County five-year strategic plan
- State safety awards for reduction in employee injuries and claims – safety program in place
- Created and implemented performance matrix into agreements with local economic development organizations to ensure accountability
- Supervised numerous state and federal lobbyists
- Maintain efficient staff levels and have maintained 5/12 reserves in county operational budget
- Created the Community Engagement Department to increase public outreach and public awareness of county activities
- Represented the county in discussions with the Governor's Office and Cabinet
- Direct supervision of each county department director and county attorney
- Oversaw the development of numerous planning documents: health care, transportation, recreation, facilities, etc.
- Continuous cooperative interaction and relationships with four city managers, and elected officials from five cities in Lea County

Prior to becoming a County Manager, I had worked in Las Cruces for the New Mexico Department of Transportation as an Advanced Urban and Regional Planner. Part of my duties included ensuring both the Las Cruces Metropolitan Planning Organization and the El Paso Metropolitan Planning Organization complied with their contracts with the NMDOT and I worked closely with both of these organizations on a variety of local and regional transportation projects that are in place today. In this position, I worked closely with representatives from Mexico, the state of Texas, El Paso County, and numerous cities and counties in New Mexico. This position allowed me the opportunity to create and foster existing positive relationships.

In my role as a Planner for Dona Ana County, I trained new staff, participated on hiring committees and experienced the interaction between Dona Ana County and the City on a variety of projects to include numerous City annexations, land developments, roads, etc.

Family. My family values the variety of recreational outdoor activities, cultural diversity, quality of life amenities and the natural beauty found in Las Cruces, as I mentioned we have kept our home in downtown. Living in Lea County we frequently travel to Las Cruces for weekend trips and enjoy the ever growing farmers market and the restaurants, all within walking distance from our home. In fact, my wife and I supported community efforts to start a farmer's market in Lovington, modeled after the Las Cruces market. That market continues to grow today. With these frequent trips and having previously lived in Las Cruces, I am very familiar with the great quality of life features found in Las Cruces and the opportunities for my family. Our history in Las Cruces will allow for a smooth transition back into the community.

My experience in local government is complimented by my experience being raised in St. Louis, Mo. by small business owners. My parents owned and operated transportation and delivery-oriented businesses, where the customer is always right and where high-level customer service is critical. Working for my parents I first learned the importance of making a dollar stretch, directly engaging customers, helping out in any way possible, and learning first hand how the local policies, regulations and laws impact small business owners.

I am confident my past education and experiences have prepared me for this exceptional professional opportunity. During my five and half year tenure as County Manager in Lea County, I have developed management experience that is directly applicable to the Las Cruces City Manager position.

It is my intent to create progressive and impactful relationships with the Las Cruces Council and Mayor to ensure each elected official is well informed so that they can make the most educated decisions and actions to the benefit of the overall public. I look forward to discussing my credentials, accomplishments and your expectations of the next City Manager in the near future. I am available at [REDACTED] or [REDACTED]

Sincerely,



Michael P. Gallagher II

MICHAEL P. GALLAGHER II



PROFILE

Experienced innovative and professional public sector chief administrative officer with comprehensive knowledge and understanding of all aspects within local government. A high energy, dynamic and effective leader with proven success in strategic planning, building relationships while providing high performance customer service. An effective communicator with experience in consensus building among diverse constituencies. A strong team leader who is amenable to change and energized by new challenges. A collaborative leader who encourages staff participation in recommendations and progression in their professional development. An experienced leader in directing multiple agreements and partnering with local and regional government entities and the private sector for the efficient delivery of services at a lower cost to tax payers.

EXPERIENCE

COUNTY MANAGER, LEA COUNTY, NEW MEXICO — DECEMBER 2010 - PRESENT

Serves as chief administrative officer of Lea County, encompassing 4,400 square miles with five municipalities, a culturally diverse population and economy. Serves as the chief personnel officer for Lea County's 330 employees, budget of \$160,000,000; more than 1200 miles of roads; three airports—to include a commercial airport with air service provided by a national airline; a 175,000 square-foot event and convention center; a county water utility; fire departments; planning & permitting services, — all making Lea County a full service local government entity. Responsible for the enforcement and implementation of broad county policy established by the county commission. Advises county commission on policy and operations through regular public presentations, individual meetings and continuous communication. Provides professional support to the County Commission which includes preparing reports and recommendations. Develops and maintains professional relationships with all County Elected Officials and strategic partners. Serves as the chief budget officer, responsible for the oversight, development, and submission of the annual county budget to the county commission. Directly supervises department directors and serves as chief personnel officer. Serves in key leadership roles on local, state, regional and national associations and organization advance and protect Lea County's and it's municipal and educational partner's interests.

Key Accomplishments:

Budget

- 2015 Government Finance Officers Association: Distinguished Budget Presentation Award
- 2013 State of New Mexico Auditors Accountability Award
- 2011-2016 Balanced Budget Each Year

Economic Development

- 2013 State of New Mexico State Land Office Joint Planning Agreement
- 2012 Creation of a technology commercialization initiative with the local college
- 2012 Installation and creation of a county water utility

- 2012 negotiated the purchase and lease of more than 10,000 acres of land
- 2011 Federal Aviation Administration Commercial Airport Designation
- 2011-2015 more than \$2 billion in county issued industrial revenue bonds

Public Safety

- 2015 National Association for Counties Achievement Award: Criminal Justice and Public Safety
- 2015 New Mexico Emergency Professional Standards Council: Dispatch Accreditation
- 2013 New Mexico Association of Counties: Detention Facility Accreditation
- 2011 Creation of multiagency consolidated emergency dispatch center

Quality of Life, Health Care and Recreation

- 2015 Established Community Engagement Office, a department dedicated to community outreach, public information and transparency
- 2015 Opening of a new county health clinic offering primary and specialty care
- 2015 Contracted with national company to operate the 175,000 square foot county event center and fair grounds
- 2013 County Wide Community Health Needs Assessment Study completed
- 2013 County Wide Master Recreation and Quality of Life Plan completed
- 2011-2015 multiple public sector and private sector quality of life and recreation partnerships

ADVANCED URBAN & REGIONAL PLANNER, NEW MEXICO DEPARTMENT OF TRANSPORTATION, LAS CRUCES, NEW MEXICO — NOVEMBER 2008 - DECEMBER 2010

Oversaw administrative budget and a four-year capital project budget of \$225 million and submitted more than \$80 million in state and federal grant requests. Provided intergovernmental coordination and community engagement. Oversaw and collaborated on transportation planning projects for a six-county region, with several local governments, regional organizations, state, federal and international agencies. Managed complex contracts. Represented NMDOT on bi-state and international transportation and border-development planning organizations. Presented to elected officials on matters that were technically complex and politically sensitive. Served as State administrator for two metropolitan planning organizations and two rural regional planning organizations.

COUNTY PLANNER, DONA ANA COUNTY, NEW MEXICO — APRIL 2005-NOVEMBER 2008

Performed advanced and current land-use and economic development planning for commercial, industrial and residential land uses on more than 4,000 acres for the state's second most populous county with more than 200,000 residents with an international border crossing with Mexico. Analyzed and made recommendations and presentations on development proposals and represented the County on various community organizations and initiatives. Implemented Commissioner Policy on land-use matters. As a Lead Worker, I trained new employees and performed performance evaluations.

COUNTY PLANNING ASSISTANT, DONA ANA COUNTY, NEW MEXICO -- JANUARY 2005-APRIL 2005

Reviewed county building permits, site plans, zoning applications and enforced zoning and subdivision regulations. Assisted public with applications and provided general customer service for planning department.

PROGRAM COORDINATOR & PROFESSIONAL MANAGEMENT INTERN, CITY OF LAS CRUCES, NEW MEXICO — JANUARY 2003-AUGUST 2004

Managed contracts and department budget, supervised employees and volunteers for the states second largest city with more than 100,000 residents. Collaborated with local, regional and state organizations on community development improvement and implemented Council Policy on neighborhood services for a diverse population base that includes a major state, land-grant and research university. Wrote grant applications and legislative requests that totaled more than \$550,000 and developed procedures for community relations, provided technical expertise for the City's Strategic Plan in the areas of economic developments, public safety and affordable housing and provided constituent consensus building.

KAUFFMAN ENTREPRENEUR PROFESSIONAL ECONOMIC DEVELOPMENT RESEARCHER, ATCHISON CHAMBER OF COMMERCE, ATCHISON, KANSAS — SEPTEMBER 2001 - MAY 2002

Reported directly to the Chamber CEO, implemented Board Policy and conducted economic research for the rural Atchison Community and created economic development marketing strategies to attract industry.

PROFESSIONAL MANAGEMENT INTERN, SHREWSBERRY, MISSOURI — MAY 2000 - AUGUST 2000

Reported directly to the City Administrator and managed community relations and outreach programs. Provided management assistance and implemented Council Policy. Negotiated property acquisition with local utility provider.

PUBLIC POLICY ASSISTANT RESEARCHER, BENEDICTINE COLLEGE, ATCHISON, KANSAS — SEPTEMBER 1999 - MAY 2002

Reported directly to Chair of Political Science Department, and conducted policy research on local government, capital improvement financing and rural economic development.

EDUCATION

Master's of Public Administration, New Mexico State University. My area of concentration is in management, public budgeting, conflict resolution, human resource management and ethics.

Bachelor's of Arts in Political Science, Benedictine College. My area of interest was in public policy, American Institutions and comparative politics.

United States Army ROTC Basic Training, Fort Knox, KY. I was trained in leadership, time management, motivational techniques, and conflict resolution.

PROFESSIONAL AFFILIATIONS & SERVICE

- National Association of Counties: Energy, Environment and Land Use Subcommittee Member
- New Mexico Association of Counties: Chair, County Managers Affiliate and Member of the Tax Policy Committee and Health Care Policy Committee
- Lea County Communications Authority: Chair of the Board of Directors (A consolidated emergency dispatch center)
- Economic Development Corporation of Lea County: Ex-officio Board Member
- Southeast Council of Governments: Board Member
- Lea County Solid Waste Authority: Treasurer

- New Mexico Emergency Professional Standards Council: Board Member and Co-founder (A statewide accreditation body through a partnership between the New Municipal League and the New Mexico Association of Counties)
- New Mexico Misdemeanor Compliance and Probation Professional Standards Council: Board Member (A statewide accreditation body through the New Mexico Association of Counties)
- New Horizons Foundation: Treasurer and Co-founder (A collegiate research foundation dedicated to advancing the commercialization of technologies to grow regional economies)
- America's Counties for Energy Independence: Treasurer and Co-founder
- International City/County Management Association

SALARY HISTORY

Current: \$185,000 - with competitive compensation package to include vehicle allowance and leave sell back option

July 2014: \$180,000

July 2013: \$163,350

July 2012: \$151,250

July 2011: \$137,500

December 2010: \$125,000

CHARLES B. McMAHON



March 21, 2016

James L. Mercer
President/CEO
The Mercer Group, Inc.
1000 Cordova Place, #726
Santa Fe, New Mexico 87505

Subject: City Manager Position—City of Las Cruces, New Mexico

Dear Mr. Mercer:

Please accept my confidential resume for the position of City Manager for the City of Las Cruces, New Mexico. My leadership, management, professional and educational experiences have positioned me as the ideal candidate to improve upon the already innovative, progressive and professional leadership of the City.

I am currently serving as the Assistant County Manager for Doña Ana County, New Mexico since December 2013. I supervise the day-to-day operations of the Utility, Engineering, Road, Fleet, Fire, Facilities and Parks, Community Development and Airport Departments. For nearly sixteen years at the County I have held increasingly higher levels of responsibility including Community Development Director, Deputy Assistant County Manager and Interim Assistant County Manager—all requiring exceptionally strong leadership, community knowledge, public engagement and problem-solving.

My education and professional background are grounded in the practice of public service. I earned a Bachelor of Arts in Public Administration and Political Science and a Master of Arts in Government to prepare for a career as a public servant. I volunteered and served three years active duty in the US Army where I honed my leadership and critical thinking skills.

I embody an approach to public service based on a commitment to respect for diverse viewpoints, thorough analysis, sound judgement and positive outcomes. I bring the unique skills of a leader capable of motivating others to action and a professional manager able to quickly comprehend and solve complex problems. My reputation is centered in patience, fairness, a desire for others to understand my decisions and a commitment to equitable outcomes. I am a highly refined and effective speaker and writer.

I look forward to the opportunity to serve the City of Las Cruces. Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Charles B. McMahon'.

Charles B. McMahon

encl.

