

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Section 9

Janice A. Jackson

*Gainesville City Manager
Candidate Report*

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Cover Letter and Resume

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1312 Cherry Avenue
Augusta, GA 30901

July 31, 2019

Colin Baenziger & Associates
2055 South Atlantic Avenue, Suite 504
Daytona Beach Shores, FL 32118

Mr. Baenziger,

Please accept my resume for consideration as you search for a City Manager for Gainesville, FL. In keeping with your advertisement, I am a seasoned local government professional with a track record of progressive leadership.

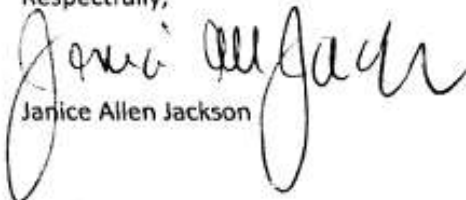
Please note that I have worked in communities with high poverty populations (24% in Augusta, GA, and 33% in Albany, GA). One strategy we successfully employed in both communities was to leverage federal funding to provide affordable housing and create opportunities for home ownership. Like Gainesville, Albany, Charlotte, and Augusta all include institutions of higher learning. In each community, I built relationships with those institutions to improve outcomes for residents. During my time in Charlotte-Mecklenburg, I gained valuable experience in the social services arena, and adjusted the provision of those services to meet the needs of a growing and diverse population.

My career has been characterized by the following: Building public confidence in local government by attending community meetings and working with the media to keep residents informed, building relationships with the workforce by improving working conditions, and exercising sound financial management. If I am fortunate enough to be selected to move forward in this process, I can provide references who can speak to what it is like to work for and with me for the betterment of the organizations and the communities I have served.

This opportunity is appealing because the governing body and community have developed a common vision of improving the quality of life for its residents, and elevating Gainesville to a higher perch in the hierarchy of enlightened cities.

I appreciate your consideration of my credentials, and I look forward to hearing from you if the need arises.

Respectfully,



Janice Allen Jackson

Attachment

Janice Allen Jackson

1312 Cherry Avenue, Augusta, GA 30901
(704) 707-5114 (M)
Email: mljcmj@bellsouth.net

EDUCATION

Duke University, Durham, NC. Institute of Policy Sciences and Public Affairs.
A.M., Public Policy, Management concentration, May 1989.

The College of William and Mary in Virginia, Williamsburg, VA.
B.A., Interdisciplinary Major in Public Policy, Minor in English, May 1985.

EXPERIENCE

Janice Allen Jackson and Associates, LLC.

Principal. August 2009 to the present. Provides management consulting, leadership and organizational development, marketing, strategic planning, and project management services to clients in the local government, higher education, construction, and non-profit sectors. Primary client, Cautmica, LLC, experienced a 15-fold increase in revenue over a four year period. Contributing columnist to www.QCityMetro.com. Keynote speaker at various functions.

Augusta, GA (population 200,000)

Administrator. November 2014 to April 2019. Provided policy recommendations to Mayor and Board of Commissioners, oversaw all aspects of operations of the consolidated city/county, to include 2,862 full-time employees, \$162M general fund budget, \$852M annual operating and capital budget for all funds. Accomplishments include budget surplus every year, significant improvements to infrastructure and public facilities via renewed Special Purpose Local Option Sales Tax, a new storm water utility, and Transportation Investment Act. Completed and implemented first compensation study since 1999. Upgraded pension benefits. Worked with state of Georgia to partially fund and construct new Nathan Deal Campus for Innovation and parking deck. Developed and implemented community development activities, to include new multi-family housing, enhanced code enforcement by creating new demolition program. NG911 Institute named our 911 Communications Department the 2019 Outstanding Call Center of the Year. Fire Department designated as Class 1 by ISO. Built relationships with key stake holders and the public. The Association County Commissioners of Georgia and *Georgia Trend* magazine designated Augusta/Richmond as a "County of Excellence" in 2017.

Mecklenburg County, NC (population 870,000)

County Manager's Office. General Manager. February 2005 to May 2009. As a member of the County's Executive Team, participated in development of recommended budget

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(\$1.4+billion) and in setting direction for the organization (4,983 employees). Provided oversight and strategic leadership to the Community Health and Safety Focus Area Leadership Team, encompassing the Departments of Social Services, Mental Health, Public Health, Community Support Services, Medical Examiner, MEDIC, and the Sheriff. Accomplishments include re-structuring and/or addition of resources to meet growing needs in public health, domestic violence, MEDIC (Emergency Medical Services), and veterans services; re-design of Youth and Family Services to implement a more family-centered practice, which led to our passing the 2007 federal Child and Family Services Review.

Implementation of new programs and partnerships to reduce jail population, to improve outcomes for at-risk families, and to address chronic homelessness.

Department of Social Services. Interim Director. January to July 2008.

Instituted bi-weekly communication with employees to encourage stability and build trust during the transition period; implemented transportation pilot program to reduce costs and improve customer service for Medicaid recipients; built partnerships with Area Mental Health to improve service delivery to adult wards and leverage parenting education resources.

City of Albany, GA (population 76,900)

City Manager. February 1996 to December 2004. Provided policy recommendations to Mayor and Board of City Commissioners, oversaw all aspects of city operations, directed 891 full-time employees in 13 departments, managed \$76 million budget. Accomplishments in organizational development, human resources and financial management, citizen involvement/public information, natural disaster management and recovery, disadvantaged business utilization, capital improvements, public safety, and downtown redevelopment. The Georgia Municipal Association designated Albany a "City of Excellence" in 2002.

Assistant City Manager. January 1993 to February 1996. Assisted City Manager in daily operations. Provided direction to staff as assigned, planned and directed projects, resolved employee and citizen complaints. Accomplishments include participation in the implementation of several

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grant-funded projects, such as the Pew Partnership for Civic Change, Community-Oriented Policing, AmeriCorps, and the federal Enterprise Community designation; re-organization of several departments; coordination of customer service planning for all departments; and serving as public information officer for the flood of 1994 and the tornado of 1995.

Prince George's County, MD (population 720,000)

Department of Family Services. Program Manager, Infants and Toddlers Program. November 1990 to December 1992. Established the program implementing Public Law 99-457. Coordinated provision of services to 480 developmentally delayed children through five agencies, and managed a \$614,000 budget. Developed interagency agreements; collected data; coordinated public awareness and personnel development; staffed the Interagency Coordinating Council; completed grant applications; served as liaison to state office; identified and filled gaps in services.

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Office of the County Executive. Assistant to the Deputy Chief Administrative Officer (DCAO). January to November 1990. Assisted the DCAO in managing 11 human services departments. Analyzed various management and programmatic issues; served as liaison to departments; coordinated special projects; represented DCAO at meetings; wrote reports; reviewed and edited various documents, to include grant applications, proposals, etc.

Office of Management and Budget. Public Management Intern. July 1989 to January 1990. Assessed county programs; prepared analytical reports; chaired OMB Employee Incentive Award Committee. While assigned to Health Department, designed AIDS education program and policy guidelines for use by private employers.

Mecklenburg County, NC (population 460,000)

County Manager's Office. Management Intern. May to August 1988. Supported the Assistant County Manager for Operations. Participated in the development of the Solid Waste Management Plan; supervised move of human services agencies into new facility; assisted with grant applications.

Central Richmond Association, Richmond, VA.

Assistant Director. June 1985 to April 1987. Planned and coordinated monthly Downtown Forums, semi-annual symposia on downtown issues, and

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the annual meeting. Compiled and edited 73-page Downtown Data Book; provided staff support to committees of the Board of Directors; assisted in writing newsletters and press releases; made presentations to civic clubs on downtown issues.

HONORS AND AWARDS

Named by *Georgia Trend* magazine as one of the 100 Most Influential Georgians of 1994-95

Recognized by numerous civic, neighborhood, and religious groups for outstanding professional service and leadership

AFFILIATIONS

International City/County Managers Association
Delta Sigma Theta Sorority, Inc., Diamond Life Member, Augusta Alumnae Chapter
Good Shepherd Baptist Church, Vacation Bible School Instructor
Rotary Club of Augusta, Program and Public Relations Committees
CSRA Heart Walk Executive Leadership Team, American Heart Association

REFERENCES ARE AVAILABLE UPON REQUEST

Candidate Introduction

JANICE ALLEN JACKSON

EDUCATION

Master of Arts in Public Policy, Duke University, Institute of Policy Sciences and Public Affairs
Bachelor of Arts, Interdisciplinary Major in Public Policy, Minor in English, The College of William and Mary in Virginia

EXPERIENCE

Consultant, Janice Allen Jackson and Associates, LLC	2009 – present
Administrator, Augusta, GA	2014-2019
General Manager (Assistant County Manager), Mecklenburg County, NC	2005-2009
City Manager, Albany, GA	1996-2004
Assistant City Manager, Albany, GA	1993-1996
Program Manager, Infants and Toddlers Program, Prince George’s County, MD	1990-1992
Assistant to the Deputy Chief Administrative Officer, Prince George’s County, MD	1990
Public Management Intern, Prince George’s County, MD	1989-1990
Assistant Director, Central Richmond Association	1985-1987

BACKGROUND

On January 1, 1996, the former City of Augusta and Richmond County consolidated into one legal entity, now called Augusta, GA. According to the July 2018 Census Bureau estimates, the population was 201,554. There are two small municipalities in the corporate limits of the newly defined Augusta which voted not to join the consolidated entity: Blythe, population 700, and Hephzibah, population 4,000. In accordance with Georgia law, the three entities are required to enter into a Service Delivery Strategy agreement to make clear which services Augusta will provide to the others. While each municipality has some employees, Augusta provides a number of services in a primary or back-up role, to include, but not limited to, fire protection, animal control, emergency medical services, and road maintenance.

Augusta, GA has 2,862 full time positions. (In addition, there are 300 or more seasonal and part time workers.) Because Augusta carries out all of the functions of a county, there are elected officials in the judicial and law enforcement sectors who directly supervise – and set their own personnel policies for – approximately 1000 of those positions. The Augusta Regional Airport operates under the supervision of the Augusta Aviation Commission, jointly appointed by the Augusta Commission and the Richmond County Legislative Delegation. Airport employees make up approximately 100 of total. Two Deputy Administrators report to the Administrator, as well as the Public Information Officer and Executive Assistant. There are 16 Department Directors who worked under the supervision of the Administrator and her deputies.

JANICE ALLEN JACKSON

Augusta's fiscal year is the calendar year, and is financially stable. The 2019 General Fund budget is \$162M and the budget for all funds is \$852M. As the local economy has improved, and the Commission has been proactive regarding replenishing fund balance expended during the 2014 ice storm, Augusta has not had to raise property taxes since 2014.

Traditionally, we have had what I refer to as the "Four M economy": Medical, military, manufacturing, and the Masters Golf Tournament. As Fort Gordon has become host to the U.S. Army Cyber Command, and the State of Georgia has built the Cyber Center for Innovation and Training on the bank of the Savannah River in downtown, we are now considered of the world's cyber capitals. Accordingly, Augusta University and Augusta Technical College now offer an extensive Cyber Security curriculum.

In 2014, one Commissioner noted that Augusta was "on the fence." Almost five years later, the city is teetering closer to success than failure – largely due to substantial federal and state government investment -- but there are lingering issues:

1. There are 1000-2000 abandoned and/or poorly maintained lots and structures. When the Tax Commissioner attempts to sell these to recover the back taxes, the lion's share of them go unpurchased. Investors are reluctant to repair the houses because the cost of repair could exceed the expected sales price. We funded a demolition program to eliminate blight, implemented a redevelopment plan for the most severely affected areas, built and financed new homes, and solicited development partners who can build large numbers of units, but vast stretches of the inner city remain blighted.
2. The storm drainage and street lighting systems are in need of massive upgrades. I cringed when it rained on a day when an economic development prospect visited. Fortunately, we are compliant with national pollution discharge elimination system (NPDES) requirements. We implemented a storm water program to fund maintenance and small capital projects, and have used the Special Purpose Local Option Sales Tax to fund major drainage system improvements, but our residents are impatient having lived with the problems for so long. The lack of street lighting, and a funding mechanism that satisfies the majority, has created unsafe conditions.
3. Augusta is not growing. The Augusta Metropolitan Statistical Area (MSA) has grown from 564,873 in 2010 to 604,167 to 2018. However, the population of Augusta proper has only increased by 1,000 during that eight year period. Two neighboring counties, Aiken County, SC and Columbia County, GA, could have the same number of residents as Richmond County in the near future. The root causes include poor perception of Augusta's public schools, safety concerns (real and imagined), and the lack of newer single family housing units. Since consolidation, Augusta has become poorer, browner, and older. Ironically, black Augustans were not in favor of consolidation because they feared loss of political power. Now, many whites have chosen not to live in Augusta, resulting in a black majority among our elected officials.

JANICE ALLEN JACKSON

GENERAL MANAGEMENT STYLE AND EXPERIENCE

I want to be Gainesville’s City Manager because, based upon the materials provided by Colin Baenziger and Associates, Gainesville’s leadership is progressive and focused on the right things. I want to work in an environment where citizens come first, where the goal is to become “the next great American city,” and where taxpayers are willing to invest in people.

I offer Gainesville a track record of getting things done, and putting others before myself. During a 360 evaluation some years ago, the resounding sentiment among members of my team was that nothing I did was about me; my goals and actions were always geared toward the betterment of the organization, its people, and the services we provided to the public.

