

**LAS CRUCES,
NEW MEXICO**

Interview Guide for
the Position of

CITY MANAGER



The Mercer Group, Inc.

Consultants To Management



The Mercer Group, Inc.

Consultants To Management

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April 30, 2016

The Honorable Ken Miyagishima, Mayor
And Members of the City Council
City of Las Cruces
City Hall, 700 N. Main Street
Las Cruces, NM 88004

Dear Mayor Miyagishima and Members of the City Council:

This Interview Guide (Report) is for the use of the City Council in conducting evaluations with the three (3) individuals that are deemed best qualified for the position of City Manager of the City of Las Cruces. The candidates are:

Michael Gallagher
David Strahl
Ruth Osuna

In this Interview Guide (Report) we have presented the guide to a successful candidate interview, a qualifications appraisal sheet, candidate reports, cover letters and resumes, sample questions for the interview and areas of questioning to avoid. The interview should follow approximately the same program of questioning for each candidate, so as to be fair in the process. My experience has been that you can ask approximately 12-15 questions in a one hour and fifteen minute interview.

We will conduct additional due diligence on selected candidates if deemed necessary by the City Council. I plan to attend the interviews to observe and lend support and will stay actively involved in the process until it has been successfully completed.

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

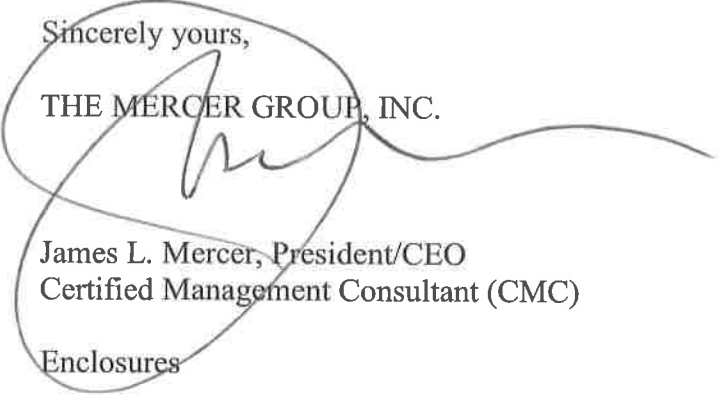
www.mercergroupinc.com

The Honorable Ken Miyagishima, Mayor
And Members of the City Council
Page Two
April 30, 2016

Thank you all again for the opportunity to work on this important project. 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

INTERVIEW GUIDE*

Prepared by

**THE MERCER GROUP, INC.
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Santa Fe, New Mexico 87501
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INTRODUCTION

I. INTRODUCTION

SECTION II

INTERVIEWING AND SELECTION TIPS

II. INTERVIEWING AND SELECTION TIPS

SECTION III

INTERVIEW STRATEGY

III. INTERVIEW STRATEGY

SECTION IV

INTERVIEW GUIDE

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SECTION V

QUALIFICATIONS APPRAISAL SHEET

APPENDIX

Appendix A:

Schedule, Reference Information and Resumes

SCHEDULE

**CITY OF LAS CRUCES
CITY MANAGER SEARCH
SCHEDULE OF EVALUATION
April 29, 2016
City Hall, 3rd Floor
Administrative Conference Room**

8:30 AM	Convene – Discuss Format for Evaluation
10:30 AM	Evaluation – Michael Gallagher
12:30 PM	Evaluation – David Strahl
2:00 PM	Evaluation – Ruth Osuna
3:30 PM	Discuss Next Steps in Process

MICHAEL GALLAGHER

Karolyn Prince Mercer

From: James Mercer [jmercer@mercergroupinc.com]
Sent: Wednesday, April 27, 2016 5:16 PM
To: karolyn prince-merc
Subject: FW: Gallagher letter & resume Las Cruces City Manager
Attachments: Michael P Gallagher II City Manager Las Cruces Letter of Interest.pdf; Michael P. Gallagher II City Manager Las Cruces Resume.pdf

From: Mike Gallagher [REDACTED]
Sent: Thursday, March 24, 2016 4:10 PM
To: jmercer@mercergroupinc.com
Subject: Gallagher letter & resume Las Cruces City Manager

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 all 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 moved from Las Cruces to Lea County to accept the Lea County Manager position, though I kept my home in downtown Las Cruces with the hope of moving back.

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. I am confident my past education and experiences have prepared me for this exceptional professional opportunity. During my nearly six-year tenure as County Manager in Lea County, I have been part of an amazing team; I have had supportive commissioners and elected officials and engaged citizens. Collectively, we have achieved great results and met established goals that have grown the local economy, conserved natural resources, improved public safety, provided greater accessibility to quality healthcare, increased quality of life and recreational amenities, and increased public awareness with a greater effort towards accountability and transparency, all to the benefit of our residents. 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. I had also worked in the planning department at Dona Ana County, which gave me considerable experience with planning matters that involved the City and the County.

This is the right time in my career to actively pursue my goal of joining the Las Cruces Team as the City Manager because with my past leadership experiences and my history in Las Cruces, I will offer positive contributions to the Las Cruces Team and I am excited and eager to cooperatively work with this team and create productive relationships. 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.

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.
- 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.
- Commercial daily flights offered by United Airlines from the Lea County 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. Collectively we each have a role in providing the annual subsidy for the flight, operate the county airport and market this service.
- 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.

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.
- 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.

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.

Honest and regular communication is essential for a successful and productive relationship between the City Council, Mayor and the City Manger. In my current position as a County Manager, I have been recognized by my current County Commissioners for

maintaining and providing regular and honest communication. I have recognized that each Commissioner has their preference on the frequency and method of communication received from me and I am respectful of their individual preferences.

I envision that this will be the case in Las Cruces and I intend to work with each elected official to understand their preferences. I have an in-person meetings with each of my five current Commissioners. These meetings have been instrumental in maintaining honest, open and efficient communication between each Commissioner and myself. These meetings have also been a time to review the agenda items and provide each Commissioner with an update on their particular area of interest and matters of significance. In addition to an in-person meetings with each Commissioner, I call and email my Commissioners daily to keep them informed with the most current information.

During my tenure as County Manager, I have required administrative County Department Directors to provide monthly reports during a county commission meeting. This has proved to foster positive relationships and conversations between the Commissioners and the Directors and have provided the Commission with a more thorough understanding of county operations and projects. This interaction has also led towards succession planning and staff development which I have supported.

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.

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.

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

DAVID STRAHL

Karolyn Prince Mercer

From: James Mercer [jmercer@mercergroupinc.com]
Sent: Wednesday, April 27, 2016 5:18 PM
To: karolyn prince-mercer
Subject: FW: City manager Position - Las Cruces, NM
Attachments: David Strahl Municipal Cover Letter NM.docx; David Strahl Municipal Resume IN3.docx

From: Dave Strahl [REDACTED]
Sent: Friday, March 18, 2016 3:11 PM
To: jmercer@mercergroupinc.com
Subject: City manager Position - Las Cruces, NM

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

RUTH OSUNA

Karolyn Prince Mercer

From: James Mercer [jmercer@mercergroupinc.com]
Sent: Wednesday, April 27, 2016 5:19 PM
To: karolyn prince-merc
Subject: FW: City of Las Cruces, NM City Manager Position
Attachments: Ltr of Interest CM City of Las Cruces, NM.pdf; Ruth.resume.2016.1.doc

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

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*

Appendix B:

Sample Questions

Appendix C:

**Legal v. Illegal
Questions**