CHARLES B. MCMAHON

PROFESSIONAL EXPERIENCE

DOÑA ANA COUNTY

Las Cruces, New Mexico

Assistant County Manager

December 2013—Present

Interim Assistant County Manager

September 2012—December 2013

Deputy Assistant County Manager

August 2012—September 2012

Director, Community Development Department and

Deputy Assistant County Manager

August 2010—August 2012

Director, Planning and Economic Development

May 2004—August 2010

Interim Chief Planner

January 2004—May 2004

Senior Planner

September 2002—January 2004

Planner

May 2000—September 2002

Detailed knowledge of local government, operations, laws and legislative process. Superior management and leadership skills. Highly developed analytical skills. Well versed in supervision, training and performance management. Advanced planning, organizational and communications skills. Supervises day-to-day operations of Utility, Engineering, Road, Fleet, Fire, Facilities and Parks, Community Development and Airport Departments. Coordinated Solid Waste Flow Control Ordinance and Designation and Waste Exchange Agreement. Wrote economic development plan and local economic development ordinance for County. Oversees economic development applications. In-depth knowledge of County budget including preparation, evaluation and amendments.

AIRBORNE EXPRESS

Alsip, Illinois

Field Services Supervisor

August 1999—January 2000

Supervised, evaluated, disciplined and trained twenty-three, full-time, represented employees. Inspected operations to ensure safety and policy compliance. Conducted audit revealing missing parcels; investigation led to discovery of internal theft resulting in termination of employee and filing of criminal charges.

UNITED STATES ARMY

10th Mountain Division, (LI) Fort Drum, New York

Squad Leader—Sergeant E-5

August 1996—August 1999

Led, trained, evaluated and disciplined a mortar platoon infantry squad. Selected as Distinguished Honor Graduate for outstanding academic accomplishment and professional excellence; selected by peers to the John D. McGrath Leadership Award Board during Primary Leadership Development Course. Maintained secret security clearance.

VILLAGE OF HINSDALE

Hinsdale, Illinois

Administrative Intern

May 1993—August 1994

Edited and wrote articles for monthly Village newsletter. Coordinated economic development survey supporting Trustees' permitting of alcohol sales in the Village. Conducted downtown parking survey validating zoning ordinance amendment. Administered sign ordinance. Staff support to Plan Commission. Prepared building permit pre-plan reviews. Administered television and movie permitting.

EDUCATION

NEW MEXICO STATE UNIVERSITY

Las Cruces, New Mexico

Master of Arts—Government—4.0/4.0.

August 1994—July 1996

AUGUSTANA COLLEGE

Rock Island, Illinois

Bachelor of Arts—Public Administration & Political Science—3.63/4.0.

August 1989—May 1993

CERTIFICATION

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

Washington, D.C.

EEOC Investigator Course

August 2011

James Mercer

From: J.J. Murphy [REDACTED]
Sent: Tuesday, March 8, 2016 5:36 PM
To: jmercer@mercergroupinc.com
Subject: Las Cruces City Manager
Attachments: JohnJMurphyCityManagerResume2016final.docx;
JohnJMurphycoverletterLasCrucesfinal.docx

Jim,
It was a pleasure speaking with you the other day about the City Manager opportunity in Las Cruces. Attached please find my confidential cover letter and resume. If you have any questions do not hesitate to call.

Very Respectfully,

J.J. Murphy, ICMA-CM
City Manager, Hobbs, New Mexico
[REDACTED]

The Mercer Group, INC.
c/o Jim Mercer
1000 Cordova Place, #726
Santa Fe, NM 87505

March 8, 2016

Dear Mr. Mercer:

I hope this cover letter provides the reasons I think my background will fit well into the desires of the citizens, business community, staff, Mayor and City Council of Las Cruces, New Mexico. Having evaluated the desired traits for the next City Manager, I believe the employees, residents and elected officials I have worked with in both New Mexico and Pennsylvania would say I regularly displayed those leadership traits.

Following Robert Garza will be a tough challenge for any leader. I am interested in being the dynamic and ethical leader that tackles future challenges for Las Cruces and helps the Mayor and City Council accomplish their goals. Having served the last 18 years as an officer in the military and 13 years in municipal government, I know firsthand the importance of a positive relationship between staff, elected officials, the community and their engaged, visionary City Manager. I have interacted with Robert and his leadership team over the last 3 ½ years and believe my relationships with many of the New Mexico Municipal League staff will make the transition from Hobbs to Las Cruces seamless.

Mayor Miyagishima in his recent State of City Address focused on the many accomplishments of the organization and they are similar to what I have accomplished in Hobbs. In Hobbs, I changed our mission statement to "Our Mission is SERVICE" and our employees have changed their mindset to a service-minded organization. We measured how the employees felt about the leadership team and our culture. I am fortunate to have proposed and implemented a plan to my current City Commission and have delivered multiple programs that have significantly improved employee engagement. In fact, the second survey of our employees rated my management skills **42% higher** than the national benchmark of local government managers. While average public and private organizations have a 27% engagement rate of their employees, my team and I have been able to grow that number to 57% in Hobbs through my leadership initiatives.

The City Manager position in Las Cruces is an outstanding opportunity! I know living in Las Cruces would afford my family an amazing quality of life. We have five daughters and it is clear that Las Cruces is a vibrant, safe, family oriented community with great schools. My hope is that the City of Las Cruces is looking for a young, vibrant leader who is dedicated to the municipal management profession and is prepared to make a long-term commitment to Las Cruces.

As the City Manager in Hobbs, New Mexico I have approximately 500 full time employees and am responsible for a budget of \$230 million. Hobbs was recently ranked the 7th fastest growing micro-city (population under 50,000) in the country for the second year in a row, giving me experience in a high growth community. Solid planning and financial management has helped increase our cash position from \$65M to over \$120M

since my arrival and we have consistently managed to maintain a budget surplus of over forty percent. It has been my pleasure to lead a team of employees who have made positive impacts such as improving public safety through increasing police staffing by more than fifty percent, increasing employee productivity, reducing employee legacy costs, improving customer service and implementing employee morale initiatives which all benefited the staff and our citizens. In addition, I have a history of working well with collective bargaining groups and delivering significantly improved labor relations.

In Hobbs, I started a strategic plan to invest some of the surplus on programs which are reducing legacy costs. We just completed a \$2 million LED lighting campaign converting the majority of our exterior and internal lights to LED. We also have computerized all of our mechanical systems for more energy efficiency. Shortly after arriving, I developed, with the employee's involvement, a transition plan to move employees from traditional vacation/sick leave plan to a paid-time-off plan. This move saved the community \$2 million upfront and \$500,000 per year moving forward.

Outside of inspiring our employees, my most significant accomplishment has been balancing multiple economic development projects simultaneously. Collectively these projects, many with other private or public partners will deliver over \$100 million in quality of life improvements to our community. The highlight this last year was opening our new municipal golf course, Rockwind Community Links, which was named by Golf Digest as "**Top 10 New Golf Courses.**" Golf Inc. magazine just listed Rockwind as one of the Top 5 finalists for "**International Golf Development of the Year.**" These accolades led to the United States Golf Association (USGA) requesting that I be a featured speaker at their 2016 Pace of Play and Innovation Symposium.

I have had experience working with municipalities that are both financially stressed and financially sound. Both situations offer their unique challenges and opportunities. From 2002-2010, I worked for the City of Wilkes-Barre, Pennsylvania, a community of approximately 45,000 residents in a college-town environment and \$40 million budget. During this period of time, I implemented a successful "wireless city" initiative, drove a comprehensive economic development program which delivered over \$150 million of new projects and was a catalyst for 56 new businesses opening. I also implemented a hands-on approach of solid fiscal management which enabled Wilkes-Barre to realize an audited \$57 million turnaround during my tenure. This experience has led me to always be fiscally responsible with government funds no matter what the project or budget. Also, my varied experience with public-private-partnerships will assist me in collaborative efforts with university officials on beneficial community projects.

Comment [MW1]: Resume says 42,00

In addition to having a Master's in Public Administration, my dedication to professional development led to my completion of the Senior Executive Institute at the University of Virginia, the ICMA Gettysburg Leadership Institute, and the Harvard Kennedy School's Senior Executive Program for State and Local officials. I have been an active board member of the New Mexico Manager's Association and have developed personal relationships with some of the appointed and elected leaders in Santa Fe. The experiences I shared with these governmental leaders will assist me in any regional, state or federal collaborative efforts.

In January of 2014, I was one of 33 City/County Managers across the world selected to be on ICMA's Leadership Task Force which helped author a white paper on the complex challenges facing local governments over the next ten years. I have kept abreast of the most progressive options in organizational management, leadership and turning governmental teams into high performing organizations. I was recently nominated to be New Mexico's representative as ICMA's Mountain Plains Regional Vice-President.

While the position in Las Cruces will be sought after by my peers across the country, I believe my governmental experience in New Mexico coupled with my extensive military background will give the residents the principled, community-oriented, and selfless leader they deserve. I am very excited about this opportunity and hope to demonstrate my organizational leadership skills in your community while inspiring the employees of the City of Las Cruces.

Very Respectfully,

J. J. Murphy, ICMA-CM

JOHN J. MURPHY, ICMA-CM

E-Mail: [REDACTED]

SUMMARY

More than 13 years in local government and 18 years as a military officer with expertise in the following areas:

| | | |
|-----------------------------|---------------------------------------|------------------------------------|
| Time Management | Media Relations | Labor Relations |
| Public-Private Partnerships | Budget Control & Implementation | Customer Service |
| Leadership & Teambuilding | Organizational Change and Development | Negotiation & Interpersonal Skills |

Recognized facilitator and leader, with record of success in maintaining high levels of operational improvements. Known for enhancing productivity through a combination of business savvy and intuitive management skills. Experienced in managing change and delivering multiple economic development projects simultaneously. A motivated team player who is able to work independently within the organizational framework.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF HOBBS, NEW MEXICO SALARY – START \$140K, CURRENT \$178K PLUS \$50K BONUS

CITY MANAGER AUGUST 2012-PRESENT

Hobbs was ranked the 7th fastest growing micro city (under 50,000) in the U.S. from 2013-2015, with a population of approximately 45,000 people covering approximately 20 square miles. The community sits in the middle of Lea County (pop 65,000) which is labeled the “EnergyPlex” as the local economy is being fueled by the diverse energy industry including nuclear, oil, solar and gas.

Exercised fiscal discipline during economic boom and increased financial surplus:

- Managed/lead city staff of 500 employees and \$230M budget
 - Started year one with projected 30% budgeted reserve - Ended first year with over \$16M budget surplus and 40% reserve
 - Preserved “AAA” bond rating and improved financial position; reduced audit findings from 9 to 3
 - Started year two with projected 30% budgeted reserve - Ended year with over \$20M budget surplus, 40% reserve and \$90M in bankfund balance
 - Started year three with projected 30% budgeted reserve - Ended year with over \$15M budget surplus, 47% reserve and \$120M in bankfund balance, maintained “AAA” bond rating
- Facilitated multiple public/private partnerships to move key projects forward that had stalled
 - Project coordinator whose consensus building efforts in the community despite political challenges on the city commission resulted in unanimous support from Commissioners on every meaningful vote to fund a new \$12M golf course and \$1.5M walking trail which enhanced our quality of life
 - Rockwind Community Links was named by Golf Digest “Top 10 Best New Golf Courses”
 - Golf Inc. named project in the Top 5 International Developments in golf industry for 2015
 - Collaborated with key community groups to support \$65M for a health, wellness, and learning center; partners’ contributions equaled more than 50% of capital and operational costs
 - Fostered partnership with public school superintendent and private foundation to locate new elementary school in city park and also coordinate over \$4M upgrades to the park from the foundation
 - Invested \$5M in new field turf for baseball with local school paying \$1.5M over three years providing an outstanding complex to host regional tournaments which increased hotel nights
- Generated support from various community groups to approve water restriction plan and a water rate increase of approximately 25% over an eight-year term
 - Rate increase will generate an additional \$13 million in revenue over the eight year term resulting in a positive fund balance beginning in the 8th year, water restriction plan has already reduced millions of gallons of water usage per month by city and residents

JOHN J. MURPHY, ICMA-CM

E-Mail [REDACTED]

Motivated and displayed critical leadership during time when employee morale was low:

- Initiated discussion and implemented policy changes moving employees to a Paid Time Off (PTO) plan
 - Inclusion of employees and labor unions in the policy design process resulted in overwhelming support for the change. ~~New plan was overwhelmingly supported by both employees and labor unions because they were included in the policy design process~~
 - Plan reduced 145,000 sick hours saving \$2M upfront and \$500k per year ongoing in legacy costs
- Created employee morale committee which addressed concerns and significantly increased morale ~~and addressed concerns~~
- Implemented job shadowing/training program in which I would leave City Hall and go work in individual departments (Operation SWITCH--Stop Working in the City Hall)
- Invested in employees' professional growth by initiating a citywide team building event
 - Established a team of stakeholders (employees) to help choose the leadership consulting firm
 - Efforts resulted in over 320 employees voluntarily participating in the daylong event
- Employed negotiation skills to manage and resolve potential litigation immediately upon hire
- Converted employee health insurance from a fully insured to a self-funded plan; savings were reinvested to defer future annual health care increases for employees; projected annual savings are over \$500k ~~annually~~
- Above initiatives increased employee engagement from 27% to 57% as measured on a yearly basis
- Annual employee survey ranked my leadership abilities in the 92nd percentile versus the benchmark ~~against~~ of city/county managers across the country