Memorable comments from staffers include:

- “The years working under you have been the most productive of my career.”
- “You have consistently done everything you ever promised me.”
- “Mrs. Jackson was willing to go into the trenches with me to fight for what was in the best interests of our citizens, even when we knew we were taking an unpopular position.”
- “It was an honor working for someone as smart as you.”
- “We miss you. If you take another job, please take me with you.”
- “See that gray Camry over there? I would not have been able to buy it if you have not asked the Commission to give us pay raises. Thank you.”

Most touching was the following: “Before I met you, I never knew anyone in your position who actually cared so much.” My approach to the work led him to an interest in management, and he has fulfilled his dream of becoming a County Manager.

I believe most elected officials will tell you that I work hard, take my job seriously, act to protect the city’s interests, comport myself in a professional manner, and interact well with various stakeholders such as the media, community groups, state officials, and the business community.

The following describes me:

- Employees can ask me anything. I want them to understand my rationale for decisions.
- I do not get angry because an employee finds a better paying job. It is a good sign when people who work for me are wanted by others, and I am happy when people have an opportunity to earn more for their families and advance in their careers.
- Inclusivity is important. I have allowed employees (typically mid-managers) to sit in on interviews for director candidates. I have found that they make sound recommendations.
- The employees who frustrate me are those who are not satisfied with being treated like everyone else.
- I look to de-politicize situations. Objective focus on the issues is always best.

- I can handle the truth. I listen more than I talk until I have the facts.
- I hold myself, and others, to high standards.
- I don't do anything I wouldn't want to explain to the news media.
- Follow policy. If the policy is not good, get Commission approval to change it.

Like anyone else, I have my share of detractors. They typically fall into a couple of categories: Those with unrealistic expectations of my role or the role of the government, and those who think someone else has my ear more than they do. Managing expectations is a constant struggle, but I don't mind engaging in dialogue with any of my detractors if they appear sincere. I would not be terribly surprised if a detractor contacts Gainesville because those things have become commonplace. The comments could be anything from "We don't understand why she needed two Deputy Administrators," to "several staff people left when she was there." If they do, I would welcome the opportunity to provide the context regarding any issues they raise.

My greatest strengths are my willingness to meet the public and employees where they are, and the lessons I have learned over the past 30 years. My greatest weakness is sometimes getting so busy doing the work that I might not always communicate as much as I should about the underlying vision. I sometimes assume everyone sees what I see. To compensate for that, I welcome people to ask questions.

How do we know if we are doing a good job? The methods range from the simple to the sophisticated. I often say that if we announce a decision on Friday, we will know by Monday if it was a good one, based upon the feedback we get in the grocery store and anywhere else we go over the weekend. Similarly, social media comments are sometimes helpful. If the organization has a 311 system, reviewing complaints, and the frequency of calls regarding the same issues, lends good insight. Ideally, managers take the time to develop a set of performance measures that reflect what gets done, how long it takes to get it done, and how many times people have to be reminded to get it done. A few examples:

- How long does it take to pay a vendor after a correct invoice has been submitted?
- In how many instances do residents have to call multiple times about the same issue?
- How long does it take an ambulance to respond to a priority one call?

Once we have reliable data about a variety of functions, we can set realistic goals, hone in on problem areas, and act appropriately. Such action could entail adding resources, changing procedures, finding new technology, etc. Also, as part of the performance review process, the manager and her staff should communicate regularly with directors about progress and obstacles in meeting their goals.

My greatest success is building public trust and confidence in the governments I served. In both Albany and Augusta, when I started, I heard earfuls about public distrust. I took it all with the proverbial grain of salt, but upon further investigation and conversation, began to understand why.

JANICE ALLEN JACKSON

My counter was communication, via television, radio, social media, neighborhood meetings etc. My greatest single experience with building trust was during the largest natural disaster in Albany's history, the flood of 1994. I told people what I knew, and admitted what I didn't know. Homes were devastated, but people knew the government was doing what it could for them. Though nothing else has been as intense as that was, the same principles apply during other circumstances of distrust, fear, and misunderstanding.

In terms of failures, hiring staff can be a "hit or miss" endeavor. In a quest to fill a position quickly, I have hired or promoted at least three people I should not have. Sometimes I have felt "boxed in" because the person in the interim role was overwhelmed, and the staff needed the certainty of permanent leadership. Undoing such mistakes is time consuming and difficult.

When it is obvious that an employee is not well-suited for the job, or has violated policy to the extent that termination is warranted, I typically offer the individual an opportunity to resign by first meeting with them, then giving them a notice of contemplated termination if that becomes necessary. Such a letter will provide details about deficiencies and/or violations. In cases where it is purely a performance issue, I share my concerns and offer them a chance to express theirs, and give them time (at least six months, sometimes longer) to demonstrate improvement. I work very closely with the legal and human resources staffs to ensure I follow the policies of the organization and the law.

The challenges facing Gainesville's next City Manager, while substantial, are not unlike what I have encountered in other jurisdictions. There is always a balancing act:

- Maintaining the momentum Gainesville has enjoyed in terms of bricks and mortar redevelopment, while building morale among employees who are being called upon to change the way they interact with citizens.
- Effectively evaluating the success of the various pilot programs proposed to be funded, determining if they should be implemented in full in future budgets, and making recommendations on how to fund them.
- Ensuring that taxpayers are getting what they pay for, and letting them know when they are getting it, in light of recent property tax and utility rate increases.
- Finding the "happy medium" between funding basic services, and initiatives that build people, employment opportunities, and neighborhoods.

In recognition of these challenges, I would spend much of the first six months learning. Many times there are critical issues that will require a good deal of attention, but when I am not handling those, I propose to:

- Meet with each elected official individually at the beginning and end of the six month period. First to learn about their concerns and constituencies, and then to provide my thoughts about prioritizing the issues I discover that they may not have mentioned.

JANICE ALLEN JACKSON

- If possible, accompany each Commissioner and the Mayor to at least one neighborhood meeting.
- Study Commission approved strategic plan(s).
- Meet with all charter officers, union leadership, County Manager, School Superintendent, Executive Director of the Chamber of Commerce, and representatives of the institutions of higher learning.
- Learn how economic development happens, specifically how the various economic development organizations interact and collaborate.
- Conduct listening sessions with employees, by department, at their locations.
- Request resumes of all directors and their management teams. Review organizational charts, goals, accomplishments, challenges, etc. Determine how I can be helpful to them.
- Study the budget and human resources policies and procedures.
- Identify and learn laws, funding mechanisms, and any other items specific to Florida.
- Attend at least a couple of special events organized by the city.

I approach management in the same way I approach one of my favorite things outside of work, which is cooking. I don't make my own recipes, but I know a good one when I see it. Likewise, I don't expect to come up with the ideas by myself, but I will recognize one when staff (or a Commissioner, or a professional journal, or a speaker at a conference, or a citizen) brings it to me.

SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF

- Calm
- Analytical
- Honest and sincere
- Principled
- Optimistic
- Determined

REASON FOR LEAVING MOST RECENT JOB

The Augusta Commission asked me to submit my resignation on April 16, 2019. This came as a complete surprise to me and four of the 10 Commissioners who did not support the action. The explanation given was "we want to move in a different direction."

MOST RECENT SALARY

- \$178,400 annual salary
- \$600/month car allowance
- 5% supplemental contribution to a qualified retirement plan

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CB&A Background Checks

**Background Check Summary for
JANICE ALLEN JACKSON**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Richmond County, GA	Results Pending
Mecklenburg County, NC	No Records Found
Dougherty County, GA	Results Pending
State	
Georgia	Results Pending
North Carolina	Results Pending

Civil Records Checks:

County	
Richmond County, GA	Results Pending
Mecklenburg County, NC	Results Pending
Dougherty County, GA	Results Pending
Federal	
Georgia	Results Pending
North Carolina	Results Pending

Motor Vehicle

Georgia	No Records Found
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Credit

Excellent

Bankruptcy

No Records Found

Education

Confirmed

Employment

Confirmed except for
Augusta (2014 – 2019)

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern.

**Background Check Summary for
JANICE ALLEN JACKSON
Personal Disclosure**

Personal Disclosure Questionnaire

Name of Applicant: Janice Allen Jackson

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes No
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes No
3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes No
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes No
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes No
6. Have you ever been convicted of driving while intoxicated?
Yes No
7. Have you ever sued a current or former employer?
Yes No
8. Do you have a personal My Space, Face Book or other type of Web Page?
Yes No
9. Do you have a personal Twitter Account?
Yes No
10. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes No
11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.

Attested to: 
Signature of Applicant

Please email this form via PDF DOCUMENT to Lynelle@cb-asso.com or via fax to (888) 539-6531 no later than 5:00 PM PST 08/25/19.

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

CB&A Reference Notes

**Reference Notes
Janice A. Jackson**

Andrew Mackenzie – former City Attorney, City of Augusta, GA 706-442-3556

Mr. Mackenzie was the City Attorney for Augusta from 2007 to 2019. Ms. Jackson did a fantastic job. Augusta is an unusual place, it is a consolidated City/County and it has a challenging political environment, but she did a wonderful job of adjusting.

Employees hired by Ms. Jackson have done well and are now running the show. One of her strengths is realizing when to bring other experts to the table and she included Mr. Mackenzie on hiring panels. Her decisions in general are good.

Government leaders set the tone and when they wanted innovation, Ms. Jackson gave it to them but she did not try to control the process. Sometimes they wanted to remain at the status quo. She did a great job working in the way that they wanted her to work.

Mr. Mackenzie has worked with many Administrators over the years and Ms. Jackson was the best that he has ever seen in terms of community involvement. She had good relations with the school board and was a city leader 24/7. She did a great job representing the City and she attended activities and events.

Ms. Jackson works very well with people both individually and collectively. One employee has a challenging personality. Every time a new Administrator, City Attorney, or HR Director was hired, he set up meetings with them to say he was entitled to a pension plan that he never participated in. Ms. Jackson met with him one on one, and when he made demands she suggested a group meeting with the Finance Director, HR Director, and City Attorney. It was obvious during the meeting that he had made the same request to everyone in the room and was denied by them all, but they did not realize that he had gone to others in the organization with the same request until that meeting. She gave him an audience and helped the Directors see what he was trying to do. She explained he was not entitled to the pension.

Managers do not always include the Attorney in the process even when making legally risky decisions, but Ms. Jackson communicated with Mr. Mackenzie every single time even when she knew what he was going to say. She was always willing to listen to input but she had to balance the politics. She listened and then made an informed decision, which was appreciated. Even when she did not follow his advice, she always wanted to do what was right.

Finance is one of Ms. Jackson's greatest strengths. She was hired in the budget cycle and was able to dynamically grab ahold of the process and meaningfully participate in it even though she had not been involved from the beginning. The budget was never an issue and she did a great job pulling it together for approval. She was timely in meeting all of her deadlines.

Ms. Jackson shared more with Mr. Mackenzie than she did with others because they had a peer relationship, he was not her subordinate. She was forthright and did some frustrated venting, but always in a solution oriented way. She disclosed the problem and asked for suggestions.

**Reference Notes
Janice A. Jackson**

Augusta has an extremely challenging political environment. Ms. Jackson was involved in controversy because of where she was working but not because of who she is. Nothing in her personal conduct would concern a reasonable person or an employer. While some in the community have a different opinion of Ms. Jackson than the one expressed in this reference, the people she worked with have a high opinion of her.

Ms. Jackson's departure from Augusta was due to politics. At the time, the Commission was divided over their direct reports. One group wanted to remove Ms. Jackson as City Manager and another group wanted to remove Mr. Mackenzie as City Attorney. During a five hour meeting, the commission brokered a deal to remove both. After the meeting Mr. Mackenzie and Ms. Jackson were given the choice to be fired or to resign. Both resigned.

If Mr. Mackenzie were on the hiring panel, he would select Ms. Jackson. She is not perfect, no one is, but her heart is in the right place. She is ethical and wants to do the right thing. She is a great Manager. He highly recommends and respects her. He was impressed with how well she handled herself and managed the City.

Words or phrases used to describe Janice Jackson:

- Dynamic,
- Outside the box thinker,
- Solution oriented,
- Hard worker,
- Gets the job done, and
- Can do whatever she is asked to do.

Strengths: Thinks on her toes quickly, dynamic 'outside the box' thinker, able to look at more than just obvious solutions to reach goals.

Weaknesses: Albany has a strong Commission form of government, the Mayor has little power and only votes to break a tie. She had to balance good employee relations while dealing with a Commission that was dramatic at times. While this was not a weakness for her it was an area that she could improve in.

Janice Osei – former Interim HR Director, City of Augusta, GA 229-344-8010

Ms. Osei has known Ms. Jackson since 1993. Ms. Osei was the Personnel Director for the City of Albany. Also, Ms. Osei has also done much consulting work for Augusta during Ms. Jackson's tenure.

In terms of job performance Ms. Jackson is excellent. She is compassionate, passionate and she really cares about the organization that she works for. She is entirely transparent in everything

Reference Notes Janice A. Jackson

that she does, almost to a fault. She takes counsel and advice and then makes decisions based on her knowledge and experience.

When hiring Ms. Jackson tries to involve as many in the process as needed. Any individual hired will work with others in the organization and she wants the current employees to have some level of comfort and confidence in the person selected. Her hiring practices are phenomenal. Sometimes Directors will choose a candidate for their organization that are contrary to who Ms. Jackson would have selected, and there have been repercussions, but they take ownership whether it works out or not. She is inclusive and completely transparent.

Ms. Jackson is a change agent and she maintains an organization at a high level. She is a quick study and knows how to assess the situation to know how to proceed. She gathers additional information and has no problem changing course when she needs to. She is proactive.