Developed new avenues to improve partnerships for public safety initiatives:

- Increased police force by over 40% (60 to 98 sworn), which has resulted in a 20% reduction of crime
- Crafted new hiring incentives which reward longer employment commitments for recruits
- Created unparalleled partnerships with county drug task force and New Mexico Dept. of Public Safety to boost numbers on drug task force and improved collaboration in ~~a~~ state run crime lab
- Hired third attorney to work part-time assisting the District Attorney (County) in fighting ~~prosecuting~~ drug cases
- Added fire department ~~manning~~ staffing to enable stations to respond to multiple incidents simultaneously

Comment [MW1]: Need to reword

City of Hobbs Accolades/Awards:

Hobbs Express – Named 2014 Best Public Transit System in New Mexico
Utilities – 2015 & 2016 Wastewater Treatment Plant awarded “Best Managed Facility in New Mexico”
Streets – 2016 Asphalt Recycling & Reclaiming Association Award for “Excellence in Hot In-Place Recycling”
Fire Department awarded ISO Rating of 2 in 2015 – Top 4% in United States
Parks Department – New baseball complex was named 2016 USSSA Regional Complex of the Year
Rockwind Community Links – Named by Golf Digest “Top 10 Best New Golf Courses”, Golf Inc “Top 5 International Developments in 2015”
Requested to be a featured speaker at the United States Golf Association’s 2016 Pace of Play and Innovation Symposium in Pasadena, CA to highlight our innovative approach to grow the game of golf
Featured speaker at the Michigan Association of Counties 2014– Topic – “Delivering Public-Private Partnerships”

CITY OF WILKES-BARRE, PENNSYLVANIA

SALARY – START \$55K, FINAL \$83,000

CITY ADMINISTRATOR/DEPUTY CITY ADMINISTRATOR (~~FIRST 18 MONTHS~~)

JULY 2002-APRIL 2010

Wilkes-Barre has a population of 452,000 covering approximately 7 square miles, making it the 13th largest city in the Commonwealth of Pennsylvania, and host to the 4th largest downtown workforce in Pennsylvania. It is the

Comment [MW2]: Is this important to note? You did all this in the first 18 months? What about the next 7 years?

JOHN J. MURPHY, ICMA-CM

E-Mail: [REDACTED]

county seat of Luzerne County and one of the principal cities in the Scranton-Wilkes-Barre-Hazleton, PA Metropolitan Statistical Area. This Metro/Stats area is the 4th largest in the state with a population of 563,631.

Skillfully maneuvered municipality through financial recovery:

- Implemented a five-year recovery plan, which led the city from the brink of bankruptcy and without a bond rating to being the 3rd highest rated ("A") city in the Commonwealth of Pennsylvania with a audited financial turnaround of \$57M from 2003-2009
 - This rating helped the city save over \$300,000 on their 2009 bond issue alone.
- Managed \$45M annual operating budget, \$80M in capital assets, and lead more than 300 employees
- Improved financial position from 2003 revenue of \$34.3M and year end negative fund balance of \$4.2M, to net revenues of \$55.9M and the positive fund balance of \$15.1M in 2009

Committed to developing new avenues to generate revenue for economic development initiatives:

- Coordinated over \$150M in new economic development projects over seven years in the city
- Fostered partnership with two downtown colleges which invested over \$100M in campus improvements
- Marketed building and settled sale terms with private university while releasing \$14M of city's financial obligations of ~~to~~ Wilkes-Barre Call Center, which was listed as the Mayor's #1 goal of 2004 and 2005
- Spearheaded efforts to lead Wilkes-Barre from one of the least technologically advanced communities in Pennsylvania into one of the most advanced in the United States with little cost to the municipality
- Settled multiple public/private partnerships in technology, security and economic development delivering tangible benefits to Wilkes-Barre and the surrounding community
- Initiated, managed, and secured grant funding for a citywide camera initiative; added 250 cameras to transform the downtown and public parks into a safe 18-hour vibrant downtown
- Managed and promoted numerous economic development projects; 53 new businesses opened from 2004-09
- Negotiated a lease arrangement with AHL affiliate of the Pittsburgh Penguins that added stable revenue stream to offset the renovation costs of a \$15M state-of-the-art mixed-use recreational project

Recognized for being the labor negotiator who delivered tangible results:

- Served as the lead negotiator for four labor unions and negotiated multiple contracts during my tenure
 - Fair but stern approach ~~has~~ ~~which~~ resulted in not going to arbitration once during my tenure
- Implemented labor/management quarterly discussions, which successfully reduced future grievances and costs related issues; utilized team approach to discuss the labor-management agreements
- ~~Maintained a positive working relationship with all union leaders that settled~~ ~~lead to~~ ~~resolution of many grievances~~

Developed and established stronger communication systems to improve the city in the post 9/11 phase:

- ~~Responded to five separate FEMA declared disasters by running the city emergency operation center~~ ~~Managed the emergency operations center through five FEMA declared disasters;~~ coordinated emergency personnel and employees to keep citizens safe and provide critical information to media and residents in a timely manner
- Utilized extensive background gained in emergency management to formulate a new emergency operations plan for the city ~~which was in~~ compliance with Pennsylvania Emergency Management Agency standards
 - Efforts lead to Wilkes-Barre receiving a Level 7 FEMA Community Rating, which ~~saved~~ ~~saving~~ taxpayers approximately 15% on ~~their~~ flood insurance premiums

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JOHN J. MURPHY, ICMA-CM

E-Mail: [REDACTED]

- Functioned as a key representative of the city responsible for coordinating collaboration between the local colleges, chamber, business communities and Wilkes-Barre city government

OTHER PROFESSIONAL EXPERIENCE

GOALS CONSULTING, LLC, WILKES-BARRE, PENNSYLVANIA

SALARY - \$60,000

PRESIDENT/CEO

APRIL 2010-AUG 2012

Utilized government experience to assist public, non-profits and private sectors:

- Consulted with the Wilkes-Barre Chamber of Commerce and YMCA to improve economic development
- Assisted multiple private industry clients in procuring grants in excess of \$5M combined
- Specialized in municipal surveillance; labeled as an expert in the field by a national security trade magazine
- Lectured nationally and was a featured speaker on public-private partnerships at multiple conferences

MILITARY EXPERIENCE

Watch Supervisor, Controller Air Force Rescue Coordination Center—Tyndall AFB, FL

2000-Present

- Granted top secret security clearance (TS/SCI) 16 years in a row; most recent approval Aug 2014
- Coordinates search & rescue operations throughout US in 24/7 Air Operations Center
- Credited with coordinating searches and/or rescues saving over 100 American lives and hundreds overseas

Comment [MW3]: Still serving?

Volunteered for two post 9/11 deployments to coordinate critical search and rescue efforts.

- Deployed to Djibouti, Africa - Combined Joint Task Force - Horn of Africa in 2008 to direct recovery operations across fourteen nations, two continents and three combatant commands in direct support of the Global War on Terrorism.
- Deployed immediately after the Haiti earthquake to stand up the first Humanitarian Assistance and Disaster Recovery Joint Personnel Center in the United States Southern Command to help support the military response to Operation Unified Response.
 - Team coordinated successful medical evacuations saving over 2,000 severely injured Haitians

Vandenberg Air Force Base Spokesperson, Public Affairs Office—Vandenberg AFB, CA

1998-2000

Recruiter, University of Notre Dame, IN (Minority Recruitment Program)

1997-1998

CREDENTIALS

Education

Master of Public Administration, Marywood University, Scranton, PA: 1998

Alpha Phi Sigma; National Criminal Justice Honor Society

Bachelor of Arts in Political Science, King's College, Wilkes-Barre, PA: 1993

Affiliations

Member, International City/County Management Association, Credentialed Manager

- Selected Member - ICMA Leadership Task Force - January 2014

- Appointed - ICMA Performance Measurement Team - December 2015

Board Member, New Mexico Municipal Managers Association—elected 2014

Founder, President & CEO, GOALS Foundation: 2001-2014

Significant Professional Development

Graduate - Senior Executive Institute - Weldon Cooper Center for Public Service, University of Virginia - August 2014

Graduate - Harvard Kennedy School - Senior Executives in State and Local Government -

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JOHN J. MURPHY, ICMA-CM

E-Mail: [REDACTED]

July 2013

Graduate – ICMA Gettysburg Leadership Institute – May 2013

Completed – Dale Carnegie “Skills for Success” – September 2014

Completed – Karrass “Effective Negotiating” Seminar – February 2015

Completed – ICMA Leadership Institute and numerous ICMA professional-development courses– 2002 – Present

Awards

King’s College Leo Award for dedication to community service from an alumnus: 2005

Meritorious Service Medal: 2012, Joint Service Commendation Medal: 2008

Air Force Commendation Medal: 2000, 2002 and 2003, Joint Service Achievement Medal: 2010

Air Force Achievement Medal: 1998, National Service Defense Medal

Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal: 2008

Humanitarian Service Medal: 2010, Military Outstanding Volunteer Service Medal: 2004

Armed Forces Reserve Medal with 2 ‘M’ Devices

Volunteer of the Year (Director of Operations), Air Combat Command (ACC): 2001

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1.5"

Professional References

Eric Enriquez, Fire Chief, City of Hobbs - May contact immediately

(575)202-5235

EEnriquez@Hobbsnm.org

Chris McCall, Police Chief, City of Hobbs - May contact immediately

(575)399-1879

cmccall@hobbsnm.org

Joseph Calderon, Hobbs City Commissioner

Cell: 575 390-5574

Calderon@valornet.com

Dr. Bill Mitchell, Dale Carnegie Instructor - May contact immediately

(915)731-0786

Bill.mitchell@dalecarnegie.com

James Jay Delaney, Jr. Fire Chief, City of Wilkes-Barre - May contact immediately

275 Mayock Street, Wilkes-Barre, PA 18705

JOHN J. MURPHY, ICMA-CM

E-Mail

Firehunt44@aol.com; Cell: 570 332-2725

Joseph Cotton, President, Hobbs NAACP - May contact immediately
(575)318-6413
Josephcotton50@gmail.com

James Mercer

From: Jim Nichols [REDACTED]
Sent: Wednesday, March 16, 2016 11:21 PM
To: jmercer@mercergroupinc.com
Subject: Las Cruces CM Recruitment
Attachments: LasCrucesCM JNichols.doc

Hello Mr. Mercer -

I'm writing to apply for the Las Cruces City Manager position that your firm is currently recruiting for. Attached please find a cover letter and resume for your consideration. Please confirm receipt of this email and let me know if you have any questions. Thank you - Jim Nichols

March 16, 2016

James R. Nichols
[REDACTED]

James L. Mercer, President/CEO
The Mercer Group, Inc.
1000 Cordova Place, #726
Santa Fe, New Mexico 87505

Dear Mr. Mercer:

I am writing to apply for the position of **Las Cruces City Manager** as advertised on your firm's website. I believe that my professionalism, work ethic and municipal management experience make me well suited for Las Cruces. I would welcome the opportunity to relocate to New Mexico and be a part of this vibrant and progressive community.

As you will see from my enclosed resume, I recently served as the County Manager of Douglas County, Nevada. I oversaw a staff of almost 500 FTE's and an operating budget over \$130 million. I am proud of the great successes during my time in Douglas County including the negotiation of cost allocation payments from our local towns after years of fruitless discussions before my arrival and the grand opening of our state-of-the-art Community and Senior Center, to name just a few. A recent change in my Board's internal dynamics led me to separate service from the County which is why I am now pursuing this incredible opportunity with Las Cruces. Prior to assuming my position in Douglas County, I served as Assistant/Deputy City Manager of Midland, Texas, Goodyear, Arizona and Las Vegas, Nevada. Over the course of my career, I have been responsible for numerous municipal departments and functions including Community Development, Community Services, Downtown Development, Engineering, Finance, Fire, Human Resources, Parks and Recreation, Planning, Police, Public Works, Solid Waste and Utilities, amongst others. While in Midland, one of my significant accomplishments was the planning and execution of a highly successful Developers Forum event that introduced the City to a new nationwide audience of developers. Several of the event attendees have developed major projects in Midland - a sign of the Forum's overall effectiveness. During my time in Goodyear, I managed numerous special projects including the recruitment of private universities to establish campuses within the City as well as the development of Goodyear's future City Center concept through a public-private partnership. And in Las Vegas, I gained valuable experience in high-profile development project negotiations and fiscal management during times of financial distress. I believe the skills I gained with these vastly different communities would serve me well in Las Cruces as City Manager.