Residents know Ms. Jackson because of her involvement in the community. She is completely committed to the community, the organization, and the employees. She has a balanced perspective. She definitely keeps others informed and is a leader rather than a 'behind the desk' type of manager.

Ms. Jackson led the core group that revamped the policies and procedures manual. She included key people from within the organization including legal. She has the right people involved and then she turns them loose. She asks pointed questions and makes sure they understand the goal but does not micro manage them. She entrusts employees to step up and have confidence to do what she has hired them to do. She has the personality, fortitude and skillset to work with the challenging employees that she inherited without ruffling too many feathers.

Ms. Jackson was very in tune to the budget, preparation, and adherence. She depends on her financial people and supports them, which is why most people enjoy working with and for her. She lets them use their skillsets and do the job they were hired to do. She is very much aware of the need to be timely with work, decisions, and changes, and took responsibility for making sure the employees knew what needed to be done.

In challenging situations Ms. Jackson is calm, cool and collected. She was relatively young when working in Albany and they had a flood. She rose to national prominence because of how she handled the situation. She was out in front with the public and the news media. She does not sugar coat the details but also does not act like the sky is falling. Everyone had confidence that she deals with things immediately rather than putting it on the backburner.

Government is always controversial in one area or another. Ms. Jackson has a special talent for identifying the core issue. She made sure that everyone knew what the issues were so they did not spend time going down rabbit holes rather than dealing with the core issue.

They asked Ms. Osei to be the HR Director but she enjoys consulting work and does not want to work full time. However, if she were to have accepted a full time position, she would have only

**Reference Notes
Janice A. Jackson**

accepted one within Ms. Jackson's organization. Ms. Osei has confidence that Ms. Jackson is always fair, equitable, and inclusive.

Ms. Jackson is not afraid to challenge the status quo or speak her mind in a respectful way. The Commissioners had hidden agendas and when she recognized them, she shared her concerns. She left Augusta because of the politics there, which was a shock and surprise to everyone in the community because she had earned such respect in the organization and in the community. Residents went to her to see if they could reverse the Commission's decision but she asked them to let it play out. She does what is right and for the right reasons.

Ms. Jackson may not walk on water but she comes pretty close in Ms. Osei's opinion. Ms. Osei has the utmost respect for Ms. Jackson and her integrity. What you see is what you get, she does not tell someone one thing and tell someone else something different. She wants people to know what is happening so they can make informed decisions. She gave staff the room to develop.

Words or phrases used to describe Janice Jackson:

- Compassionate,
- Passionate,
- Truly cares,
- Transparent almost to a fault,
- Intelligent, and
- Experienced.

Strengths: Smart, experienced, knowledgeable, good temperament for government, very patient, listens before making a decision.

Weaknesses: She gives others too much credit on the front end, but this is in her best interest. When it comes down to making decisions those involved are comfortable with the decision made and she does not have to second guess herself.

Bill Lockett – former Commissioner, City of Augusta, GA 706-495-3900

Mr. Lockett met Ms. Jackson when she interviewed in Augusta in 2014. He was a Commissioner and he was also the Chair of Administrative Services which was responsible for interviewing potential candidates. They had a good working relationship until December 2016 when his term ended. They have had some contact since because he is involved in 'Making Augusta Age Friendly', a program nationally recognized by AARP. She gave him any type of assistance they needed for the program.

In comparison with the other two administrators that Mr. Lockett worked with, Ms. Jackson was a day and night difference, her being the day. She is from Augusta and came in running because

**Reference Notes
Janice A. Jackson**

she was already familiar with the community. She was involved in many activities and earned the utmost respect from everyone that she came into contact with. People told her what they liked and what they did not like, and they always praised her to the Commission. She is knowledgeable and personable. She is an overall good person that any city would love to employ in any capacity.

The only decision Ms. Jackson made that Mr. Lockett did not agree with was to hire two Deputy Administrators from outside the organizations. He prefers to promote from within, which is not the standard in the public sector and it causes people to frequently move to other organizations for career advancement. Her other decisions could not have been any better. She did a wonderful job with the SPLOST and the budget. She did a great job during an ice storm in 2014. She drew on her past experience and handled the emergency well.

On an almost weekly basis Ms. Jackson was out speaking to a community group or the Chamber, she represented Augusta well. She had a good working relationship with members of the public. She was invited by some Commissioners to speak at their quarterly constituent breakfast. She did a great job.

Being a Commissioner was a part time job but some of them made it a full time job and micro managed Ms. Jackson and the staff. She kept Mr. Lockett informed at the level that he desired and felt was appropriate for a part time Commissioner but some of the Commissioners who wanted more involvement may have desired more information.

Ms. Jackson most certainly completed her assignments in a timely manner. She did quite well in stressful situations. She always had a smile on her face and was calm, cool, and collected.

Augusta Commissioners have a history of making deals with other Commissioners to get rid of people in the organization that they do not like. Some Commissioners wanted to get rid of the General Counsel made a deal with some who wanted to get rid of Ms. Jackson. They were both asked to resign on the same day and were then put on a retainer for one year as consultants, which indicates that their performance was not the reason for their dismissal. Her departure was a significant loss for Augusta and the entire area.

The situation mentioned in the previous paragraph was controversial but Ms. Jackson was never controversial. The media was quick to jump on even the smallest discrepancy with past Administrators but they did not find anything during her tenure to report on.

Mr. Lockett would definitely hire Ms. Jackson. She is an outstanding Manager and she will do a great job for any community that hires her.

**Reference Notes
Janice A. Jackson**

Words or phrases used to describe Janice Jackson:

- Intelligent,
- Knowledgeable,
- Personable,
- Vibrant,
- Community oriented, and
- Expertise in government.

Strengths: Works extremely well with the public, knowledgeable, personable, overall good person.

Weaknesses: None identified.

Sammie Sias – Commissioner, City of Augusta, GA 706-840-5240

Mr. Sias has known Ms. Jackson since 2014. On a scale of 1 to 5, he rates her performance a 5. She is fully committed to her job.

Ms. Jackson definitely hires quality staff. She does good research and makes sure her decisions are lawful and ethical. She is both innovative and a change agent. Even when an organization is operating at a high level there might be room for improvement and she will find it.

As a member of the Chamber and similar organizations Ms. Jackson was in the community often. She attended necessary events and made community connections that counted. She worked extremely well with the public, they were very receptive of her.

Ms. Jackson kept the Commission informed both in person and through email or phone calls. She bounced ideas off of the elected officials and they had an excellent working relationship. She talks to employees and when researching various issues, she had information from staff on the ground level as well as the executive management team.

They needed \$12 million dollars to build a parking deck. Ms. Jackson took the lead and got the right people in place. They financed the sum of \$12 million dollars and a year later she made arrangements to add \$4 million dollars to the loan. Her plan and method were very innovative.

Ms. Jackson is customer service oriented and she has excellent financial skills. She accomplished tasks in a timely manner. She responded well in stressful situations. The only negative was that she worked too many hours as is common in the field of management. But she accomplished the mission and was not rattled by stressful situations.

**Reference Notes
Janice A. Jackson**

While the job was controversial, Ms. Jackson was not. They did a thorough background check before hiring her and found nothing of concern. She left because of politics. While you can always find someone who disagrees with any opinion, Mr. Sias does not personally know anyone who has a different opinion that what has been stated in this reference.

Mr. Sias would hire Ms. Jackson. She is a nice person to work with and is always willing to listen. She is an excellent manager and administrator. If allowed to do her job, she will accomplish great things for any organization.

Words or phrases used to describe Janice Jackson:

- Very innovative,
- Absolutely trustworthy,
- Mission focused,
- Honest,
- Dedicated to the public, and
- Refuses to fail a mission that has been assigned.

Strengths: Committed, knowledgeable, always researches before making decisions, provides good research and good resources for the Commission to make decisions.

Weaknesses: She could better understand the politics, she prefers to do right rather than being political.

Tommy Coleman – former Mayor, City of Albany, GA 229-439-4000

Mr. Colton met Ms. Jackson in 1993 and they promoted her to the City Manager position in 1996. They were close friends and colleagues during her tenure there. He is a lawyer who only represents cities, counties, and schools. He knows what it takes to run a public organization and can tell a good manager from a bad one. Ms. Jackson has the right demeanor to run a city and she communicates well with the elected officials, a diverse public, tax payers, and vendors.

Ms. Jackson is an extraordinary person. She makes good hiring decisions and great decisions in general. Sometimes managers make decisions that do not sit well with the elected officials. She never compromised her integrity to make a bad decision and so she had some detractors. She was an excellent manager who always did the right thing and some did not appreciate it. If Mr. Coleman had remained the Mayor, she would still be the Manager in Albany.

Right after Ms. Jackson was hired Albany had a significant flood and 40% of the city was under water. They received an incredible amount of money, something like \$160 million dollars, from FEMA, the USDA, and the Small Business Association to rebuild the city. Many were exerting pressure for the money to be spent a certain way and one person even proposed just dividing the

**Reference Notes
Janice A. Jackson**

money and giving every resident a check for \$10,000. Ms. Jackson created a plan to spend the money in the best way possible for the community.

As the interim City Manager, Ms. Jackson was the spokesperson for the City during the flood and was on television all the time. The way she interacted with the public during that period of great crises made her the only candidate for the position in the elected officials' eyes. She was active in the community and spoke at events.

They worked as a team because the Council was divided. Some members related better to Mr. Coleman and others related better to Ms. Jackson, so they divided up communications accordingly. The situation was not an easy one but she did well in spite of the challenges.

Ms. Jackson prepared excellent budgets and reminded the elected officials when they spent too much money. She had finance people to assist her, but she understood the information well enough to communicate it to the elected officials. She is very task oriented and when the council made a policy decision, she can be counted on to carry it out and be timely in the process. You cannot tell when Ms. Jackson is under stress, she maintains her composure.

Government is by nature controversial but Ms. Jackson never was. Her conduct is clear of any incident that might embarrass an employer. She left Augusta because some Commissioners wanted the City Attorney gone and they traded him for Ms. Jackson, which is the dark side of politics but it happens.

Some in the community do not like a certain decision that was made and might have a different opinion of Ms. Jackson but she is in the business of making hard decisions that have to be made. If a Manager does not have detractors then they likely have not accomplished anything.

Mr. Coleman highly recommends Ms. Jackson. She is very competent and is straight down the middle of the road but she understands the politics of what is happening. She is an excellent Manager who has enjoyed long tenures in every community she has worked.

Words or phrases used to describe Janice Jackson:

- Committed,
- Intelligent,
- Hard working,
- Good listener,
- Communicator, and
- Effective.

**Reference Notes
Janice A. Jackson**

Strengths: Inspires confidence in both employees and the elected officials, versatile in all aspects of city management, very competent with the budget and did a great job managing resources, relationship builder, great character, can be trusted with any task and she will carry it out, great at bridging divisions (racial or class) in the community, can communicate with anyone.

Weaknesses: In the beginning she did not counsel with the Commission as much but that changed once she fully understood the relationship between the Manager and the elected officials. However, she was young when she first started and it was her first city Manager position.

Angela Harden – Pastor, New Destiny No Walls Church, Augusta, GA 706-495-9957

Ms. Harden is a community activist and a local pastor. She met Ms. Jackson in 2014 when she became the City Manager for Augusta.

Ms. Jackson was an excellent administrator. She was well prepared. She was significantly more vocal and present in the community than past administrators were. She was very sharp and prepared when speaking at the podium. Her performance was excellent and she is very professional. She is 100% the perfect business woman.

A young man was electrocuted in a public park, which was the most detrimental thing to happen on public property in Augusta's history. Ms. Harden called a town hall meeting and emailed several people in the government structure. Ms. Jackson was the only one to respond, and her response was immediate. Her responsiveness and incredible compassion throughout the difficult situation really touched the community. She answered questions and tried to help the family. She kept others involved informed to the extent that she could.

Another situation that Ms. Jackson handled related to a missing young girl. They put up billboards and the story received national attention. Eventually the mom was arrested for the girl's death. They have worked closely together at times. Ms. Jackson has always been very thorough and never disappointed the community. They might not get the answer they want, but she always gave them an answer and she was always available to them.

Ms. Jackson is well known and has a good reputation for her financial abilities. She managed the budget and did an exceptional job. She is always calm under stress which is impressive.

Ms. Harden hosts a television show and she interviewed Ms. Jackson in October. The show is called 'Bring it to the Table: Real Talk with Angela C. Harden'. During the interview Ms. Jackson was up close and personal. She spoke about her job, how she viewed the city, the budget, and her responsibilities. This show had an extremely high number of views. Many in the community, prior to this show, did not realize that Augusta has ten Commissioners and a weak Mayor form of government. Everyone who watched this episode learned quite a bit about the organization.

**Reference Notes
Janice A. Jackson**

The situations mentioned earlier were controversial but nothing happened that related to Ms. Jackson personally. Trying to satisfy the requests of ten bosses made it almost possible to be successful but she was.

Ms. Harden would hire Ms. Jackson if she could, she is a star. She deserves better than she was treated in Augusta. Many in the community were very disappointed when she left, she was well known for the great job she did. She is very smart, very sharp, and always very professional.

Words or phrases used to describe Janice Jackson:

- Smart,
- Loyal,
- Honest,
- Compassionate,
- Integrity, and
- God fearing.

Strengths: Cares, compassionate, very passionate about helping the community and seeing it grow, well versed in municipal management.

Weaknesses: None identified.