Prior to Goodyear, I served as Public Works Director for the Cities of Surprise, Arizona and Chehalis, Washington. In those positions I was responsible for several large-scale capital projects including the planning and design of a \$38 million regional water reclamation facility as well as a \$65 million Public Safety complex. My technical background and public works experience provide me with the essential tools to oversee the financial, capital and resource needs of Las Cruces.

Please note that I have earned my Credentialed Manager designation from ICMA and a Public Management Certificate from the University of Nevada, Las Vegas. I also possess my Master of Science degree in Engineering and am a licensed Professional Engineer in three states.

I look forward to talking with you about the City Manager position. If you wish to discuss my qualifications in greater detail, feel free to contact me at [REDACTED] or [REDACTED]. Thank you for your consideration.

Sincerely,

James R. Nichols

JAMES R. NICHOLS



SUMMARY

Experienced, well-rounded municipal executive with more than 16 years in local government management. Expertise in public works, engineering, public safety, community services, parks and recreation, development review processes, performance management and capital improvement programs. Earned the designation of Credentialed Manager from the International City/County Management Association (ICMA) as well as being a licensed Professional Engineer in Arizona, Nevada, and Washington.

MUNICIPAL EXPERIENCE

County Manager
Douglas County

September 2014 – January 2016
Minden, Nevada

Douglas County is located in northern Nevada, adjacent to the California border and includes a portion of Lake Tahoe, one of the most beloved natural treasures in the United States. The County has an estimated population of 50,000 and is over 750 square miles in size. Agriculture is the major industry in Douglas County though there is a significant tourism element around Lake Tahoe. The County receives a considerable influx of tourists year-round due to the many outdoor recreational opportunities including skiing, hiking and bicycling. In addition, Douglas County's Minden-Tahoe Airport is considered one of the premier glider airports in the world and draws a number of sport aviation enthusiasts to the area.

Duties and Responsibilities

- Oversaw the departments of 9-1-1, Admin, Airport, Com Development, Com Services, Finance, HR, and Public Works.
- Supervised approximately 480 employees (12 direct reports) and a cumulative operating budget of \$136 million.
- Served as Chief Executive Officer (CEO) of the organization and lead all operational efforts of the County.

Accomplishments

- Managed the recruitment and selection process for a new Clerk-Treasurer utilizing a citizen advisory committee.
- Planned and orchestrated the County's first team building/strategic planning workshop with the elected Board.
- Oversaw the completion and grand opening of the state-of-the-art Douglas County Community and Senior Center.
- Implemented a Comp and Class Study bringing employee compensation to market levels with no impact to tax payers.
- Reduced employee health insurance rates while also initiating a wellness program at no additional cost to County.
- Negotiated cost allocation payments from local towns for indirect internal services provided by the County.
- Initiated and led County's participation in the ICMA Fellows program bringing 2 overseas interns to work for the County.

Assistant City Manager
City of Midland

April 2011 – March 2014
Midland, Texas

The City of Midland is located in West Texas and is the midpoint between Dallas and El Paso. It has an estimated population of 120,000 and is 71 square miles in size. The city is prominent in the oil industry and is home to the Midland International Airport and University of Texas of the Permian Basin. *American Demographics Magazine* named Midland "one of the nation's most livable communities." Midland is ranked as one of the top cities in the country for unemployment, corporate startups and expansion, and economic growth, all of which create unique challenges in managing the overall operations of the City.

Duties and Responsibilities

- Oversaw the departments of Downtown Development, Fire, Police and Utilities as well as the Facilities Division.
- Supervised approximately 520 employees (5 direct reports) and a cumulative operating budget of \$108 million.
- Served as City's representative to several outside boards and committees including MOUTD and Midland Devel Corp.
- Managed City's contracted federal lobbyist regarding impending legislation, funding opportunities, and regional issues.

Accomplishments

- Conceptualized and led the planning and execution of Developers Forum event to recruit new developers to Midland.
- Led the City's initiative to retool and improve the cross-departmental development review process (DRP).
- Oversaw developer negotiations for future development of a downtown hotel and dedication of property to the City.
- Created an Engineering Department within the City structure to improve technical resources and customer service.
- Addressed the City's current water shortage through the pursuit of additional sources on a local and regional level.

Deputy City Manager
City of Las Vegas

July 2009 – April 2011
Las Vegas, Nevada

The City of Las Vegas is one of the most recognizable destination locations in the United States and is billed as the Entertainment Capital of the World. It has a population of almost 600,000 residents and is visited by millions of tourists each year. Las Vegas is approximately 130 square miles in size. The City has focused on redevelopment of the downtown as a means of invigorating the local economy. Projects such as the Lou Ruvo Brain Institute, Smith Center for the Performing Arts, and the Museum of Organized Crime and Law Enforcement all create short- and long-term employment opportunities, as well as new attractions for tourists and residents alike.

Duties and Responsibilities

- Oversaw departments of Planning and Development, Building and Safety, Public Works, Field Operations, and Fire.
- Supervised staff of approximately 1,400 employees (6 direct reports) and cumulative operating budget of \$285 million.
- Served in an acting capacity during scheduled and unscheduled absences of the City Manager.

Accomplishments

- Managed the analysis and enhancement of the City's multi-departmental development review process (DRP).
- Refined the City capital improvement program (CIP) to allow for better planning and execution of scheduled projects.
- Led the City's development agreement negotiating team for a \$9 billion mixed use project proposed in Las Vegas.
- Reduced the general fund budget by nearly \$50 million as part of the city's fundamental service review (FSR) team.

Deputy City Manager
City of Goodyear

September 2005 – July 2009
Goodyear, Arizona

The City of Goodyear is a flourishing community in the Phoenix-metro area. It has a population of 62,000 which at one point was growing at an annual rate of 16%. Goodyear was named the fourth fastest growing suburban city in America by *Forbes* in 2007. Goodyear is nearly 190 square miles following a 67 square mile annexation in 2007. In 2008, Goodyear was awarded the distinctions of **All-America City** by the National Civic League and **Most Livable City** (for cities under 100,000) by the U.S. Conference of Mayors.

Duties and Responsibilities

- Oversaw the departments of Engineering, Public Works, Parks and Rec, Community Services, City Clerk and Fire.
- Supervised a staff of over 300 employees (9 direct reports) and a cumulative operating budget of \$51 million.
- Led the City's performance management function in concert with the ICMA Center for Performance Measurement.

Accomplishments

- Managed planning/design of future City Center including creation of a downtown through public-private partnership.
- Guided the City's capital improvement program and developed the first fiscally balanced five-year CIP.
- Recruited out-of-state universities to establish campuses in Goodyear and negotiated their occupancy of City land.
- Prepared for the Cleveland Indians' first Spring Training season in Goodyear as acting Parks and Recreation Director.
- Devised a plan to advance construction of public facilities by several years with no reliance on the City's general fund.

Public Works Director
City of Surprise

July 2004 – September 2005
Surprise, Arizona

The City of Surprise is another previously fast-growing Arizona community with a population of over 100,000 and a land area of 70 square miles. In 2007, it was ranked as the third fastest growing suburban city in the country by *Forbes*. The rapid growth in Surprise occurred at both the residential and commercial levels which created unique challenges in meeting the demands of current and future customers simultaneously.

Duties and Responsibilities

- Oversaw the Public Works Department with 71 employees and an annual budget of \$40 million.
- Directed the streets maintenance, solid waste, fleet, facilities management and project management divisions.
- Developed and administered the Public Works Department operating, CIP and vehicle replacement budgets.

Accomplishments

- Directed the planning and design of the Public Safety Complex and City Hall to meet the City's growing space needs.
- Planned/managed creation of City Center master plan including new public facilities and a privately operated museum.
- Initiated new programming efforts which improved the advanced planning and budgeting of upcoming CIP projects.
- Coordinated the City's air quality control efforts and secured regional funding for related air enhancement projects.

Public Works Director/City Engineer
City of Chehalis

February 1999 – July 2004
Chehalis, Washington

The City of Chehalis is a small, rural community in Washington State with a population of 7,000 serving as the county seat of Lewis County. The City is approximately six square miles in size and has seen no appreciable growth in the past several years. This lack of growth has routinely required City staff to “do more with less” in meeting the needs and expectations of the residents.

Duties and Responsibilities

- Managed the operations of a 33-member department with an annual budget of \$16 million.
- Supervised the street and engineering divisions, as well as the water, wastewater and storm water utilities.
- Provided technical oversight of all engineering work including City projects and private development reviews.

Accomplishments

- Directed the planning and design efforts for a new \$38 million regional water reclamation facility.
- Led regional wastewater partnership with neighboring city and sewer district for treatment facility operation/planning.
- Oversaw joint regionalization study with City of Centralia to evaluate the consolidation of wastewater services.
- Restored relations with Dept. of Ecology after litigation by City which led to eventual approval of General Sewer Plan.
- Secured \$3 million federal appropriation for a transportation improvement project at a local highway interchange.

Project Engineer II
City of Olympia

January 1995 – December 1997
Olympia, Washington

The City of Olympia serves as the capital of Washington State and the county seat of Thurston County. It has a population of 45,000 and a land area of 19 square miles. As the state capital, there is a unique political dynamic associated with the operations of this municipality. Olympia has remained a leader in the areas of sustainability and environmental responsibility in concert with service to the community.

Duties and Responsibilities

- Coordinated engineering and planning efforts for various municipal projects as a design team leader.
- Developed and maintained design schedules to estimate and track the progress of municipal infrastructure projects.
- Served as a technical liaison to City departments and officials, private consultants and the general public.

Accomplishments

- Co-authored the Sewer Master Plan as part of an in-house team, eliminating the expense of an outside consultant.
- Conducted technical presentations for City officials and the public to gain support for and provide status of projects.
- Oversaw the design of a citywide sewer project which reduced treatment plant flow and extended the life of the facility.

EDUCATION

University of Nevada, Las Vegas
Public Management Certificate

Las Vegas, Nevada
2010

University of Connecticut
Master of Science in Environmental Engineering

Storrs, Connecticut
1994

Northeastern University
Bachelor of Science in Civil Engineering
Cum Laude

Boston, Massachusetts
1989

CERTIFICATIONS

- ICMA Credentialed Manager
- Professional Engineer – Arizona, Nevada, Washington
- TEFL certification through TEFL International Academy

HONORS AND AWARDS

- Outstanding Graduate Student of the Year in the Public Management Certificate Program, UNLV, 2010
- APWA National Top 10 Leaders of the Year Award nominee, 2009
- 5-year Service Award, City of Chehalis, 2004
- Represented City of Chehalis on sister city exchange delegation to Inasa, Japan, 2000 and 2002
- Letter of commendation from Chehalis council member as exemplary City employee of the year, 1999
- Who's Who in Science and Engineering*, 3rd edition, 1996

PROFESSIONAL PUBLICATIONS AND PRESENTATIONS

- Presenter – “Sustainable Cities – Developing Resilient Cities for Sustainable Life” presented at @America broadcast, Jakarta, Indonesia, March 2016.
- Presenter – “Traveling, Learning and Working Overseas - China” presented at the Academy for International Development, ICMA Conference, Seattle, Washington, September 2015.
- Presenter – “Leading a Public Works Department – Tips for the Up-and-Coming Manager” presented at the 2015 APWA Nevada Fall Conference, Stateline, Nevada, September 2015.
- Presenter – “Demystifying the CIP” presented at the Texas Public Works Association Short Course, Lewisville, Texas, February 2014 and published in *APWA Reporter*, volume 79, number 6, June 2012.
- Co-Presenter – “Secrets of Creating Real Change in Local Government Organizations” live webinar presented for Strategic Government Resources, September 2012.
- Co-Presenter – “Clients and Consultants - How to Work Together for the Best Possible Project” live webinar presented for American Public Works Association, December 2011.
- Author – How to be a Better Client – Consultant Selection and Management, published by American Public Works Association, spring 2009.
- Presenter – “Public-Private Partnerships – an Alternative for Meeting Your Capital Needs” presented at the APWA Arizona State Conference, Tucson, Arizona, July 2008.
- Presenter – “Creating the CIP for Goodyear” presented at the Government Finance Officers of Arizona training session, Scottsdale, Arizona, December 2007.
- Author – Public Works Management – Things They Never Taught in School, published by American Public Works Association, fall 2005.
- Author – “Small-city Staff Tackles In-house Design Project” published in *WaterWorld*, volume 16, number 11, December 2000.
- Presenter – “Improving Your Operation Through Education” presented at the 21st Annual Washington Water/Wastewater Operations Workshop (WWOW), Ocean Shores, Washington, March 1999.
- Presenter – “The Olympia, Washington Impervious Surface Reduction Study: Henderson Field Demonstration Project” presented at the Western Regional Urban Streams Conference, Arcata, California, November 1996.
- Author – “Recirculating Sand Filters in Connecticut” published in *Fluid/Particle Separation Journal*, volume 8, number 3, October 1995.
- Presenter – “Evaluation of Various Recirculating Sand Filters” presented at the American Filtration and Separations Society Annual Technical Conference, Nashville, Tennessee, March 1995 and published in *Advances in Filtration and Separation Technology: Impact on the Future*, edited by K. J. Choi, AFS, volume 9, 1995.