Lori Videtto – former Environmental Services Director, Augusta, GA 803-341-2344

Ms. Videtto was the Environmental Services Director in Augusta from around 2016 or 2017 until she left in 2019. She met Ms. Jackson when she was hired.

Ms. Jackson is an effective leader. She gathered the opinion of anyone involved in a situation before making a decision. She brought Directors together during the budget process to keep them on task and moving in the right direction.

Ms. Jackson built a really good team and was able to pull on everyone's strengths to keep them moving forward. Her decisions were good. She drives change where it is needed. She keeps employees working at a high level while making tweaks along the way as she believes in continual growth.

From all that Ms. Videtto saw, it seemed that Ms. Jackson was visible in the community. She interacted well with residents and was responsive. She listened which is really important. She did not always have direct customer access but she made sure her team was available to answer questions or provide information to residents.

**Reference Notes
Janice A. Jackson**

Ms. Jackson published a weekly newsletter for department heads, Commissioners, and the Mayor that provided detail on pressing projects and a snapshot of what was coming so there were no surprises.

One project was to evaluate and improve the residential collection program. It was a contracted service and it needed to evolve. Ms. Jackson gathered input from experts in the field, the community, and the politicians to make sure she was meeting everyone's needs. She worked well with the staff and she listened to what they were saying as she continued to drive the project forward. She communicated well when they ran into an obstacle so the issue never ended up on the front page of the paper. She also left the contract open for future changes if they need to renegotiate or change the terms, which is extremely beneficial.

The budget was balanced every year of Ms. Jackson's tenure. She was very good at meeting timelines. She seemed to take stress in stride and handled whatever came her way gracefully, while asking for help when she needed it.

Government is always controversial but nothing stands out related to Ms. Jackson other than the normal ebb and flow of business. Ms. Videtto is not aware of anything of concern in Ms. Jackson's conduct or background. All of Ms. Jackson's direct reports generally have the same opinion as the one expressed in this reference.

Ms. Videtto would hire Ms. Jackson and would also work for her again. Ms. Jackson worked with 10 Commissioners plus the Mayor, and the Directors, which meant many opinions and numerous assignments. She handled it all well.

Words or phrases used to describe Janice Jackson:

- Fair,
- Friendly,
- Incredibly intelligent,
- Easy to talk to,
- Good listener, and
- Good sense of humor.

Strengths: Mentoring staff, project direction, great at setting the goal and moving projects forward with support from others, great team builder.

Weaknesses: She was very busy and sometimes the staff had to get her attention on smaller items that they needed. However, once she gave her attention to the matter or the employee, she was 100% focused and dedicated.

**Reference Notes
Janice A. Jackson**

Tom Corwin – Reporter, Augusta Chronicle, Augusta, GA 706-823-3213

Mr. Corwin met Ms. Jackson in 2014. He directly covered Augusta for the last few years of her tenure though he knew of her and they had interactions prior to his appointment.

Ms. Jackson always answered questions when she knew the answer. If she did not know the answer, she told you that, too. She always took a meeting and was very open. Her decisions always seemed to be good.

Ms. Jackson attended many events that Mr. Corwin was at, even those not directly related to Augusta. She was fairly comfortable with the public and related well to them. For the most part Ms. Jackson was timely in responding.

Augusta has an urban blight problem. Ms. Jackson helped coordinate the city's effort in addressing the blight by scheduling regular meetings with department heads. She was more effective in addressing the blight than prior Administrators were.

Generally speaking, if a budget question came up in a public meeting Ms. Jackson was aware of what the impact would be for each action. Someone might propose an expenditure, or a department might ask for a raise, and she knew how much was in their reserves so she could immediately calculate and relay the impact to the audience.

City government is always controversial but Mr. Corwin is not aware of anything related to Ms. Jackson personally that is of a controversial nature.

Ms. Jackson resigned from Augusta. She was a good manager for the community.

Strengths: Straight forward, what you see is what you get, very knowledgeable, pretty well researched, does her homework.

Weaknesses: Understanding the politics, she did not seem to know what was coming when the Commission asked her to resign.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

12 On Your Side – WRDW
April 16, 2019

Augusta Commission votes to fire city attorney, city administrator

Author: Ciara Cummings

AUGUSTA, GA (WRDW/WAGT) -- City leaders have voted in favor of firing the Augusta city attorney and the city administrator. The vote comes after a kerfuffle involving Mayor Hardie Davis' new car and whether or not state law says he must display an official city decal.

Georgia State Law requires cities to have a decal, emblem or some sort of marking logo on city cars. There are exceptions to this requirement, among them include law enforcement and prosecutors. McKenzie said he thinks the mayor could fall into the category with law enforcement and prosecutors.

City commissioner Ben Hasan argued against McKenzie, calling his thoughts a "bogus interpretation of the law." Hasan attempted to call a vote to fire McKenzie back on April 2, but Davis adjourned council just before that vote was set to take place.

Meanwhile, Augusta City Manager **Janice Jackson** was also let go Tuesday based on "performance issues," according to officials. More on this story as it develops.

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

News Channel 6 - WJBF
January 17, 2019

Augusta leaders say times passed for administrator evaluation

Author: George Eskola

Some Augusta city leaders say they have fallen down on the job when it comes rating the performance of the city administrator. The mayor and commissioners handle the job evaluation for the administrator. But they haven't done one for **Janice Jackson** since 2016.

“We can take some of that blame, absolutely,” says Sean Frantom. “How do we remedy that? Do you say this year there will be one, yes absolutely. We just got to make sure we put some goals in there, we got to give a vision for this city, maybe set some goals for the city as well.”

In **Jackson's** 2016 evaluation she was rated in ten categories from excellent to poor, commissioners who graded here said in general her performance was satisfactory.

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
November 16, 2018

Augusta Commission sees options for more deputy pay but split on whether to give it
Author: Tom Corwin

Nov. 16--Administrator **Janice Allen Jackson** presented the Augusta Commission options Thursday to give Richmond County Sheriff Richard Roundtree an additional \$340,000 to raise deputy compensation. But commissioners seem split on whether his staff should be treated differently than other public safety or county employees. Some also questioned additional administrative and marketing positions in Recreation and Parks, though the department projects those positions will practically pay for themselves with increased revenue.

A day after Roundtree vented his frustration on not receiving an additional \$680,000 he requested for increased pay that was deferred during budget negotiations last year, and Jackson offering only half of that, she was back before the commission during a budget work session to provide three different scenarios for getting him the balance.

One would take a cost of living adjustment already budgeted for the whole department in July and "free up" \$200,000 to go to deputies in January, along with \$140,000 in money from increased interest income that had yet to be allocated, Jackson said. Another would take \$161,000 of the income money yet to be allocated, and combined with cutting increased library funding from \$150,000 to \$100,000 and eliminating some positions in Human Resources or in other departments. A third would cut positions and use \$111,890 of interest income.

Given the struggles the library has had, and the need to reorganize and strengthen HR, "how can you even put these on the table?" Augusta Mayor Hardie Davis asked. "It's just options," **Jackson** said. "We're at the point to where we're going to have to make some tough decisions."

Other county employees would get a cost-of-living adjustment of 1.5 percent in July, Commissioner Bill Fennoy pointed out. "How can I justify giving the sheriff a raise effective Jan. 1 and then these other public safety officers and other employees a raise effective July 1?" he said. "I don't think it's fair. I think it would create a lot of issues for us in the city government."

Commissioner Marion Williams pointed out that the sheriff has sources of revenue, such as proceeds from forfeitures, that most other departments do not. "We've got to put everything on the table," he said. But others were supportive of giving Roundtree what he requested. "It was supposed to be given this year," Commissioner Wayne Guilfoyle said. "We're going to satisfy the needs of the sheriff."

"I think the sheriff will be satisfied with the outcome," Commissioner John Clarke said. Other departments might not fare so well. Guilfoyle and Commissioner Ben Hasan questioned some additional personnel requested by Recreation, including two new deputy directors, a

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

marketing/customer service person and two Park Rangers, although Jackson had already eliminated one Ranger from her recommended budget. "We've been surviving a long time without these positions," Guilfoyle said, which amounted to an additional \$303,000. But Jackson said through increased special events and other activities the department projects those positions will help generate an additional \$380,000 in revenue. "The proposition is they would pay for themselves," she said. Hasan was openly skeptical of that and pointed out that the city already has people doing marketing. "I just can't see it," he said. "I won't support that one." **Jackson** said she would bring back the vision of where the city is trying to get and a "scaled-back version of what it takes to get there."

Internet – Newspaper Archives Searches**Janice Jackson***(Articles are in reverse chronological order)*

Tribune Content Agency News Service (USA)
October 17, 2018

2019 Augusta budget includes pay increases, adjusts Recreation spending

Author: Susan McCord

Oct. 17--Though discussion ended with the unexpected announcement of the death of one of their own, Commissioner Grady Smith, Augusta commissioners got a first look at City Administrator **Janice Allen Jackson's** city budget for 2019 at Tuesday's meeting. The budget includes no tax increase and capitalizes on growth in the local economy, assuming a 7 percent increase in local option sales tax revenues, which the city uses to offset property taxes, and a 1.5 percent increase in the property tax digest, Jackson said. With the state's gross domestic product already above the national GDP, "Augusta is expected to outperform the state by a wide margin in both 2018 and 2019," Jackson said. "The Augusta (metro area) will tie with Gainesville (Ga.) as the state's fastest growing metro area." The budget continues a theme of "investment in ourselves" and includes a 1.5 percent cost-of-living adjustment for city staff and expands longevity increases for most workers with 10 or more years of service, she said.

The budget also adds positions -- to enhance training in the Human Resources Department, raise revenues and improve maintenance by Recreation and Parks, and decrease Environmental Services' reliance on contractors, she said. It also adds jobs in the Richmond County Board of Elections, the Augusta Fire Department, Information Technology and other departments, as well as adds a part-time staffer for the mayor's office. The proposed budget increases Mayor Hardie Davis' budget by \$11,150, bringing it to \$423,290, and leaves intact an additional \$38,750 for the My Brother's Keeper mentoring program formed by him. The budget increases spending at Lake Olmstead Stadium from zero to \$238,200. There, the city aims to increase net recreation department revenues to \$93,400 through concerts, she said. The budget increases funding for Riverwalk Augusta by \$299,370, to \$662,960. The budget also includes \$100,000 in "seed money" to develop a new city festival with a focus on music. Jackson said the seed money for something such as a "soul festival" would go toward hiring people to develop and market the new event, to be held in the late spring or early summer of 2020.

Non-government entities currently receiving city funding are left at current levels, Jackson said. The budget document also noted several new requests -- from the Augusta Boxing Club, the Boys and Girls Club of the CSRA, animal-rescue group That's What Friends are For and the Bridge Ministry of the CSRA -- that await further documentation. Though the budget is balanced, several areas "need attention" and aren't able to fund themselves, including the city's probation program, Jackson said. The program, created in 2016, does not produce sufficient probation and monitoring fees to cover its \$1.5 million cost and will require a \$952,080 subsidy, she said. Elsewhere, the city's streetlight program will remain insufficiently funded, despite the commission's vote earlier this year to increase revenue from streetlight fees for property owners outside the old city limits. Augusta Public Transit, for which the city is building an \$18 million facility, remains underutilized, with fares and ridership unimproved over the past four years, while the Augusta Public Library, which lost state funds when it shifted to a single-county

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

system, remains at a 2012 local funding level of \$2.5 million. According to Jackson's presentation, commission budget talks will continue in meetings scheduled Oct. 24 and Nov. 2, 7 and 14, with a projected approval date of Nov. 20. The city's budget follows the calendar year and would go into effect Jan. 1.

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
October 17, 2018

BRIEF: Augusta City Administrator releases statement on death of boy who was electrocuted

Author: Jozsef Papp

Oct. 17--Augusta Administrator **Janice Allen Jackson** released a statement Wednesday regarding the incident that killed a 12-year-old at a Fleming Athletic Complex ball field near the Bernie Ward Community Center.

Jackson said that she and Mayor Hardie Davis Jr. have reached out to the families of Melquan Robinson and the other two children injured in the accident Monday night. Melquan was electrocuted when he touched a fence that had been electrified by a live wire.

Jackson said that the cause of the accident is still undetermined and nothing has been confirmed. The city has hired a qualified firm that specializes in dealing with this type of incident to determine the cause of the accident, **Jackson** said.

The city has also asked the firm to assess the following facilities because of their similar wiring:

- * May Park
- * Diamond Lakes
- * McDuffie Woods
- * Eisenhower Athletic Complex
- * Newman Tennis Center
- * Fleming Tennis Center

"Augusta's team will do all it can to determine why and how this accident happened," Jackson said in the statement.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Augusta Chronicle, The (GA)
November 15, 2017

COMMISSION EXTENDS CITY ADMINISTRATOR'S CONTRACT

Author: Susan McCord

Augusta City Administrator **Janice Allen Jackson** gets another three years to lead city government following an Augusta Commission vote Tuesday. After a lengthy closed-door session, the commission came out and took several votes, including a 7-3 decision to extend Jackson's contract for three years, ending Dec. 31, 2020. Commissioners Marion Williams, Wayne Guilfoyle and Sean Frantom were opposed. Only Williams would comment on his "no" vote, saying "some things hadn't gotten done this year that should have gotten done." Commissioner Mary Davis said **Jackson's** contract deserved to be renewed, "with the complexity of the structure of our government and the amount of responsibility that Janice has." Davis added that the 10-member commission, to whom Jackson reports, "can do a better job of giving her more direction, goals and objectives for what we expect from her moving forward."

Commissioner Ben Hasan, who moved for the extension, said developing goals for the administrator and "thresholds we'd like to see met" were part of the commission's decision to extend the contract. Commissioner Grady Smith said he spent about four hours a week with **Jackson**, during commission and committee meetings. "We haven't done our job about laying out goals," Smith said. While **Jackson's** contract calls for an annual review, the commission has only done so once, last year, when several commissioners rated her performance below-average in a handful of categories. **Jackson**, an Augusta native, started work here in November 2014. She was previously a Mecklenberg County, N.C., general manager and an Albany, Ga., city manager. At \$173,400, **Jackson** is Augusta's highest-paid employee. Her contract extension did not include a pay increase, Hasan said.

The extension comes in the midst of city budget discussions. The commission will resume a review of Jackson's 2018 budget at a work session today. Other matters decided by the commission Tuesday included: Hiring assistant engineering director Hameed Malik as engineering director at a salary of \$140,00. Malik replaces Abie Ladson, who resigned last month. Approving a lease with Augusta on Ice, which has set up an ice rink, ice slide and other holiday attractions set to open Friday at Augusta Common. The firm pays the city daily rental fees of \$700 through Jan. 6, plus \$400 in daily cleanup fees, with the city waiving the first \$44,600 in rental fees. The commission took no action on Williams' agenda item seeking information about why two commissioners and a city attorney participated in a Washington, Ga., EMS Council meeting without other commissioners' knowledge. The item sparked a heated exchange between Williams and Commissioner Sammie Sias. Frantom said better communication was needed. The administrative services committee authorized renewing Daniel Field's lease to longtime fixed-base operator Augusta Aviation for 20 years at an annual cost of \$57,000, plus one percent of adjusted gross sales in excess of \$2.5 million. The same committee deferred action on a set of construction and demolition projects that would relocate several city offices, with a motion to prioritize a list of proposed changes.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

ABC - 6 WJBF (Augusta, GA)
November 9, 2017

Salary study also finds city positions overpaid

Author: George Eskola

AUGUSTA, Ga (WJBF) They do the job, but the classification and compensation study presented to commissioners this week found that more than 60 percent of city workers are underpaid. "The guys that are out here on the street digging the ditches cleaning out the pipes they are the ones that I'll be looking," says Commissioner Wayne Guilfoyle.

Consultants say some city worker's pay is as much as 30 percent below market, the City Administrator is recommending spending two point three million out of the General Fund next year to boost wages, but that means only 750 thousand dollars for the Sheriff's Office a fraction of what was requested for raises. "More money, we could fix it we could fix it all hopefully there will be opportunities to get more money in the pot," says City Administrator **Janice Allen Jackson**.

And while the study found most workers getting paid below market, it also found about a third of the positions studied are overpaid 10, 15, 27, even 45 percent above what the salary should be. It has some city leader saying wait a minute. "I asked that question up on the floor I got some kind of bland answer I would like to continue this conversation," said Commissioner Guilfoyle.

So would Sheriff Roundtree. "Look at all positions they say are overpaid in the county government no one has ever made mention of that they just want to see the ones who are underpaid," said The Sheriff. But don't look for commissioners to reduce those over paid salaries and give the money to under paid workers including deputies, "Once you give an employee a salary or give them money you cannot take it back," said Guilfoyle.

Along with the plan to increase the salaries of lower paid workers the administrator is also recommending a one and a half percent cost of living increase this would be for all employees across the board. Another budget work session is scheduled for next Wednesday.

Internet – Newspaper Archives Searches**Janice Jackson***(Articles are in reverse chronological order)*

Augusta Chronicle, The (GA)
April 27, 2017

CITY FRANCHISE FEE REVENUES ARE DOWN \$1.1M OVER 2016

Author: Susan McCord

City officials say they'll continue to monitor steep declines in electrical franchise fees and sales taxes. Presenting a first-quarter financial report Tuesday, Finance Director Donna Williams said the franchise fees - a percentage of gross revenues paid during the first quarter by local electrical providers Georgia Power and Jefferson Electric - are down by \$1.1 million over last year.

City leaders last year forecast a decline of \$600,000 from a paper machine shutdown at Resolute Forest Products, for years one of Georgia Power's largest customers. Around the same time another large customer, Fibrant, announced plans to shutter most of its Augusta operations. Electric franchise fees represent the largest single source of tax revenue for the city's general fund and were budgeted at \$14.6 million for 2017, down from \$15.2 million in 2016.

City Administrator **Janice Allen Jackson** said through a spokesman the decrease was "larger than we anticipated" but decreases in franchise fees and sales taxes were expected. "We still have 10 months of sales tax collections remaining in the year," she said. Sales tax collections - the four, one-percent taxes collected for schools, transportation, local government and the Local Option Sales Tax - also continue to decline. "In 2015 and 2016 we have experienced absolute declines in your sales tax revenue for your local option sales tax," Williams said.

As of February, because March payment information was not available, 2017 sales tax receipts for the LOST were down \$88,218 over last year, about 11 percent below budgeted amounts. Low sales tax collection rates have varied impacts on the government, Williams said. While the Transportation Investment Act expires after 10 years, low collection rates for the other taxes used for capital projects merely slow or delay the projects until enough funds are collected. The LOST, however, is used like ad valorem taxes to support government operations and cuts into funds available to the general fund, law enforcement and the Urban Services fund, she said.

The city last year budgeted some 38 percent of law enforcement funding from the LOST, and 51 percent of funds for the Urban Services District, located in the pre-consolidation city limits, according to Williams' report. "Law enforcement has fewer other sources of revenue to depend on," she said. The sales tax decreases continue a several-year trend that officials have struggled to explain, due largely to limited information provided by the state about collections.

When manufacturers won the state tax break and lobbied to stop the local government from substituting an excise tax, city officials estimated the break will cost the government between \$3.5 million and \$4 million. Williams said the city could make up the difference by year's end, in part from limited growth in the tax digest, but said the city continues to monitor collections. "It is not a catastrophe right now; it is a concern," she said.

Internet – Newspaper Archives Searches**Janice Jackson***(Articles are in reverse chronological order)*

Tribune Content Agency News Service (USA)
October 19, 2016

Augusta administrator unveils 2017 budget proposal

Author: Susan McCord

Oct. 19--"Revenue challenges" prompted City Administrator **Janice Allen Jackson** to present a 2017 budget proposal that doesn't raise taxes but does include a net decrease in spending plus fee increases, cuts in several areas and a hold on filling vacant positions. The total proposed budget for all funds is \$789.6 million, down from \$908.8 million this year. The city saw only a minimal increase in ad valorem taxes and a decrease in franchise fees and the local option sales tax that cover the bulk of the general fund. The general fund budget -- used for judicial, public safety, public works, recreation and general government functions -- is \$153.7 million, down about \$80,000 from the current year, according to Jackson's proposal. **Jackson** said she denied "the vast, vast, vast majority" of new departmental requests, which totaled about \$10 million.

Not everyone was denied. A copy of the full budget proposal shows an approved increase of \$102,290 for Mayor Hardie Davis' budget, bringing it to \$411,240, less than the \$487,110 he requested. It also includes \$38,750 for Davis' My Brother's Keeper mentoring program and a handful of other department- or division-level increases.

The budget absorbs a \$3 million increase in health care costs as it cuts \$750,000 from city departments at current service levels and \$320,000 from non-governmental organizations. **Jackson** said she'll require all departments to submit written requests before filling about 275 to 285 vacant positions included in the total city workforce of 2,819. The budget also relies on a \$750,000 reduction in the city's subsidy to ambulance provider Gold Cross. In light of the challenges, **Jackson** asked commissioners to consider the impact of programs that aren't as helpful to the city's bottom line. Streetlight fees, for instance, haven't been reviewed in many years and operate in a deficit, she said, while 911 fees don't cover operations of that department.

The Urban Services taxing district, created during consolidation 20 years ago, doesn't generate sufficient revenue to support operations inside the old city limits, **Jackson** said. "One of the reasons the old city no longer exists is there wasn't enough money in the old city limits to tend to its business," she said. She also asked commissioners to consider the city's economic development initiatives in effect for years that haven't increased the city's tax base, such as the hotel-motel tax and Amend-ment 74, which exempts businesses that make capital improvements of a certain value from ad valorem taxes for five years. "We must work collaboratively with the (economic development authority) to perform cost-benefit analyses," she said, "so we really know if it's worth it." The mayor and commissioners had no questions for **Jack-son** about the proposal but will begin work on the document at work sessions Oct. 28, Nov. 3 and Nov. 10, with a final approval date set for Nov. 15.

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

Augusta Chronicle, The: Web Edition Articles (GA)
August 10, 2016

City administrator's evaluation still on hold

Author: Susan McCord

More than 21 months on the job, Augusta City Administrator **Janice Allen Jackson** hasn't had an evaluation by the Augusta Commission, and now some commissioners are questioning the process. **Jackson's** contract calls for an annual review by the commission prior to adopting the annual city budget, based on goals set by her and the commission for her job performance. In January, commissioners approved using a form on which to rate Jackson in numerous areas under categories that included skills, community relations and fiscal management. It also provided space to discuss her strengths and areas she needed to improve. Half a year later, they haven't all filled it out. "I haven't filled anything out because I was so mad at how she handled the Mark Johnson deal. I would be too negative," Mayor Pro Tem Grady Smith said.

In February, Jackson's recommendation to place Johnson, director of environmental services, on suspension for obtaining a raise without her signature divided the commission. Smith didn't indicate he'd warmed up to Jackson since then but said several of his commission colleagues worked closely with her. "I'm not in that circle down there," Smith said.

Commissioner Bill Lockett said last month that Smith was one of four who hadn't filled out the form. He didn't know if more had done so since then. But now, Lockett said the form lacks meaningful criteria. "You cannot give somebody an evaluation that has any impact when it's devoid of any expectation of the governing body," he said.

Though routinely done with officials such as the superintendent of Richmond County schools, evaluating key staff has long been a weakness of the unwieldy 10-member city commission. Former administrator Fred Russell hadn't been evaluated for years, if ever, when in late 2013 commissioners voted to fire him with no paper trail or other evidence of their dissatisfaction. **Jackson** said Wednesday she is ready for the report. "It is always best for an employee to receive honest and objective feedback," she said.

Lockett, now term-limited and in his final year on the commission, compared Jackson's performance with that of her contemporaries in North Augusta, Aiken and Columbia County, where growth appears more prevalent. "We should be getting more bang for the buck," he said. "We're getting pretty much the same thing that was being done with one interim administrator and one interim deputy administrator."

During most of 2014, the positions were held by the city IT director, Tameka Allen, who'd already doubled as a deputy administrator, and former traffic engineer Steve Cassell. Commissioner Marion Williams wasn't as displeased with Jackson as he was ready to do her evaluation. "We ought to at least talk about it in legal," Williams said. "I don't have a clue what the hold-up is."

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Mayor Hardie Davis, whose responsibility in Jackson's contract is to compile evaluation findings and call for their discussion, said Monday the evaluation "will be addressed tomorrow," though it wasn't. The discussion was included on the agenda for Tuesday's closed-door legal session but was skipped over for discussion of other matters, commissioners said. Davis said Wednesday "timing" was causing the continued delay but "nothing nefarious." An accountant hired to compile the results was unavailable to make the presentation to commissioners Tuesday, but "they will be able to have a conversation in full," he said.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
February 16, 2016

E-mails cast doubt on administrator's knowledge of raises

Author: Susan McCord

Feb. 16--City e-mails obtained Monday by The Augusta Chronicle cast doubt on whether City Administrator **Janice Allen Jackson** had no knowledge of raises given out last summer at the landfill, but they leave unanswered whether a deputy administrator intended to include them with a new demolition program. **Jackson** denied knowledge of the pay increases when The Chronicle asked about them last month. Augusta Commission members say she continues to deny ever approving them.

Officials have cited an ongoing "investigation" in refusing since Jan. 28 to release information about Environmental Services Director Mark Johnson's 15 percent pay raise. The city's four-page investigation, obtained by The Chronicle last week, indicated Johnson helped himself to the money without authorization. That has prompted a commissioner to call for his firing. A report compiled by Johnson of the e-mails that was provided to commissioners over the weekend paint a different picture of the pay increases.

Sarah Hudson, the executive assistant to **Jackson**, said Jackson hadn't received the report from Johnson on Monday and that the administrator wouldn't comment on a pending personnel matter. Commissioner Marion Williams, who put Johnson's firing on Tuesday's Augusta Commission meeting agenda, said Monday that any earlier communications about the raises were irrelevant if Johnson or others didn't follow proper protocol in obtaining them. "If somebody's done something wrong, they need to be dealt with as well," Williams said. "The authorization should have been there, but it's not there."

Commissioner Bill Lockett said last week that Johnson had intentionally circumvented the system to get the raises. Commissioner Mary Davis, however, said Johnson's report essentially cleared him. "I don't think Mark intentionally did anything wrong," she said. "He is being singled out unfairly." The report includes five drafts of the demolition program agenda item e-mailed among Johnson, Deputy Administrator Ted Rhinehart and sometimes Jackson beginning in March, all of which state that Johnson and staffers got raises in conjunction with the new program.