PROFESSIONAL AND COMMUNITY ORGANIZATIONS

- International City/County Management Association (ICMA), member 2007 – present
 - International Committee, 2015 – present
 - Emerging Leaders Development Program, mentor 2015
- Local Government Managers Association of Nevada (LOGMAN), member 2009 – 2011, 2014 – present
 - Treasurer, 2015
- Leadership Douglas County, program graduate 2015
- Emerging Local Government Leaders, member 2014 - present
 - Southwest Chapter Advisory Board, 2014
- Texas City Managers Association, member 2011 – 2014
 - Membership Committee, 2013 - 2014
- Arts Council of Midland, board member 2011 – 2014
- Leadership Midland, program graduate 2012
- Arizona City/County Management Association, member 2007 – 2009
- Leadership West, Class XII, program graduate 2006
- Leadership Lewis County, program graduate 2004
- American Public Works Association (APWA), member 1999 – present
 - National Engineering and Technology Committee, member 2010 – 2012
 - Chairman 2011 - 2012
 - Arizona Chapter National Delegate, 2006 – 2009
- City Engineers Association of Washington, member 1999 – 2004
 - President 2004
 - President-elect 2003
 - Secretary 2002

James Mercer

From: Susan O'Rourke [REDACTED]
Sent: Sunday, February 21, 2016 2:42 PM
To: jmercerc@mercergroupinc.com
Subject: City Manager of Las Cruces
Attachments: Anthony ORourke Resume.docx; ORourke.cat.CoverLetter.docx

Dear James, Attached for your review and consideration are my cover letter and resume for the position of City Manager of Las Cruces, New Mexico. Thank you, Tony O'Rourke

ANTHONY H. O'ROURKE



February 21, 2016

James Mercer
The Mercer Group, Inc
Santa Fe, New Mexico

Dear James,

It is with considerable interest that I submit the attached resume and cover letter as my application for the position of City Manager for the City of Las Cruces, New Mexico.

I have over thirty years of experience in public and private sector management, with particular expertise in financial management, economic development, organizational leadership, strategic planning, growth management, and community development. I was as of January 1, 2016 the City Manager of Yakima, Washington population 93,000, and formerly managed the resort communities of Beaver Creek, Colorado and South Lake Tahoe, California. I resigned my position in Yakima due to a U.S. Federal Court action that overturned an at-large system of elections to all district elections in November 2015 and vacated the terms of my entire City Council as a result of a Voting Rights lawsuit. As a result of this action the majority of the City Council I was hired by, successfully worked for and still had several years on their terms did not re-run for their former positions because they were placed in similar districts.

I have a strong interest in this position based on my successful experience in the challenges and opportunities represented in Las Cruces. I believe the following highlights of my public and private sector experience are consistent with the qualifications you are seeking.

Organizational Leadership and Vision Implementation

As the City Manager of Coral Springs, Florida (population 100,000), South Lake Tahoe, California (3.5 million annual visitors), and Yakima, Washington (population 93,000), I have led the transformation of traditional government bureaucracies to ones that “work better, faster and costs less” by creating a shared vision, strategic plan and commitment to an entrepreneurial business model. Instead of “government as usual”, Coral Springs, South Lake Tahoe, and Yakima think and act strategically, put customers and employees first, and focus on continuous quality improvement.

- ✓ Awarded the State of Florida Sterling Award for creating a quality-driven, high performance organization, based on the Malcolm Baldrige National Quality Award criteria. Once government organizations became eligible in 2007 for the Malcolm Baldrige Award, Coral Springs became the first local, state, or national government organization to win. Only one other city has since won this honor.
- ✓ Through citizen surveys and strategic planning in Coral Springs, Beaver Creek Resort, South Lake Tahoe, and Yakima, I have created a unity of purpose and common vision to transcend differences, focus on greater public purpose, and increase community improvements.

Financial Planning and Management

- ✓ Consistently reduced annual property tax rates in Coral Springs, South Lake Tahoe, and Yakima.
- ✓ Achieved AAA bond upgrade in Coral Springs, and AA in Yakima based on outstanding financial management practices, strong budgetary performance, and development of strong operating reserves, resulting in significant interest cost savings.
- ✓ Developed Five-Year Financial Plans and Annual Business Plans to achieve core community priorities, business initiatives, key performance metrics, and significant financial results in Coral Springs, Beaver Creek, South Lake Tahoe, and Yakima.
- ✓ Achieved \$29.7 million in current and long-term cost savings in South Lake Tahoe, during the recession, through service consolidation, right sizing, and major labor union concessions.

Economic Development

- ✓ Initiated Downtown Yakima Master Plan to preserve historic character and heritage, while making downtown more vibrant and successful with the planned addition of a new \$14 million public plaza, special events, expanded parking, landscaping, marketing, and police bike patrols. Downtown sales tax has grown by 30% in the past two years, twice the city average.
- ✓ Collaborated with major developers in Beaver Creek, Colorado to construct two mixed-use developments valued at \$75 million and consisting of 350,000 square feet of retail, residential, restaurant, parking and public space. Resort contribution consisted of \$16 million for outdoor ice rink, outdoor escalators, transportation center, and contribution towards a 530-seat performing arts center.
- ✓ Initiated Beaver Creek Resort's retail and brand enhancement strategy consisting of over \$50 million in capital improvements, increased marketing initiatives, and

the development of a roster of signature events to energize the resort. The new signature events attracted \$15 million in corporate and television sponsors, and thousands of destination guest; thereby stimulating significant retail, restaurant, lodging and real estate sales. Retail sales were in the top 1% nationally per square foot.

- ✓ Negotiated a 25-year agreement between the City of Coral Springs and the PGA Tour for the City to be the tournament host site for the PGA Honda Classic. The Honda Classic had an estimated five-year present value economic impact of \$37 million on the local economy based upon a study conducted by the University of Florida.
- ✓ Secured a \$29 million public-private hotel/conference center development agreement between the City of Coral Springs and John Q. Hammons Industry, which resulted in a Marriott Hotel and new conference center.

Community Development

- ✓ Developed concurrency land use and development regulations in Coral Springs, Florida, the 6th fastest growing city in the nation during the 1990s, to manage and accommodate new development. Concurrency regulations required new developments build additional infrastructure capacity to meet transportation, storm water, parks, water, sewer, and school demands generated by new development. Coral Springs was generating 2,000 to 2,500 new housing units annually.
- ✓ Collaborated with water stakeholders in Yakima to produce a 30 year, \$4 billion Yakima River Basin Integrated Water Management Plan. Yakima ranks as one of the top ten agricultural production centers in America. The region's demand for water outstrips supply. The problem is further compounded by community growth and shrinking snow pack. The plan adds 500,000 acre feet of ground and surface water, enhanced conservation, watershed and habitat protection, water marketing, and banking initiatives.
- ✓ Created a series of public-private partnerships in South Lake Tahoe and Yakima to invest \$108 million in community infrastructure and quality of life enhancements without any tax or fee increases.
- ✓ Developed "Neighborhood Service Teams" in Coral Springs, South Lake Tahoe, and Yakima consisting of police, code enforcement, parks and recreation and public works staff to work in partnership with individual neighborhoods to meet specific needs and expectations. Customized solutions included traffic calming devices, selective traffic enforcement, improved signage, landscaping, park and recreations development, new sidewalks, storm water management, utility relocations community swimming pool and a financial contribution to open a new Boys & Girls Club.

I believe my interpersonal skills, management abilities and experience is consistent with the qualifications you are seeking. I look forward to discussing this opportunity with you further.

Sincerely,

Anthony H. O'Rourke

ANTHONY H. O'ROURKE

BACKGROUND SUMMARY

Over thirty years experience in public and private sector management including strategic and organizational leadership, business planning, financial management, economic and community development, labor relations, transit services, capital improvements, marketing, special events, and public-private partnerships.

SUMMARY OF SKILLS

- Proactive, strategic leader with collaborative style
- Customer-focused, data-driven, and results oriented
- Proven track record of fiscal discipline and cost-saving innovations
- Ability to build strong organizational cultures and shared visions
- Emphasize teamwork and enable others to act
- Positive, approachable, and transparent communication

PROFESSIONAL EXPERIENCE

City of Yakima, Washington
City Manager

2012 to 2016

Chief Executive Officer of the largest city in Central Washington (93,000), which serves as the commercial, agricultural and viticulture trade center for 250,000. Founded in 1883, Yakima is a full-service, stand-alone city. Responsible for workforce of 770 and annual budget of \$227 million. Resigned effective January 1, 2016.

Specific Accomplishments:

- Initiated Downtown Master Plan and revitalization strategy to preserve the heritage and character of downtown Yakima, while making downtown more vibrant, safe, active, attractive, and successful. Key strategies included design of a world-class, public-private financed \$14 million public plaza, broader retail mix, new dining, boutique hotel and entertainment opportunities, safer environment, easier and expanded parking, landscaping, marketing, and special events to activate downtown. In past two years, downtown sales tax growth exceeded 30%, twice the city average.
- Coordinated the redevelopment of a 220 acre former lumber mill and municipal landfill in a socioeconomically distressed area of Yakima. The complex revitalization consisted of major environmental assessment and remediation with the Washington State Department of Ecology, acquisition of right-of-way, economic analysis of appropriate and feasible commercial uses and job creation, and securing \$125 million from the State of Washington to construct internal roads and direct access to the nearby I-82 interstate/highway. The total investment in this brownfield revitalization exceeded \$170 million.
- Initiated Citizen Survey and multi-year Strategic Plan, five-year financial plan, and annual Business Plan to identify core community strategic priorities, business initiatives, and key performance measures to align City Council policy and budget decisions to key intended outcomes to achieve significant and sustainable community results.
- Instituted a series of operational and financial measures to eliminate a projected \$2 million annual transit system deficit by optimizing operations and transit routes, while also increasing operating reserves by \$5 million to ensure critical fleet replacement and financial sustainability for 1.5 million annual transit passengers.

- Addressed the City's deferred infrastructure backlog by gaining City Council and public support for \$81 million in capital improvements including 150 lane miles of road overlay, \$12 million in airport improvements, complete restoration of major downtown corridor, new \$18 million, 72,000 sq. ft. aquatic/fitness center, public plaza, and \$13 million sports complex consisting of 19 fields and 85,000 sq. ft. indoor sports facility. Investments were achieved without tax or fee increases, and \$24 million in public-private funding partnerships.
- Winner of the 2013 National Public Employee Labor Relations Association Pacesetter Award for being the first city in Washington to open a full-service employee health clinic to reduce healthcare cost and enhance employee healthcare. Saved \$317,000 in prescription, lab test, and emergency room costs, as well as, \$3.5 million in future cost based on early detection of 700 cases of chronic and life threatening diseases such as diabetes, hypertension, and cancer.
- Deployed multiple initiatives, including deployment of two gang units, purchase and assignment of 74 police patrol vehicles, downtown bike patrol, development and partnership in a Federal Violent Crime Taskforce, and enhanced training to achieve a two year Part 1 crime rate reduction of 22% .
- Successfully negotiated 13 separate collective bargaining agreements, with average 4-year terms and 1.27% annual wage adjustment without any required mediation or interest- arbitration.

**City of South Lake Tahoe, California
City Manager**

2010 to 2012

Chief Executive Officer for a full-service city and destination resort that attracts 3.5 million guests annually. Responsible for a workforce of 200 and annual budget of \$94 million.

Specific Accomplishments:

- Developed a Five-Year Financial Plan that addressed historical structural budget deficits and a five-year projected budget shortfall of \$25 million by transforming the city's unsustainable business model through reduction in staffing, consolidation of departments and services, contracting out, health plan modifications and achieving pension and health care cost sharing contributions from all six City labor unions. Achieved \$29.7 million in permanent cost savings, and a balanced five-year financial plan.
- Initiated a multi-year Strategic Plan and annual Business Plan that resulted in a collaborative City Council, staff, and community commitment to five core strategic priorities, annual business initiatives, and key performance measures to move the community and city organization forward. The plan aligns and links the City's policy, personnel, fiscal, and capital resources with strategic priorities.
- To address the city's outdated capital infrastructure, garnered City Council support for a \$25 million five year capital improvements plan to fix city streets, facilities, and infrastructure, without any tax increase. In the prior 15 years, the city had only invested \$7 million in infrastructure.
- Initiated a managed competition process to evaluate the most cost-effective and customer-focused method to operate key city services. Results included contracting out the city ice arena and recreational services, for annual savings of \$500,000.
- Coordinated a major initiative to enhance the heart of the city's business core by upgrading its appearance and infrastructure. Improvements include \$40 million in complete street enhancements in partnership with Caltrans, \$7 million for a lakefront plaza and amphitheater in partnership with California Tahoe Conservancy, and \$1.5 million in business façade, signage, and streetscape improvements in partnership with local businesses.

**Beaver Creek, Colorado
2010**

1996 to

Beaver Creek Resort Company – Executive Director

Chief Executive of a private corporation responsible for the governance and management of a world-class alpine resort. Beaver Creek Resort had a market value of \$4.1 billion, 3 million annual guests, and gross annual sales in excess of \$400 million. The Resort Company functions include economic enhancement, transportation, public safety, property maintenance, marketing, special events, environmental quality, capital improvements, finances, strategic planning and design review. Reported to a nine-member Board representing the major stakeholders of the resort.

Specific Accomplishments:

- Initiated Beaver Creek brand enhancement strategies with key commercial and residential stakeholders to ensure a significant and sustainable market advantage for Beaver Creek. Strategies include investing over \$50 million in capital improvements including an outdoor ice rink, escalators, parking, landscaping, signage and transportation systems, in addition to the development of marketing initiatives and special events to generate retail, lodging and real estate demand. Retail sales ranked in top 1% nationally on a per square foot basis. During my fourteen year tenure retail sales grew at an annual rate of 10.3%.
- Transformed the business model of the Beaver Creek Resort Company by reducing resort operating expenses by 36% over a two-year period to address the adverse impact of the national recession, and created a sustainable business model, while preserving the integrity of the Beaver Creek Resort brand and guest experience.
- Played a key role in the private funding and management of the \$15 million Vilar Center for the Arts – the cultural crown jewel of Beaver Creek. Served on the Vilar Center’s Board of Directors for ten years, as well as Chief Executive Officer for three years, responsible for cultural programming, operations, marketing and fundraising.
- Collaborated with major developers in Beaver Creek to construct two mixed-use developments valued at \$75 million and consisting of 350,000 square feet of retail, residential, restaurant, parking and public space. Resort contribution consisted of \$16 million for public improvements.
- Developed a roster of signature events to energize and animate the resort. The signature events included Bon Appétit Magazine Master Chef Classic, The New Yorker on the Slopes, Blues, Brews & BBQ, Beaver Creek Summer Rodeo Series, Arts Festival, Antique Festival, Outdoor Summer Concert Series, and Oktoberfest. Attracted \$15 million in corporate and television sponsors, and tens of thousands of destination guests, thereby stimulating significant retail, restaurant, lodging, and real estate sales.

**City of Tallahassee, Florida
Assistant City Manager**

1995 to 1996

Supported the City Manager in providing executive and strategic leadership for an organization workforce of 2,800, 200,000 customers, and \$350 million operating budget. Responsible for administrative, information and financial services and City Commission strategic initiatives. Directly supervised Finance, General Services, Information Systems Services, Employee Relations and Equal Opportunity.

Specific Accomplishments:

- Directed development of a five-year financial plan adopted by the City Commission that streamlined the City workforce and budget in anticipation of dramatic changes in deregulation, competition and citizen expectations.

- Coordinated design, evaluation, selection and implementation of \$10 million dollar 800Mhz trunked simulcast emergency radio communication system.

City of Coral Springs, Florida (1989 - 1995)

City Manager

1992 to 1995

Chief Executive Officer for rapid growth community of 100,000 in Southeast Florida (Broward County). Responsible for a workforce of 600 and for a budget of \$56 million.

Specific Accomplishments:

- Implemented a City-wide Total Quality Management initiative to achieve total customer satisfaction by focusing on customer services, leadership, employee empowerment and continuous improvement of the quality and cost of City services. Results included three consecutive property tax reductions, \$14 million in operating fund savings and 92% customer satisfaction rating. Based on these results the City was awarded the State of Florida's Sterling Award, the first city in America to win a Malcolm Baldrige sanctioned quality award. In 2007 the City of Coral Springs became the first and only city in America to win the Malcolm Baldrige Award.
- Initiated development of a non-profit Economic Development Foundation, comprised of private and public sector representatives to foster the diversification of the City's economy and attract value-added businesses. Thirteen companies relocated to the City representing 1,863 new jobs and \$12 million in economic benefits.
- Negotiated for the City to be the host site for the Association of Tennis Professionals (ATP) Men's American's Red Clay Tennis Championship. The twenty-year ATP tournament agreement included a 16 court facility and clubhouse, 4,500 seat stadium, national and international TV coverage, and revenue from ticket, parking and concession sales.
- Negotiated agreement for the City to be the host site of the PGA Tour Honda Classic starting in 1996. The twenty-five year agreement includes the development of a Tournament Player's Club championship 18-hole golf course and a \$29 million hotel/conference center.

City of Coral Springs, Florida

Assistant City Manager

1989 to 1992

City of Richardson, Texas

Assistant to the City Manager

1985 to 1989

City of Richardson, Texas

Administrative Assistant to the City Manager

1983 to 1985

City of Dallas, Texas

Administrative Assistant to the Deputy City Manager and Fire Chief

1981 to 1983

Isla Vista, California

Community Development Director

1977 to 1979

EDUCATION

Cornell University

Masters in Urban and Regional Planning, 1981

Concentration in Urban Development and Management

Professional Masters Scholarship 1979-81

University of California, Santa Barbara

Bachelor of Arts, Political Science, 1977

Magna Cum Laude Honors

Outstanding Community Service Award

References Available Upon Request

James Mercer

From: RUTH OSUNA [REDACTED]
Sent: Thursday, March 24, 2016 5:26 PM
To: jmercer@mercergroupinc.com
Subject: City of Las Cruces, NM City Manager Position
Attachments: Ltr of Interest CM City of Las Cruces, NM.pdf; Ruth.resume.2016.1.doc

Dear Mr. Mercer:

Please accept my letter of interest and resume for the position of City Manger for the City of Las Cruces, NM. I am very interested in this position and have the background and experience to lead this organization.

Currently, I am an Assistant City Manager for the City of Brownsville which is located on the border to Texas and Mexico. Previously, I was the City Manager in small full service city and a Deputy City Manager for the City of Phoenix.

I look forward to speaking to you about this position.

Best,
Ruth Osuna

Ruth Osuna

March 24, 2016

James L. Mercer, President and CEO
The Mercer Group, Inc.
100 Cordova Place #726
Santa Fe, New Mexico 87505

Dear Mr. Mercer:

Please consider my resume, background and experience in your search for the City of Las Cruces, New Mexico *City Manager* position.

As the current Assistant City Manager for the City of Brownsville, Texas (181,860 pop.), I am an experienced public administrator who is dedicated to improving the quality of life for residents. With my background in building communities, I am very well qualified to lead the Las Cruces city organization. I have over 20 years of work experience in local government with related experience in the financial services and non-profit sectors.

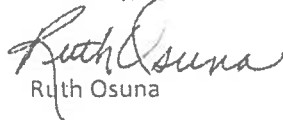
I am a dedicated local government professional with the highest standard of ethics who can work effectively in large complex organizations, as well as small organizations. I have held the positions of Deputy City Manager for the City of Phoenix and City Manager in a small rural community. I have managed very large departments in the areas of finance, economic development, neighborhoods and community services, public works, public safety, public transit and MIS with complex budgets and capital improvement programs. In my current position, I work in the sixteenth largest city in Texas which is located on the border with Mexico. Working in this unique bi-cultural bi-national community, I have experienced many similarities as one might find in the City of Las Cruces.

As a proven leader, I have developed strong, positive and trusting relationships with elected officials, employees and residents. In my current position, I am the team leader for developing the City of Brownsville's strategic plan to become a more resilient community, particularly in a community that has a high rate of poverty, poor health and poor infrastructure.

I understand the importance of being transparent with the City Council, the public and the organizational team to build confidence. As a consensus builder with excellent people skills, I have the background, education, and professional experience to lead the City of Las Cruces organization.

I look forward to discussing the City of Las Cruces City Manager position with you.

Sincerely,


Ruth Osuna

Ruth Osuna

Telephone: [REDACTED]

Email: [REDACTED]

Summary

Twenty years of combined experience in local government, financial services and non-profit organizations working to improve the quality of life for residents using expertise in the following areas:

- Organization Management
- Financial Operations and Budget
- Housing Finance and Development
- Urban Planning
- Media Relations
- Community Development
- Policy Development
- Customer and Public Relations
- Citizen Engagement
- Intergovernmental Relations

Relevant Local Government Experience

Assistant City Manager, City of Brownsville, TX

2014 – Present

Report to City Manager and directly responsible for managing Engineering, Public Works, Traffic, Emergency Management and Human Resources, Parks and Recreation, Grants and Community Development, Planning, Development Services, MIS, B-Metro (public transit) and Health Departments. Coordinate the update of personnel policies, implement an online development permitting process, create a Municipal Housing Finance Corporation to provide loans to multi-family housing developments, development of a Parks and Recreation master plan, provide management support to the charter review committee, oversee bike and hike trail construction and several street maintenance and construction projects and an update of the city's storm water policy and program. The city has 1200 full-time employees and is the largest city in Cameron County located on the U.S. - Mexico border and 25 miles from the Gulf of Mexico.

City Manager, City of Eloy, AZ

2010 – 2013

Serve as the Chief Administrative Officer responsible for the analysis, development, implementation and coordination of all City policies and programs; direct the activities of city departments with 118 full-time employees and up to 25 seasonal part-time employees. Implement new policies for the municipal airport which allow airport to be self-sustaining, development of the city's first CAFR, enhance and expand the city's water and sewer systems, and reconstruct several city streets. Eloy (population 16,800) covers a geographical area of 112 square miles with a planning area of over 500 square miles in Pinal County. Eloy is primarily an agricultural area which is slowly changing to an industrial center in Pinal County. Annual budget approximately \$72 million.

Deputy City Manager/Director of Cultural Affairs, Phoenix, AZ

2006 – 2010

Directly manage Finance, Neighborhood Services, Library, Housing, Historic Preservation, Equal Opportunity, Arts and Culture Departments, and Environmental and Sustainability, 2010 Census and International Relations/Sister Cities programs. In partnership with the City's Executive Team implement Mayor and Council policy direction in the daily operation of the city. Provide administrative support to Mayor and Council Policy Subcommittees and several Citizen Commissions and Boards. Manage the implementation of several major capital improvement programs that allow for the redevelopment of historic buildings, elderly housing, HOPE VI developments and several complex public art projects. Responsible for planning, implementing, and managing large and complex departmental operating and capital budgets. Annual budget approximately \$3 billion, 14,000 employees.

Program Director, Local Initiatives Support Corporation (LISC), Phoenix, AZ

2003-2006

Manage LISC Phoenix, an office of the nation's largest privately funded community development non-profit with corporate offices in New York City, NY and local offices in 33 states. Duties include

engaging community and neighborhood groups to initiate programs to improve social and economic conditions. Responsible for fundraising to support operations, hire and manage staff and consultants. Report directly to a local board of directors; implement programmatic efforts in the areas of housing development, organizational development and special initiatives such as development of child care facilities and commercial districts in low to moderate income areas. Facilitate training for local community and housing non-profits in the areas of financial management, board development and housing development. Work in partnership with financial institutions, financial regulatory agencies and local governments and business community. Directly responsible for managing underwriting of loans and grants for housing developments for local organizations.

District Director, Neighborhood Reinvestment Corporation (NRC), Washington, DC 2000-2003
Manage NRC South Central District office in San Antonio, TX operations and activities in TX, LA, AR, and OK. Duties include providing funding and services to 20+ community development and housing non-profits in 4 states. Plan, coordinate and fund training in areas such as role of board members, neighborhood initiatives such as housing development and rehabilitation, asset management, development of measurable organizational goals, and resident-led involvement and leadership. Assist in problem-solving for various organizations in District. Assist boards of directors hire Executive Directors and other high level personnel. Maintain positive relationships with various partners including financial institutions and local governments. Manage grants process and monitor results of grant expenditures.