Johnson's correspondence with Jackson in March indicates the administrator's goal of including with it a new job for Donald D'Antignac, a city operations manager whom former Administrator Fred Russell had working out of his office. D'Antignac, who became demolition program manager but received no raise under the new program, previously served 11 years in prison for accepting \$5,000 in 1974 to murder 22-year-old David Dunn. D'Antignac was hired by the city 30 days after his release, before background checks became policy, according to The Chronicle's archives.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Dated March 20, Johnson's first e-mail to Jackson outlining how the demolition program would work had a \$1.6 million annual budget and included a paragraph proposing raising his salary from \$105,755 to \$133,650 and that of others for "oversight and management of the program" and to "address potential salary equity issues." **Jackson** told Johnson in an April 9 e-mail that the newly hired Rhinehart would be taking over the project, according to the report.

Johnson sent a revised draft of the project to Rhinehart and four city attorneys May 12 detailing the same program again and including raises, according to his report. Then, in a May 18 draft that Johnson said in the report that he changed "based on additional feedback from Ted," the raises were converted to 15 percent to "match administrative authority," or the amount Jackson can authorize without commission approval. The program's overall budget was reduced to \$900,000.

Johnson said in the report that he provided Rhinehart an Excel spreadsheet detailing the raises, but Rhinehart did not upload that page into the city system where meeting agendas are posted. The city's engineering services committee approved the program based on Rhinehart's presentation May 26, which included no information about the raises other than an agenda item mention of "other administrative costs, such as appropriate salary adjustments" for involved staffers. Commissioners, who spoke at the meeting of the need to remove blighted structures but never asked about raises, approved the program with no discussion June 2.

In a May 28 e-mail, Jackson asked Rhinehart to clarify the program's budget for a newspaper reporter, because \$150,000 in the agenda materials appeared excessive for the new manager who would oversee the program. "Please send her an e-mail explaining what else that amount covers," the e-mail stated. Johnson sent an e-mail June 5 to interim Human Resources Director Michelle Elam saying the commission had authorized the raises and included the Excel breakdown. The document became part of the four-page investigation of Johnson provided to commissioners last week.

After receiving the request for Johnson's raise, city Finance and Human Resources employees e-mailed each other several times to ensure the money was available. **Jackson** said she was unaware of the Environmental Services raises when The Chronicle discovered them in a review of city salaries and launched the investigation, which remains active.

Internet – Newspaper Archives Searches**Janice Jackson***(Articles are in reverse chronological order)*

Tribune Content Agency News Service (USA)

July 25, 2015

City administrator's SPLOST proposal excludes outside groups

Author: Susan McCord

July 25--Nongovernment organizations such as Paine College and Symphony Orchestra Augusta are excluded in City Administrator **Janice Allen Jackson's** proposal for the Nov. 3 sales tax referendum. The decision whether to include them remains hotly contested among Augusta Commission members, and the groups will be presenting their requests to the commission Tuesday. About \$17.8 million from the package was sought by nongovernment organizations, including \$1.8 million for the Augusta Mini Theatre to build a performance center; \$5.4 million for the symphony's Miller Theater renovation; \$4.9 million for Imperial Theatre improvements; \$2.7 million for a Paine College music and cultural arts center; \$2 million for the YMCA to renovate its downtown branch; and \$1 million for Shiloh Community Center to build a 15th Street pavilion. Commissioner Sammie Sias said he agreed that the outside groups should be left out in favor of infrastructure projects. **Jackson's** proposal included \$123 million for infrastructure and facilities. "I concur completely with the administrator," Sias said. "We have a lot of things that we've got to get done." Several other commissioners said no to the groups, including Sean Frantom. "It's just time for them to sit out these five years," he said. "This package has got to be about needs, not wants."

Commissioner Bill Lockett said the groups were needed to get the special purpose local option sales tax package approved. "We're going to need every vote that we can get to pass this SPLOST," Lockett said. "At least give them something so people who are supportive of these agencies will come out and vote for it." Commissioner Bill Fennoy said the outside groups do good work and ought to be included. He said commissioners should observe the work being done at low-income health clinics that have benefited from SPLOST funds. "They are providing a vital service to this community," he said. "Every time the SPLOST has passed, every one of those agencies has been on that list," Commissioner Marion Williams said. Others felt differently. "Coming back every time you have a SPLOST -- that is a problem," Mayor Hardie Davis said. "A lot of people would say this is the reason it failed last time," Frantom said. SPLOST 7 failed at the polls in May 2014. "I would say that the reason SPLOST failed last time is because it didn't have the support of all the commissioners," Fennoy said, adding that if the commission vetoes these organizations, he'll still work to promote the package.

Though **Jackson's** recommendation narrowed the budget for four categories of funds -- public safety, quality of life, infrastructure/facilities and Blythe/Hephzibah -- it did not cite specific projects to be funded. **Jackson** said the city will next take the lists to the public to see what its priorities are. Included among the requests is \$2 million for work on a new Fort Gordon gate near Harlem. Though most users of the gate would be leaving Richmond County, a reconfigured section of Gordon Highway will create 80 acres of developable land in Richmond County, according to Lockett.

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
June 18, 2015

Mayor, administrator disagree over working relationship, hierarchy
Author: Susan McCord

June 18--Augusta Mayor Hardie Davis and City Administrator **Janice Allen Jackson** are having a disagreement over whether she works for him. Davis said Jackson made the assertion that she doesn't, leaving him "dumbfounded." Davis said he was feeling left out of city affairs and called for a Friday meeting with **Jackson**, where she told him she worked for the 10-member Augusta Commission, not the mayor. "As I explained what my role is statutorily and to the city, the question became, "That is not my understanding," Davis said.

The statement came as a surprise, given "we've had a good working relationship," said the mayor. "We're six months into this conversation and I've given direction before on a number of items." City laws aren't entirely clear on who works for whom. General Counsel Andrew MacKenzie said he'd need authorization from his client, the consolidated government, before providing legal advice on whether Jackson works for Davis, but referred a reporter to city code sections, including the Consolidation Act.

The office of administrator wasn't included in the Act, but a vestige of old Richmond County laws not repealed by it and still applicable. But the old county commission didn't have a mayor to boss the administrator. In a revised version of the county ordinance creating the office of administrator, "the administrator is employed at the pleasure of the mayor and commission, and performs duties under the direction and supervision of the mayor," although commissioners routinely direct the administrator to act and six commission votes are needed to hire or fire an administrator.

Davis, meanwhile, has seen his efforts to increase his budget and his authority over city affairs, including a request to make the administrator a direct report, rebuffed by commissioners entirely. "It's extremely important to have central lines of reporting... to grow a city or do anything of significance," Davis said, but that becomes difficult in a city "where the city administrator has told the chief elected officer that 'I don't work for you.'"

Jackson said she was "very surprised" to learn Davis was making an issue about comments made in what she believed was a "confidential, professional discussion" about the state of the city and her and Davis' roles. "I did not consider it a heated discussion, because I have no axes to grind," **Jackson** said. "We had a conversation, not one that I brought up, and my opinion was that it would be helpful to have some clarity about what is expected of the administrator," she said. "I believe at times the mayor and commissioners are on different pages with regard to the role of the administrator in relation to those offices."

Jackson said her assumption was she worked "for and with the mayor and commissioners" but she'd strive to improve her working relationship with the mayor if needed. The only

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Janice Jackson

(Articles are in reverse chronological order)

commissioner to speak out about the matter, Bill Lockett said he was aware of conflicting views of who reports to whom, while "too many elected officials are involved in the administrative process." "We are paying our employees big bucks," Lockett said.

Commissioner Bill Fennoy said he thought the mayor and administrator could address whatever disconnect might be taking place. "I was just assuming that they are working together. If they're not, then whatever it's going to take to get them working together, I'm sure they're going to do that," Fennoy said.

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Janice Jackson

(Articles are in reverse chronological order)

Augusta Chronicle, The: Web Edition Articles (GA)

April 4, 2015

Augusta Administrator Janice Allen Jackson discusses first months on job

Author: Susan McCord

Augusta native **Janice Allen Jackson** returned to her childhood home in mid-November to become Augusta's city administrator. She sat down with The Augusta Chronicle last week to discuss her first four months on the job, touching on issues including the resignations of department heads, attending her first Masters Tournament, Augusta media and restoring trust in city government.

Q: So this is your first Masters?

A: I have never set foot on the Augusta National, but this year will be different because they provided passes for me. I will go out there Thursday for competitive play. If I like it, I'll go back out Friday. My son is actually working out there, so I'll be going to that area every day because I've got to drop him off. He'll be working at Berckmans Place. His official title is a receiver; it will be quite a treat for him.

Actually, to tell the truth he's not terribly excited about it. He said, "Mom, it's my spring break. Why are you making me work?" I said, "Miles, you've got to get used to Augusta. It's the biggest thrill for a teenager to work at the tournament."

Q: Were you surprised at the city's involvement with the tournament?

A: Our primary issues from the city's standpoint are traffic, obviously. Our traffic engineer has done a great job in easing that situation. The next one is public safety. We have to be ready and prepared, and that requires a level of sophistication with our law enforcement and traffic control that people probably don't think of in Augusta. We're on the world's stage and we have to perform up to that standard. What really has surprised me is how Augusta's world revolves around the Masters spring break. With my son's school, in case there's a rain delay at the Masters and they have to play Monday, his school's out on Monday just in case that happens.

Q: What surprised you the most about working in Augusta?

A: I haven't been overwhelmed by surprises, but the number of media outlets has been a surprise. I was used to having a lot of media scrutiny in Albany (Ga.). In Charlotte (N.C.), there was just so much going on and it was such a big area, so unless there was something really big going on, it wouldn't draw a lot of scrutiny from the media. Hopefully, as I get things set up and well-organized, I'll be able to actually spend more time sitting down with reporters to make sure that even if you don't agree with us, that the facts are reported correctly and you understand what our side of the story is. That's one of our goals, that you get a chance to see our side of the story.

Q: You've had four department leaders resign and one be fired in your first four months: Housing and Development Director Chester Wheeler and Recreation Director Bob Levine in December and 911 Director Dominick Nutter, Equal Employment Opportunity Coordinator Jacqueline

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Janice Jackson

(Articles are in reverse chronological order)

Humphrey and Human Resources Director Tanika Bryant last month. Can you comment on the resignations?

A: With Bob and Chester, I really don't have much to say because I had been – did I work with Chester for a week or two maybe? It took me aback in both cases. But luckily their departments have rallied and kept pushing.

I knew that (Bryant) was very frustrated. She had made that clear, and she was in a really tough position. Prior to her arrival our HR department was not very functional. It had been without a director for a long time. ... There were problems on two levels. One, the technology was not what she expected it to be, particularly in a modern-type environment that we have. There's also the factor associated with ... if the right messages haven't been sent to other department directors ... made it tough for her to gain the cooperation she needed. So she was in a tough position.

Q: Was your recent decision to hire two deputy administrators – Ted Rhinehart and Chester Brazzell – from outside city government a difficult one?

A: We only had one internal applicant. You know, you have a job description and you've got the process and I'm extremely, sometimes excruciatingly objective in how I look at people's qualifications, how I evaluate them in an interview setting. So I felt confident that we made the right choices.

The key thing was just having a good deal of experience in local government environments that I thought they could really bring to bear in this organization. I think between the three of us we have about, oh, 75 years' experience in local government management, so I'm really looking forward to what the three of us can do for Augusta.

Q: What is your primary goal for the next few months?

A: Stormwater, to make sure that that dominates for the next few months, really getting us to a point where we have a viable program. We have learned an awful lot through the last few (public input) sessions. Part of what I've learned is specific to stormwater and I can probably apply it to that, but the bigger part of what I've learned is what we're going to have to do, not just over the next few months but throughout my tenure in office.

As we got out there and talked to people, it wasn't so much that people objected to the fact that we've got to change the way we address stormwater needs. It was that people have a fundamental lack of trust in Augusta-Richmond County government. That's the biggest thing that we have to change.

Q: How do you fix the trust issue?

A: Communication goes a long way, and that also goes back to what I said earlier about telling our story. Having the opportunity to sit down here with you – hopefully people will take the time to read that and learn a little bit more about who I am, and feel comfortable about who it is that's in charge of the day-to-day operations here. My repeated comments have been, 'We're listening to you, we're developing a process to evaluate and research your concerns.' Hopefully that will go a long way with people, that they know we're taking seriously what they have to say.

Q: How is living in your childhood home?

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Janice Jackson

(Articles are in reverse chronological order)

A: It is nostalgic. It is sometimes a little sad, because my father actually died in the house. All my memories are there and I'm an only child so that house is me, my mom and my dad, so sometimes it's a little sad. Sometimes it feels really good, because I'm comforted by what my parents left for me. And I love being five minutes from work. The best thing is I'm five minutes from work.

Q: Is the public treating you well?

A: A couple days ago, I was in a major department store at Augusta Mall. Two people shopping in the shoe department asked me if I worked there. Then I left there, went to the Pinnacle Club for a meeting, and of course I was treated like royalty. In a nutshell, that kind of explains the reception. That turn was in less than 30 minutes, that kind of flip in how I'm treated.

Q: Do you feel safe in Augusta?

A: I've lived in larger cities. I'm more of an urban dweller. People talk about the 15th Street Kroger and they don't like to go in because they don't think it's safe or whatever. You know, it's the closest grocery store to my house that's in Augusta. I could run over to the Kroger in North Augusta, it might be a little closer, but I choose to contribute to my own local tax base. I work out at the YMCA on Broad Street. On Monday or Tuesday night, I left the Y at 9 p.m. I've got kids so I needed a couple things, apples and milk, so I drive on up to the 15th Street Kroger and bought my stuff and went on home. It doesn't bother me to do that. I feel very, very safe. I've never had a safety concern coming out there so far. I feel very good being in District 1, in 30901.