HUD Community Builder Fellow, U.S. Housing and Urban Development, Phoenix, AZ 1998-2000
Chosen for the inaugural two-year Community Builder Fellowship under HUD Secretary Andrew Cuomo to work with financial institutions and regulatory agencies, secondary markets, local governments and community development corporations in the areas of housing and community development. Manage HUD programmatic efforts in rural Arizona and Native American communities. Assist in the development of agreements with Native American communities to finance single-family homes using the HUD 184 loan program.

Director, ICMA Hispanic Network, Washington, D.C. 1989-1991
Manage within International City/County Management Association a professional association of local government professionals. Work with local government professionals in communities with significant Hispanic populations. Provide specialized services and support to local government professionals and through them to the broader Hispanic community. Interact with city managers and elected officials throughout the U.S. Manage and provided staff support to the ICMA Committee on Workplace Diversity.

Deputy Director, Community and Economic Development Department, Phoenix, AZ 1987-1989
Directly responsible for supervising a team of project managers and redevelopment programs in 8 Neighborhood Redevelopment Areas. Supervise and coordinate negotiations with developers of commercial, industrial, and residential projects. Direct and implement inter-departmental development process to expedite redevelopment and economic development projects and programs. Work with citizen advisory committees, City Council, Chamber of Commerce, US Small Business Administration, and Phoenix Local Development Corporation. Supervise revolving loan program and capital bond program.

Mgmt. Assistant, City Manager's Office of Transportation Services, Phoenix, AZ 1984-1987
Management Assistant to Deputy City Manager overseeing Engineering, Streets and Traffic, Aviation, Public Transit and Transportation Planning and Research. Act as Administrative Services Officer, Streets and Traffic Department, for six months overseeing a \$36 million operating budget and \$138 million capital bond program budget, personnel, training and safety programs. Troubleshoot problematic situations, research and reconcile issues. Interact with City Council, city executives, state

and federal officials in areas of transportation and emergency management. Conduct special management studies.

Management Intern Program – City of Phoenix, AZ **1983-84**
Work in City Manager's Office and Budget and Research Department staffing city council meetings and various citizen committees. Research and write management reports and studies. Develop the city's first Gift Catalog and Phoenix City Services Information Handbook in response to new Council District System. Responsible for preparation of city-wide conference and training budget.

Other Professional Experience

Community Development Mgr., Div. 3, Norwest Mortgage, Inc., Phoenix, AZ **1996-1998**
Manage division's community development activities for nation's largest mortgage company in AZ, NM, CO, UT, NV, HI and El Paso, TX. Initiate, coordinate and direct special lending programs to increase company's lending efforts in low, moderate and minority communities. Work with non-profit organizations, local governments, state and city finance agencies, tribal communities and community development corporations in urban and rural areas. Conduct and promote special seminars and events to promote products and services.

Vice President, Bank of America Arizona, Phoenix, AZ **1991-1996**
Create first Community Development Department for Bank of America Arizona. Manage a team of officers, analysts, and support staff to identify Arizona communities' credit needs and initiate and coordinate with other Bank of America units in Arizona and other states to deliver credit products. Responsible for compliance with all fair lending, Community Reinvestment Act and American Disabilities Act laws and regulations. Create first bank Community Affairs Committee in Arizona and in the Bank of America Corporation to advise senior management and Board of Directors. Interact and represent bank with federal bank examiners, national and local advocacy groups, elected officials, and non-profit organizations. Interact with city, state and federal elected and appointed officials in areas of community development and fair lending.

High School Teacher of English and Journalism **1977-1980**
Teacher in the Page Unified School District, Page, AZ and Peoria Unified School District, Peoria, AZ. Responsible for production of special publications, school newspaper and literary magazine and teaching English and Journalism classes, sophomore to senior grade levels.

Education

Arizona State University, Tempe, AZ **Master in Public Administration**
Emphasis in Public Finance

Honors: Graduate Professional Opportunity Program Fellow

Northern Arizona University, Flagstaff, AZ **Bachelor of Science in Education**
Dual Major in English and Journalism

Honors: Dean's List, Named Outstanding Journalism Student in Education, Member of Sigma Delta Chi, Society of Professional Journalists

Harvard University, Cambridge, MA **HUD Community Builder's Certificate**

Professional and Community Affiliations

- *International City/County Management Association (ICMA), Full Member*
- *Alliance for Innovation, Board Member*
- *Texas City Management Association (TCMA), Full Member*
- *International Hispanic Network, past Board Member*
- *Neighborhood Housing Services of Phoenix, Past Board Chairperson*
- *Arizona's Children Association, Past Chairperson of Board of Directors, Executive Committee, Governance Committee, Finance Committee*
- *Wells Fargo Bank - Arizona Community Advisory Board, Past Board Member*
- *Central Arizona Regional Economic Development Foundation (CAREDF), Past Board Member*

James Mercer

From: R. Scott Sensanbaugher [REDACTED]
Sent: Monday, March 21, 2016 11:17 PM
To: jmercer@mercergroupinc.com
Subject: S. Sensanbaugher application for City Manager of Las Cruces
Attachments: Scott Sensanbaugher--Cover Letter.doc; Sensanbaugher resume 02-27-16.docx

Dear Mr. Mercer,

Attached is a cover letter and resume constituting my application for the position of City Manager in Las Cruces. Thank you for consideration.

Scott Sensanbaugher

March 21, 2016

R. Scott Sensanbaugher
[REDACTED]

James L. Mercer, President / CEO
Mercer Group, Inc.
1000 Cordova Place, #726
Santa Fe, NM 87505

Dear Mr. Mercer,

I am very interested in the position of City Manager in Las Cruces. I am the Public Works Director for the City of Rio Rancho, New Mexico. In my current position, I oversee 125 full-time city employees and 75 contracted private utility employees. I also oversee an annual budget of about \$8 million from the general fund and \$42 million from the utility fund.

I am originally from Silver City and so I know and understand New Mexico and our culture and challenges. I also have known and loved Las Cruces since my early years. I have worked in the state for nearly all my professional career including almost 15 years with Rio Rancho.

Rio Rancho has been one of the fastest growing cities in the state of New Mexico for many years. In my time in the city, we have nearly doubled from 50,000 to over 95,000 people. I understand rapid growth along with its many challenges and opportunities and can help Las Cruces with its similar growth.

My experience working directly with elected officials, city employees, and local business owners has taught me many vital leadership principles. This has been key to my success and longevity with Rio Rancho.

I have a BS and an MS degree in civil engineering from Brigham Young University. I am nearly halfway through a Master's of Public Administration (MPA) degree from the University of New Mexico.

It would be honor to meet with you and discuss this opportunity. I may be reached at [REDACTED] or at [REDACTED]. Thank you.

R. Scott Sensanbaugher

R. Scott Sensanbaugher^{III}, PE (New Mexico License)

Experience:

Public Works Director, City of Rio Rancho, New Mexico (population 95,000). In current position since November 2011. First employed by City in May 2001.

- Promoted to current position in November 2011. Promoted 3 times in 14+ years of employment with the city. Previous positions with City of Rio Rancho were City Engineer, Engineering Manager, and Utilities Engineering Manager.
- Currently supervise 125 employees plus 75 utility employees contracted through private utility operator for a total of 200 people under my responsibility.
- Responsible for preparing and implementing department operations budget and capital improvements plan.
- Responsible for overseeing the following divisions:
 - Engineering Division: capital projects, traffic operations, and GIS/Records
 - Streets and Right of Way Division: Road maintenance
 - Utility Operations Division: Utilities (water and wastewater) operations and planning
 - Utility Services Division: Water and wastewater billing
 - Building Maintenance and Fleet Maintenance Division: Including janitorial staff

Project Engineer, Wilson and Company Consulting Engineers, Rio Rancho, New Mexico, January 2000 to May 2001

- Responsible for the design of several water and wastewater projects in various locations in New Mexico

Land and Water Resources Coordinator, Phelps Dodge Mining Company (now Freeport), Silver City, New Mexico, May 1996 to December 1999

- Water Rights permitting and reporting with the New Mexico Office of the State Engineer
- Responsible for managing the mining operation's entire water resources program including all surface and groundwater rights
- Responsible for the planning and construction of all water resources capital infrastructure projects including well drilling operations

Education:

MS in Civil Engineering, Brigham Young University, Provo, UT, April 1996

BS in Civil Engineering, Brigham Young University, April 1995

Masters of Public Administration (MPA) currently in progress at the University of New Mexico, Albuquerque, New Mexico. Almost half complete.

James Mercer

From: Veronica Soto [REDACTED]
Sent: Thursday, March 24, 2016 5:47 AM
To: jmercer@mercergroupinc.com
Subject: Las Cruces City Manager Recruitment
Attachments: VeronicaRSoto_Resume Mar 2016.pdf; Cover letter for application Las Cruces CM 3-18-16.pdf

Dear Mr. Mercer:

I recently noticed on the ICMA website that the City of Las Cruces is recruiting for a new City Manager and I am submitting the attached cover letter and resume for consideration. I have over 20 years of experience in government administration at the local level and I have worked for different customer-focused city departments at several municipalities in New York, New Mexico and Texas. I have worked in growing communities and within departments that addressed economic growth and long-range planning.

I hope you find that I am a strong candidate for consideration. Should you have questions about my qualifications, I can be reached on my cell phone at [REDACTED] or via e-mail at [REDACTED]. Thank you for your consideration.

Sincerely,

Veronica R. Soto

VERÓNICA R. SOTO, AICP



Objective: To work as an executive in a high performing organization that improves the community's quality of life through innovative and responsive leadership

Education:

Woodrow Wilson School for Public and International Affairs, Princeton University
Masters in Public Affairs and Urban and Regional Planning (MPA-URP), May 1997
Field of Study: Domestic Policy Urban Studies & Urban and Regional Planning

Harvard-Radcliffe Colleges, Harvard University
Bachelors of Arts (B.A.), May 1994
Field of Study: Government (Departmental Honors)

Professional Experience:

Director, Community and Human Development Department, City of El Paso
March 2014 to present

Plan, organize, manage and direct the planning and implementation of the public facilities and infrastructure development, housing programs and social service activities related to federal and state funding; ensures compliance with the U.S. Department of Housing and Urban Development regulations and expenditure of federal funds. Programs include Community Development Block Grant, HOME Program, Emergency Shelter Grant, Housing Opportunities for Persons with Aids, Homeless Prevention and Services Program and the Neighborhood Stabilization Program. Oversee various stages of development ranging from planning, environmental, acquisition, relocation, design, procurement and construction and develop and implements processes for neighborhood revitalization through a staff of 37 with an operational budget of \$12M. Over \$5M in capital projects and about \$1.2M in social services are administered annually by the department.

Executive Director, El Paso Downtown Management District
August 2010 to March 2014

Plan, organize and direct programs and projects funded and managed by the District (local assessment-funded) to fulfill mission to make Downtown the center of commercial, civic, and cultural activity. Implement Board's policies and direct operations. Identify and lead development of policy initiatives to promote and market Downtown El Paso and identify redevelopment and capital projects and develop their operational and financing mechanisms.

- **Accomplishments:** Downtown tax base growth of about 10% over 3 years. Increased organization profile through award-winning marketing program and internationally recognized special event processing. Received 2013 Pinnacle Award for Downtown Leadership and Management and a Merit Award for Marketing from International Downtown Association. Merit Finalist for Marketing Award from the Texas Downtown Association.

**Redevelopment Manager, Economic Development Department, City of El Paso , TX
February 2007 to August 2010**

Manage, plan and implement revitalization activities and redevelopment programs in targeted areas. Administer city-wide revitalization program. Administer Tax Increment Reinvestment Zone (TIRZ). Develop and implement incentive programs. Oversee consultants.

- **Accomplishments:** Implemented incentive programs widely utilized by the private sector and credited for Downtown tax base growth after nearly a decade of stagnation.

**Director, Community Development Department, City of Sunland Park, New Mexico
November 2005 to February 2007**

Plan, organize, manage and direct building permitting, planning, engineering, transportation planning, international planning, capital improvement program, international relations, economic development and grants administration for the City of Sunland Park. Recommend budgets for municipal capital program, and mass transit service. Secure and administer municipal grants. Present policy recommendations to City Council on municipal administration (personnel, city structure, budgeting). Oversee project consultants. Develop capital projects. Advise the Mayor on municipal administration and economic development.

- **Accomplishments:** Applied zoning to an annexed area that had not had zoning in its history. First update to municipal zoning code since municipality incorporated. Implemented GIS technology. Part of collaborative team that formed the regional water/wastewater system.

Planning, Research & Development Dept., City of El Paso, TX (Various Positions)

-Chief Urban Planner, August 2001 to November 2005

Develop and implement Neighborhood Planning program for the City of El Paso. Develop and implement several neighborhood plans. **Accomplishments:** Knight Foundation Fellow.