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Janice Jackson

(Articles are in reverse chronological order)

Augusta Chronicle, The (GA)
March 19, 2015

**ADA LAWSUIT COULD GO TO FEDERAL COURT **
CITY GIVEN UNTIL FRIDAY TO RESPOND TO VIOLATION ALLEGATIONS

Author: WESLEY BROWN

A community-rights activist plans to give the city until Friday to respond to allegations Augusta leaders violated the Americans with Disabilities Act through failures in administration, handicapped-parking enforcement and accessible facilities.

If no answer is provided by 8 a.m., Tim Hollobaugh, an Augusta disability consultant, said he will move forward with a class-action lawsuit in federal court. "What you are seeing in Augusta is an open and blatant disregard for the city's disabled population," said Hollobaugh, a 59-year-old disabled Air Force veteran. "We've had it and are tired of being told our rights don't matter. We're ready to fight."

Hollobaugh's case centers on the argument the city's lax enforcement of the state's handicapped-parking law and lack of accessible public facilities "segregates" the disabled population by limiting their ability to attend community activities and participate in local government. He further argued the city is "discriminating" against the disabled because it has not established an ADA compliance office as required under federal law.

Since 2000, 28 major cities and counties across the Southeast have agreed to ADA settlements with the Justice Department as part of "Project Civic Access," an effort to eliminate physical and communication barriers preventing people with disabilities from participating fully in community life.

In Augusta, the city hasn't satisfied several goals outlined in its 2007 ADA Access Plan, including identifying a consultant, establishing a task force, creating permanent budget funding and adopting a grievance procedure to resolve disability complaints. Plus, since 2011 the Richmond County Sheriff's Office has ticketed just 38 people for handicapped-parking violations, records show.

In the past four years, Columbia County has ticketed 2,367 violators, with most citations being issued by 10 beat officers and an eight-deputy bike patrol that the sheriff's office says it assigned to regularly check handicapped-parking spaces for disability placards and license plates.

Hollobaugh said he retained a New York attorney and has already compiled about 145 documents citing violations in public transit, government contracts and city facilities, including streets, buildings and parks. "Our complaint is going to cite every violation we can find," said Hollobaugh, who plans to tour facilities citywide with a tape measure and camera. "We are going to line them all up, like ducks in a row."

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Janice Jackson

(Articles are in reverse chronological order)

According to federal law, a public entity that employs 50 or more people must designate at least one employee to carry out ADA responsibilities and adopt grievance procedures to resolve complaints. Steve Cassell, interim deputy administrator, said the city has completed an inventory for facilities and a compliance assessment to establish an ADA office through the \$125,000 the Augusta Commission added in December to the city's budget this year.

He said the next phases of the project include evaluating community and staff involvement; drafting policies, rules and development regulations; and identifying steps and priorities toward compliance. "I have not yet presented an organizational chart for the proposed office (because) we think it would be appropriate to make a comprehensive presentation in April along with the items Steve addressed," **Janice Allen Jackson**, city administrator, said in an e-mail. "In the meantime, residents with complaints or concerns can address those with Steve. Though our full structure is not in place yet, we are willing and able to investigate any matters as required under the law."

Hollobaugh appeared before the Public Safety Committee last month to request Sheriff Richard Roundtree instruct his deputies to take a more active role in enforcing the state's handicapped parking law, but the board only took the recommendation "as information."

Jackson said she has forwarded Hollobaugh's handicapped-parking concerns to Roundtree, but sheriff's office spokesman Lt. Allan Rollins has declined comment on increased enforcement. In December, Rollins issued a statement saying that deputies respond to all complaints on handicapped parking space violations "as we receive them, but we do not receive a large number of complaints regarding handicap violations." He added the sheriff's office was studying the possibility of a citizen patrol for handicapped parking issues.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Augusta Chronicle, The: Web Edition Articles (GA)
December 2, 2014

Augusta Commission passes 2015 budget with stormwater fee, raises for deputies

Author: Susan McCord

Weighing commission support for pricey budget adds and new fees, new City Administrator **Janice Allen Jackson** secured seven supporting votes from Augusta Commission members Tuesday, enough to pass a 2015 budget. The spending plan takes a \$1.25 million load off the city's general fund with new revenue from a stormwater utility fee, although commissioners have yet to OK fee specifics. Engineering Director Abie Ladson has said he expects the fee, based on square feet of nondraining surface, to cost most households about \$6 per month. **Jackson** said expectations are for the fee to generate \$2.2 million for stormwater system maintenance and \$2.75 million for stormwater infrastructure enhancements. "I have nightmares of an economic development prospect coming to our town on a rainy day," **Jackson** said.

Commissioner Hap Harris voted no, and said there were "other places to save money." Also voting no were Commissioners Grady Smith and Wayne Guilfoyle. Guilfoyle said his rural District 8 residents, whose drainage system consists largely of ditches, should be exempt, as rural Columbia County residents are. Commissioner Bill Fennoy said while Guilfoyle's south Richmond County "dirt" might be harmless enough, in urban District 1 "it just creates a big mess" during heavy rains.

Jackson's plan, a revision of a proposal brought to commissioners on Nov. 18 by then-interim Administrator Tameka Allen, includes \$1.8 million in tiered pay increases for the sheriff's office and \$88,600 in raises for certified law enforcement personnel, notably the Richmond County Marshal's Office, which had asked for similar raises. **Jackson** also included \$100,000 for an assessment of the city's Recreation, Parks and Facilities department to determine facilities or programs that might be eliminated, with leftover funds going to assess other departments. She also slashed a handful of requested personnel additions and upgrades to save \$420,208 in delivering the balanced budget, but included \$100,000 for a compensation study of the city's approximately 1,700 non-sworn personnel.

The plan also includes \$125,000 to establish an office of compliance with the Americans with Disabilities Act, a move recently pushed by Fennoy. Disability rights activist Tim Hollobaugh championed the decision. Staff will present a specific proposal for the office early in 2015, **Jackson** said. The budget leaves outside agencies' funding intact at 2014 levels totaling \$5.35 million. An earlier proposal to cut the social service, health and cultural agencies met with heavy resistance, although **Jackson** said that in the coming months staff will analyze whether the agencies are properly funded and how effective they are. Commissioner Alvin Mason heaped praise on **Jackson's** presentation, saying it was the first city budget he'd voted for in seven years on the commission and that he was proud to serve on the commission that hired her. "I'm very happy with the direction that you're moving this city in," Mason said.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Tribune Content Agency News Service (USA)
November 19, 2014

Hyde Park residents question spending

Author: Susan McCord

Nov. 19--A bevy of upset Hyde Park residents were on hand for new city Administrator **Janice Allen Jackson's** first commission meeting Tuesday, demanding to know where \$4 million in relocation funds had been spent when more than 70 residents remained in the neighborhood. "Go out there and look and see if they done put \$4 million out there," one man said, standing up in the gallery, after commissioners received a report on project spending.

Long rumored to be contaminated, and with signs warning children not to play in ditches, the east Augusta neighborhood was authorized \$5 million in city funds three years ago to move residents and create a detention pond at the site, relying on the city's Housing and Community Development department to relocate residents under federal relocation guidelines. "Millions of dollars have been spent; that's not an insignificant investment," Mayor Deke Copenhaver told the man.

On her second day on the job, Jackson said she understood the residents' concerns and unfazed by the yelling that occurred at the meeting, including some from a commissioner or two "It wasn't too bad," she said of the meeting overall. "This (Hyde) project really is a pretty unique project. There are not a lot of times when you have that level of people who feel like they've been treated wrong." Commissioners had no time to review the report handed them by HCD Director Chester Wheeler at the meeting, but drilled Wheeler about finding additional funds to complete the relocations.

Wheeler said federal grant funds had dried up, while Laney-Walker revitalization funds from the city's hotel-motel tax couldn't be transferred to other projects. Deputy Finance Director Tim Schroer said sales tax funds were gone, too. Another Hyde resident said her older neighbors were dying as they watched younger renters get relocated. She said the city had deviated from its announced street-by-street relocation plan and "started jumping around." "They're laughing, they're gone, but we're still stuck," she said. "Older people 70, 80, are saying, am I going to see this?"

Since March 2012, some \$241,919 of the allocated funds have been used to pay HCD staff to work at the site, according to the report. Another \$3,614.61 went to office supplies, \$7,036.08 was spent on computers and desks and \$1,634.24 was paid to Comcast. Staff mileage cost \$625.74 and \$1,519.51 went to legal advertising.

Larger expenses grouped together on the report included \$83,650 for resident moving expenses, \$419,932.36 for relocation "payments to others" and "land," \$138,450 for property appraisals by four firms and another \$204,348.93 went to J&B Construction and architect Jennifer Langford. Demolition cost \$107,071.95. The largest recipient by far included on Wheeler's report, however,

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

was the law firm Frails and Wilson, showed as receiving \$2.4 million, including \$22,050 for mileage.

Mayor Pro Tem Corey Johnson claimed the report was misleading, that the law firm actually only garnered \$200 per real estate closing. Wheeler offered no additional information and left shortly after the meeting. Commissioners voted not to adjourn Tuesday's meeting and recess it instead, because they'd agreed to approve a budget Tuesday and failed to do so.

After a presentation of a revised budget from deputy administrator Tameka Allen, who did much of the budget work before Jackson's arrival, commissioners named numerous concerns they still had about its spending plan.

Allen's inclusion of \$88,600 for Richmond County Marshal raises and \$150,000 for mayor-elect Hardie Davis, items missing from her previous presentations, drew questions from commissioners, as did the plan's lack of a stormwater fee, an item that was to contribute \$1.25 million to the city's general fund. Commissioner Mary Davis said funds for Project Access, Augusta Museum of History and Greater Augusta Arts Council should be spared Allen's recommended cut of 25 percent.

Internet – Newspaper Archives Searches
Janice Jackson
(Articles are in reverse chronological order)

12 On Your Side – WRDW
September 29, 2014

New Augusta City Administrator will make \$170k a year
Author: Ryan Houston

AUGUSTA, Ga. (WRDW) -- Augusta officials have finalized the contract for the city administrator.

Janice Jackson will be the highest paid Augusta city employee. "I liked to make a motion that we approve the contract for **Janice Jackson** as Augusta's next city administrator with a commencement date of November 15," said Commissioner Mason.

It means **Jackson** will start two months earlier than the Commission previously voted on. "We wanted her to have a head start. It would be a bit disingenuous to have all new people start on Jan. 2. She is the face of this government's operation on a day to day basis," said Mason.

Commissioner Alvin Mason says the negotiation team wanted to make sure this contract was better than the contract for former city administrator. "She will not get a balloon payment like Fred did," said Commissioner Mason. In 2005, Fred Russell signed on for \$120,000 and ended up making \$135,000 when he was terminated in December of 2013.

Russell also got a car allowance of \$7,200 spread out over 12 months in addition to his salary. Russell received a \$100,000 severance package when he was fired. **Jackson** signed a three year deal for \$170,000 but won't get a dime if she quits. "If the commission terminates her then she will get three months' pay for the first year. She will get one month for each additional year and not to exceed six months," said Commissioner Mason.

Jackson will make more than the current Interim City Administrator and Augusta's Regional Airport Director who both make \$150,000, She'll also make more than Sheriff Roundtree who currently brings home just under \$130,000. **Jackson's** first day on the job is Nov. 17.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Charlotte Observer, The: Web Edition Articles (NC)
May 16, 2010

**Mecklenburg County pay raises unlikely this year
More budget cuts loom as Mecklenburg tries to close \$85 million gap.**

Author: April Bethea

A year ago, with county employees facing no raises, Mecklenburg commissioners set aside roughly \$1million to boost the pay of workers earning less than the market rate. Those raises - which went to about 1,200 of the county's 4,700 workers - came as officials cut more than \$75 million from county services, schools and other areas.

Commissioners said it would be unfair to interrupt a years-long effort to bring the pay of county workers close to market rate. The county had already spent millions to raise pay, but a study found 35percent of county employees still earned less than others in comparable jobs in Charlotte and other areas. This year, with more budget cuts looming, any raises seem highly unlikely for the year that begins in July. It would be the second straight year without merit pay bumps for county workers.

County Manager Harry Jones said recently that he won't propose raises in the budget plan he unveils Tuesday. And commissioners Chairman Jennifer Roberts said that while the board might talk about raises, finding money to pay for them will be difficult.

County officials have said that more than 500 employees could lose their jobs under the 2010-11 budget, as the county tries to cut \$85million to offset falling revenue and higher expenses in some areas. "We know county workers are working very hard and they probably deserve raises," Roberts said. "But we just don't have the money."

She said she hopes the board can find other ways to help show employees they value their work. Meanwhile, the city of Charlotte - which isn't facing cuts nearly as deep as the county - had considered putting \$6.1million for raises in its proposed budget. But last week, a majority of City Council members signaled they'll consider not giving raises in the new year.

The Observer is examining the pay of county workers as part of an annual series on public payrolls. State law makes public the salaries of county employees, as well as workers at other tax-supported institutions.

The county had 4,701 employees on its payroll as of mid-April, a 5.2 percent decrease from last year's list. Many jobs were eliminated because of budget cuts. The departments with the biggest changes are the Sheriff's Office (66 fewer workers), Land Use & Environmental Services Agency (59), and Area Mental Health (56). The number of employees has fallen even more in recent weeks as layoffs continued at the library and in code enforcement.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

The Observer pay study also found that the number of six-figure salaries has declined slightly, from 81 to 77, as some employees left the county in the past year, including former internal auditor Cornita Spears and former General Manager **Janice Allen Jackson**. Spears' successor earns less, and Jackson wasn't replaced.