-Planner III, August 2000 to August 2001

Zoning Coordinator processing zoning-related applications (rezoning, site plans, special permits, contract amendments) including preparation of public hearing agendas, public notices and legal documents and supervising four zoning staff. Major Thoroughfare Plan administration.

-Redevelopment Coordinator, August 1997 to August 2000

Project Manager for comprehensive plan update. Major Thoroughfare Plan administration. Annexation review team. City liaison on bi-national committees.

**NYC Urban Fellow/Project Manager, Housing Preservation & Development
Department, City of New York, NY, September 1995 to September 1996**

Project Manager for limited equity housing development. Planning land use analysis and map preparation, site and contracting research. Neighborhood planner in the Bushwick (Brooklyn) field office (25%).

- **Accomplishments:** Maple Court III Development Completed on time and on budget.

**Special Assistant to the Deputy Assistant Secretary, Economic Development
Administration, U.S. Dept. of Commerce, Washington, DC, 1995**

Operations research; review budget appropriations and prepare briefing memos; and, Interagency Border Development Taskforce member.

Professional Affiliations & Civic Activities:

American Planning Association (APA) and Texas Chapter of APA, 1997 to present
American Institute of Certified Planners, 1999 to present
Executive Forum, 2011 to present (Board Member, 2013 to 2014)
Harvard Alumni Association, Admission Interview Committee
Princeton Alumni Schools Committee, Admission Interviews
Texas Lyceum, Director, 2009 to 2015
El Paso Festivals Inc., 2014 to present

James Mercer

From: Dave Strahl [REDACTED]
Sent: Friday, March 18, 2016 3:11 PM
To: jmercer@mercergroupinc.com
Subject: City manager Position - Las Cruces, NM
Attachments: David Strahl Municipal Cover Letter NM.docx; David Strahl Municipal Resume IN3.docx

Please accept the attached resume for consideration for the City Manager position for Las Cruces, NM.

Dave Strahl

DAVID STRAHL

March 18, 2016

James Mercer
The Mercer Group, Inc.
1000 Cordova Place
#726
Santa Fe, NM 87505

Re: City Manager Position – Las Cruces, NM

Dear Mr. Mercer:

My nearly 30 years of municipal experience devoted to local government management puts me in a strong position to lead the Las Cruces organization to the next level. I have worked steadily encouraging and challenging Mount Prospect Village staff to reach beyond the tactical aspects of work. I foster a spirit of challenge by looking at functions of government from the perspective of “why is that done that way” and “why not?” to provoke thoughts of change. I have undertaken many projects to improve operations and service delivery through cooperative efforts among Village staff.

My present duties include extensive leadership responsibilities in all areas of management including finance, budgeting, capital budgeting, economic development, strategic planning, and human resources. In addition, I have directed labor contract negotiations and managed personnel at all levels of the organization. I have experience of working with different groups of municipal and public representatives on a variety of issues. I have participated as a member of our regional Council of Government lobbying the General Assembly regarding municipal legislation for over five years I have also led numerous efforts to improve management transparency in the operational environment and through public information efforts.

I have worked very closely with the Village Board in carrying out their policy directives and communicating directly with them and the general public in many instances regarding staff follow up or responses to citizen issues. I directly coordinated the Village strategic goals development process with the Village Board and am coordinating the implementation of the goals with the various departments through work within budget restraints and departmental performance measures. I am directly involved in discussions with our community development staff to ensure creative solutions are explored to improve economic development marketing efforts in addition to positioning the Village in a more favorable light with the business community. I have supervised and directed the management of general operations in as my role as Assistant Village Manager which has expanded over time including being appointed to as Acting Village Manager.

It is with confidence that I can say my experience in comprehensive management has prepared me to serve the Las Cruces community well. I would be readily available to discuss my qualifications on how I could benefit the community in the role of City Manager.

Sincerely,

David Strahl

DAVID STRAHL

- ◆ **Policy Administration**, knowledge in developing and presenting policy recommendations and implementing all policies as directed by elected officials.
- ◆ **Extensive background in all municipal related activities**, including budgeting/fiscal management, capital program budgeting, economic development, labor relations, technology leveraging, general supervision, management direction, customer service improvement, and performance measurement.
- ◆ **Demonstrated success in negotiating win-win compromises**, developing teambuilding programs among staff and with citizen groups, and working with state and regional stakeholders including lobbying of state elected officials.
- ◆ **Demonstrated leadership skills**, including managing multi-million dollar projects that required several years of coordination among many different groups of stakeholders.

GENERAL MANAGEMENT KNOWLEDGE BASE

| | | |
|----------------------------------|--|------------------------------------|
| <i>Budgeting/Fund Accounting</i> | <i>Economic Development</i> | <i>Performance Management</i> |
| <i>Fiscal Analysis</i> | <i>Strategic Planning</i> | <i>Organizational Development</i> |
| <i>Customer Service</i> | <i>Capital Improvement Budgeting</i> | <i>TIF Management</i> |
| <i>Employment Law</i> | <i>Media Relations</i> | <i>Planning/Zoning Knowledge</i> |
| <i>Mediation & Advocacy</i> | <i>Building/Housing Code Knowledge</i> | <i>Staff Supervision</i> |
| <i>Grievance/Arbitration</i> | <i>Alternative Dispute Resolution</i> | <i>Labor Contract Negotiation</i> |
| <i>Employee Evaluation</i> | <i>Project/Regulatory Management</i> | <i>Intergovernmental Relations</i> |

PROFESSIONAL EXPERIENCE

VILLAGE OF MOUNT PROSPECT – MOUNT PROSPECT, IL

Local government with \$115 million budget, 307 FTE union/non-union employees, 56,500 residents

Assistant Village Manager, 1993 to Present

Provided general leadership in managing municipal operations functioning as equivalent to chief operating officer. Worked with elected officials and management team personnel to ensure policies were implemented. Provided regular follow up to policy makers through various communication methods.

- ◆ **General Government Activities:**
 - Extensive working knowledge of all municipal operations police, fire, community development, human services, human resources, public works (water, sewer, flood control), and finance.
 - Worked with a variety of citizen groups to gather input and function as a conduit between the citizens and their local government. Worked as an ombudsman on behalf of the residents/businesses for all utility providers. Participated in developing new emergency protocol for private utility provider during prolonged power outages.
 - Directed corporation counsel in coordinating any lawsuits, settlements, and strategies. Directed all workers' compensation activities up to and including settlement to minimize open medical expenses.
 - Served as chief management negotiator with four labor unions and administered all contract elements including grievance administration, arbitration, cost analysis and strategy determination. Maintained excellent labor relations atmosphere throughout the negotiation process.
 - Provided leadership to management team as needed to maintain mission. Directed the implementation of an Enterprise Resource Program (ERP) agency-wide and provided direction for HRIS elements that related to the ERP implementation.

- Represented the Village at various regional and state level meetings including topics on airport noise, union legislation, insurance, utilities, public safety, and revenue development.
- Served as leader of emergency management team during local disaster events and trained in National Incident Management System (NIMS) operations.
- Directed municipal electric aggregation implementation process from marketing the referendum to citizen communication saving residents and businesses over 42% in annual electric costs.
- Managed a \$17 million construction project for a new village hall and parking deck in the downtown. Projected completed on time and on budget.
- Supervised Human Resources staff, IT staff, public information officer, administrative analyst, and administrative adjudication hearing officer.
- ◆ Strategic Planning Activities:
 - Directed the strategic planning process among staff and worked as the liaison between staff and elected officials to implement plan elements, including creating benchmarking measures to monitor progress as necessary.
 - Directed development and implementation of the IT master technology plan to ensure all technology was fully leveraged.
 - Directed work process improvement reviews to increase efficiencies of all employee activities.
 - Directed the employee continuous process improvement program to improve workflow and efficiency which resulted in elimination of unnecessary tasks and processing delays. Led scheduled review effort through departmental management staff.
- ◆ Economic Development Activities:
 - Directed staff in developing the creation of economic development marketing materials. Participated as a member of the staff development review committee to coordinate business retention visits and marketing to businesses about the potential benefits of relocating into the community.
 - Participated in weekly development meetings to monitor development and building projects and direct staff as needed to address any issues impeding project completion.
 - Worked closely with building code staff to monitor and address all housing issues including supervising the Administrative Adjudication judicial process.
 - Worked with various departments to streamlining permit and plan processes to shorten turnaround time for all development projects.
- ◆ Fiscal Management Activities:
 - Led management team members to develop and administer a short and long term budgeting process through multi-year projections and planning. Led management team to prioritize capital improvement budget requests for long term planning/prioritization.
 - Directed the review of all employee related expenses as part of the annual budget review process.
 - Participated in the annual budget review process for presentation to the Village Board.
 - Managed the administrative budget for the agency.

Acting Village Manager, 2014 to October 2015

Provided overall leadership in managing all municipal operations. Directed implementation of policies of elected officials through supervision of management team personnel. Communicated directly with elected officials regarding policy implementation status and all other relevant municipal operations details.

- ◆ General Government Activities:
 - Required department directors to submit quarterly goals and objectives with progress reports.
 - Directed media relations.
 - Represented the Village in Regional meetings regarding water delivery and emergency dispatch services.

- Provided an annual schedule of Committee of the Whole meetings to Village Board and staff for planning purposes.
- Continued to perform all other duties associated with Assistant Village Manager position.
- ◆ Strategic Plan Activities:
 - Directed revision to performance measures for all departments through implementation of strategic planning goals as part of annual budget.
 - Directed the creation and maintenance of a legal services performance tracking system.
 - Improved communication processes with Village Board members.
 - Coordinated the decision process regarding staffing changes with elected officials.
 - Coordinated agenda topics according to strategic goals and directed staff activities to implement elected officials' decisions.
 - Directed management personnel defining annual measurable performance goals.
- ◆ Economic Development Activities:
 - Directed improvement of regular communication of economic activities within the community.
 - Worked with community development to improve marketing message.
 - Directed a revamp of the economic development web site offerings through a web site upgrade.
- ◆ Fiscal Management Activities:
 - Directed the fiscal year budget process and implementation.
 - Revised the presentation format of quarterly financial reports before the Village Board and Finance Commission.
 - Revised the budget preparation material and schedule to prepare for potential state revenue impact.

CITY OF ST. CHARLES - CITY OF ST. CHARLES, IL

Local government with \$70 million budget, 200 union, non-union employees, 33,000 residents

Administrative Coordinator, 1986-1993

Responsible for special projects related to financial, human resources, budgetary, and administrative policies. Directed the HR functions for all employee groups.

- ◆ Directed the creation and management of the human resources department.
- ◆ Provided oversight for all human resources operations, including creation of performance indicators and goal assessments.
- ◆ Served as chief management negotiator for all labor contracts, including contract administration.
- ◆ Supervised the HR staff and records management personnel.

VILLAGE OF OSWEGO – OSWEGO, IL**VILLAGE OF MONTGOMERY – MONTGOMERY, IL**

Local governments with approximately \$20 million budgets each, 200 employees total

Consultant, 1987-1992

- ◆ Assisted Village Administrators and Trustees in developing personnel policies, personnel manuals, salary programs, and merit evaluation systems.

EDUCATION & CERTIFICATIONS

MASTER OF PUBLIC ADMINISTRATION, URBAN MANAGEMENT, 1986
NORTHERN ILLINOIS UNIVERSITY — De Kalb, IL

BACHELOR OF SCIENCE IN POLITICAL SCIENCE, 1984
MANCHESTER COLLEGE — North Manchester, IN

Management Designations:

- ◆ Graduate of Civic Leadership Institute

OF NOTE

Professional Development:

- ◆ Former Member of International City/County Management Association (ICMA) Awards Evaluation Panel
- ◆ Former Member of ICMA Committee on Assistant Managers
- ◆ Member since 1986 and former board member (2005-2009) of the Illinois Public Employee Labor Relations Association (IPELRA)
- ◆ Vice Chairman of Intergovernmental Personnel Benefit Cooperative (Health Insurance Collaborative)
- ◆ Former Chairman of the Finance and Operations Committee for the Intergovernmental Personnel Benefit Cooperative (IPBC) 2010-2015
- ◆ Member of the Executive Committee of IPBC
- ◆ Presenter at ICMA, Illinois City/County Management Association (ILCMA), Illinois Municipal League (IML) conferences
- ◆ Member of Legislative Committee for Northwest Municipal Conference (NWMC)
- ◆ Former Chairman of the Performance Measure and Benchmarking Task Force for NWMC
- ◆ Former Member of Advanced Metering Infrastructure (AMI) Implementation Regional Task Force creating a test environment for Smart Meters in the Northeastern Illinois area

Affiliations:

- ◆ International City/County Management Association
- ◆ National Public Employee Labor Relations Association
- ◆ Illinois City/County Management Association
- ◆ Illinois Public Employee Labor Relations Association
- ◆ Illinois Metro Managers Association