Among the other recent departures was former Department of Social Services head Jake Jacobsen, who was reassigned in late 2007 to an executive-in-residence post at UNC Charlotte. The county continued to pay his salary, which was \$167,936 in 2009, until he retired this year. Contacted by the Observer this week, Jacobsen confirmed that he retired from the county Feb. 1, but he declined to talk further about his work while at the university.

A summary from 2009 listed 15 activities Jacobsen had been involved in, including consulting with community groups, planning symposiums and workshops, and helping expand a community database with information from local and state government and nonprofit agencies. But he said last year that it was unlikely he'd be able to finish work on his research into children of former welfare recipients.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Charlotte Observer, The: Web Edition Articles (NC)
December 8, 2009

Grand jury investigating Mecklenburg County DSS

Commissioner: Focus of probe is whether employees committed crimes amid controversy over accounting.

Author: April Bethea and Fred Clasen-Kelly

A grand jury is investigating the Mecklenburg County Department of Social Services, which has faced scrutiny over accounting practices and spending since early this year, two county commissioners said Monday. Commissioner George Dunlap said the grand jury has been looking into whether crimes were committed by employees. Commissioner Bill James said board members were told last month that a federal grand jury is investigating. He refused further comment on the topic, saying commissioners were instructed by a county attorney not to discuss specifics. The county ordered an audit of the Giving Tree after a DSS employee raised questions about spending at the Christmas charity for needy children. The county discovered checks written out to a county employee who volunteered with the program, as well as money issued to the sister of another employee.

County spokesman Danny Diehl said officials cannot confirm whether a federal grand jury is involved, but said the county "is cooperating with law enforcement to complete the investigation." The county has asked Charlotte-Mecklenburg police to investigate. A police spokesperson on Monday said their work is ongoing. Other commissioners reached Monday would not comment on work by authorities. "I want the investigation to have the best possible outcome, said board Chair Jennifer Roberts. "So I am unable to discuss it in the interest of not impeding the work of law enforcement." In the meantime, James and fellow Republican commissioners Karen Bentley and Neil Cooksey want the county board to meet next week to learn more about ongoing probes. "There are facts we don't have," James said. "I am just concerned there is stuff even senior management doesn't know." Diehl said the county will respond to any questions the board has about the DSS audits. "The board has received reports and been briefed on all aspects of the DSS audits that are available to the county manager and staff."

The developments follow Observer stories on Sunday detailing a 74-page memo from a former county employee who headed the Giving Tree. Cindy Brady, who retired from the county in August, wrote she was never given a chance to talk at length about how the charity worked, despite requests to do so. Brady said the county advanced her as much as \$198,000 since 2005 with the approval of her supervisors. Brady said she spent the money on gifts for needy children, but says she did not collect all of her receipts, and some were handwritten or lost. County leaders say they can account for how about \$162,000 was spent by the Giving Tree last year. But audit reports acknowledge numerous problems with receipts and other documents to track expenses and cited inadequate oversight and controls of the program by management. The county has announced a number of changes in response to the charity audit and reviews of other DSS spending, including putting department finances under control of the county finance office and

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

re-training DSS employees in financial practices and procedures. The agency employs about 1,200, with a current annual budget of \$176 million. Brady's memo, dated July 29 and sent to a human resources manager, criticized county investigators for not interviewing her during the audit investigation. The county's former Internal Audit Director Cornita Spears said she first read the memo last month, and it led her to revise her earlier report to include about \$33,000 Brady said she returned to the county earlier this year. County Manager Harry Jones suspended Spears last month over the error.

Why James wants meeting. James cited the Observer story in explaining his reasons for calling the new discussions on DSS. He said he wants to give disgruntled employees a venue to air grievances. For months, James said, commissioners have been deluged with anonymous complaint letters from people who only identify themselves as current and former agency workers. Some apparently won't divulge their names because they fear retaliation from superiors, James said.

The proposal requests that the board discuss the DSS issues on Dec. 17, with portions of the meeting to be held behind closed doors. It asks that DSS Director Mary Wilson appear to the meeting, and that other department employees be made available. It also requests that former Giving Tree employees be invited to talk, including former county general manager **Janice Allen Jackson**, who briefly led DSS on an interim basis until Wilson was hired last year. Neither **Jackson** nor Brady could be reached for comment Monday.

The proposal also wants Jones to provide in open session a detailed list of gifts bought with Giving Tree money and information on all items from the charity now in county inventory. It also asks for copies of all internal memos produced by internal audit and county management involving the Giving Tree. The county publicly released a three-page report in June and a follow-up report last month. The Observer has requested a longer report by Spears multiple times since July, but the county has said personnel laws bar them from releasing the document. In order to hold the Dec. 17 meeting, at least five commissioners would have to agree. At least two of the six Democrats would have to sign on. Roberts, Dunlap and Vilma Leake said they want to hear more about what the commissioners are trying to accomplish in holding the meeting before they can decide whether to support it.

However, Roberts questioned whether meeting in closed session was the best approach, and said she is "distressed" that the board Republicans did not talk to her before putting the item on next week's agenda. Dumont Clarke said he's inclined "to be as transparent and public as possible about this issue and do as little as possible behind closed doors." Commissioners Harold Cogdell and Dan Murrey did not respond to requests for comments. Cooksey said his constituents are demanding the board take a "more active role in getting to the bottom of this." Cooksey disagreed with commissioners who have said they county is spending too much time on the issue and should not look into anonymous complaints. "When you have issues swirling around, you can't ignore it," Cooksey said. "We have an obligation to see if these allegations have any truth to them or not."

Internet – Newspaper Archives Searches**Janice Jackson***(Articles are in reverse chronological order)*

Charlotte Observer, The: Web Edition Articles (NC)
July 2, 2009

Jones calls for special meeting on DSS**County manager will discuss complaints about vanished money with commissioners.**

Author: Fred Clasen-Kelly

Mecklenburg County Manager Harry Jones said Wednesday he will meet with commissioners to address complaints about his role in the disappearance of thousands of dollars from the Department of Social Services. Jones called the meeting after learning some commissioners questioned how much responsibility he bears for the missing money. A probe into misspending at a DSS Christmas charity has widened to include the entire agency. Audits revealed the county cannot account for \$162,000 meant to buy holiday gifts for needy children. That includes a \$10,000 check made out to an employee. Wednesday, Jones wrote an e-mail to commissioners saying he would discuss his oversight of DSS during a meeting Tuesday. "I was surprised to learn from a reporter (about) concerns expressed by some of you, to him, about my leadership with respect to the DSS issues we are currently addressing," Jones wrote. "I do not want those concerns to fester between now and my performance evaluation." He did not return calls seeking comment. The e-mail came in response to Republicans who said Jones should be held responsible for accounting failures in the county's second-largest agency. "The buck stops with Harry," Karen Bentley said.

Bill James complained that officials cannot say how much money has disappeared in recent years because DSS has not been fully audited since 1996. "Where was Harry in all of this?" James asked. DSS employs about 1,200 people and spends about \$176million a year to provide services to the poor, disabled and others. Problems surfaced this year when Director Mary Wilson said she and an employee discovered questionable spending and bookkeeping practices in spending programs for poor families and foster children. Officials have suspended two DSS employees who were suspected of taking \$110,000 from a holiday charity. One of the workers has been exonerated and reinstated, while the other is on medical leave. Charlotte-Mecklenburg police are helping the county investigate. No criminal charges have been filed. Earlier this week, Jones said his role as county manager requires he "expect and accept responsibility." He has held the job since 2000. Under Mecklenburg's county government system, Jones oversees the day-to-day operations. He reports to the Mecklenburg Board of County Commissioners. Three general managers help Jones supervise the county's agencies and their directors.

Janice Allen Jackson oversaw DSS for four years as a general manager before stepping down this year. Allen Jackson also served as interim director of DSS for six months until Wilson was hired in July 2008. She said she was unaware of any accounting problems during her tenure. Commissioner George Dunlap, a Democrat, said Jones doesn't deserve the lion's share of blame. Officials, Dunlap said, should try to identify which managers below Jones failed to provide proper oversight. "In business, the head honcho always takes responsibility," Dunlap said. "In government, you have so many employees you have to put that on the department heads."

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Charlotte Observer, The (NC)
January 7, 2005

**MECKLENBURG COUNTY HIRES GENERAL MANAGER
JACKSON MOVES FROM POST IN ALBANY, GA.**

Author: CARRIE LEVINE

Mecklenburg County has hired the former city manager of Albany, Ga., as its third general manager. **Janice Allen Jackson** will begin work Feb. 2. She fills the job that formerly belonged to Deputy County Manager Russ Crider, who died less than a month after resigning last August. **Jackson** will work with current general managers John McGillicuddy and Bobbie Shields. County Manager Harry Jones said **Jackson**, one of seven finalists, "just kind of knocked our socks off in the interview."

Jones said the county received more than 100 applications. **Jackson** will oversee a range of services, including the county's Department of Social Services, mental health and the sheriff's office, and will serve as the county's liaison to Charlotte-Mecklenburg Schools.

According to Jones, **Jackson** and her family will live in Mecklenburg County. Her salary will be \$142,500. Crider had earned \$158,964. Jones said that after Crider resigned, he decided to change the position into a third general manager job. "I decided after Russ left that we would be better served having three equals instead of a deputy," he said.

Jackson had been city manager for Albany, population 76,939, since 1996 and served as the assistant city manager for three years before that. McGillicuddy said her stable work history was attractive. "She clearly has a passion for the work, and it was very clear that she was looking forward to the types of challenges we have here in Mecklenburg County," he said.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

The News & Observer
November 7, 1999

A bane and a blessing

Author: MATTHEW EISLEY

ALBANY, Ga. -- When catastrophic flooding swamped the southwest Georgia city of Albany five years ago, it did the most damage in the poor southern part of town, where thousands of people lived, worked and learned near the Flint River. For that devastation, some people today are grateful. "The flood was a blessing for me," said Milton "June Bug" Griffin, 50, a popular Little League coach whose corner June Bug's Grocery was wiped out. Three years later, with special financing from the city and a bank, the site reopened as a small shopping center with June Bug's new convenience store, a restaurant, doctor's office, beauty parlor, barber shop, music store and two clothing shops.

"The best thing that ever happened to Albany was the flood," he said. "Going through it was rough, real rough. But the rebuilding - that's the smiling part." Albany's 400-year flood was touched off when Tropical Storm Alberto stalled over Georgia for four days. It lasted two weeks and caused the same kind of inland inundation that Hurricane Floyd wrought in Eastern North Carolina. The usually small Flint River surged higher than ever before and spread 5 miles wide in south Albany. By the time waters receded, they had killed five people and damaged or destroyed 5,800 homes, 600 businesses, six public schools and a historic cemetery.

Since then, Albany's flood recovery has taken longer than anyone had imagined because of local political turmoil, federal bureaucratic delays and unrealistic expectations. City leaders say Eastern North Carolina's communities should beware of such pitfalls. But they also say that some in Eastern North Carolina may wind up grateful for the experience.

The flood brought in more than \$350 million in federal, state and bank money to tear down hundreds of slums, to flood-proof homes and to build schools, shopping centers, parks, day-care centers and 1,600 houses and apartments.

Gradually the worst disaster in Albany's history is generating more improvements in largely poor, blighted, predominantly black south Albany than had decades of urban renewal efforts. "I'm looking at it positively," said David Williams, a city commissioner who has been intimately involved in the recovery planning. "I truly think we were blessed in Albany to have the damage from the flood. It has generated new opportunities. The people in 2010 will look back and say: 'These were visionary. They took a disaster and turned it into growth for Albany.' "

But not everything is great in Georgia's Good Life City.

Five years after the flood, thousands of people still lack permanent replacement housing. About 100 abandoned flooded hovels await demolition. The city's flood-recovery housing program is at least two years from completion. Some businesses never reopened.

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

Albany has spent less than half of its \$140 million flood-recovery budget, though city officials say they expect to have everything done or contracted by May. Recovery has been especially hard for Albany's working poor and jobless people who can't afford to buy homes or pay higher rents or who never got government help. Some took federal buyout money for their homes, only to find that it wasn't enough to buy a replacement. Others who moved found themselves far from city bus routes.

The City Commission, torn by disagreements over how to respond to the disaster, took almost two years to adopt a flood-recovery plan and then kept arguing over it. Before much of it had been carried out, another, lesser flood in 1998 swamped 500 homes and a dozen businesses. And today, some black leaders charge that floodwater was diverted somehow from predominantly white neighborhoods into black ones, even though some wealthier white neighborhoods suffered deeper flooding. City officials adamantly deny it, but resentment lingers among some blacks and whites. City officials appreciate the Federal Emergency Management Agency's money but criticize its slow and complicated procedures. A FEMA project to repair and renovate Albany's flooded cemetery, for example, still hasn't begun.

All through south Albany, from barren streets to rows of dilapidated houses, the unfinished business of flood recovery is stark. "It's been a slow process here," said a frustrated Gil Barrett, who retired this year as chairman of Dougherty County's commissioners. He faults "pockets of rebellion" for hampering Albany's recovery. "There will be other areas that will be hit with disasters that get their act together before we do," he said.

The second disaster: politics:

Political turmoil has contributed to Albany's slow recovery. Even before the flood, the city was riven by class divisions, racial strife and political acrimony so distasteful the City Commission quit televising its meetings. After the flood, some residents of wealthier northwest Albany - who pay high property taxes but weren't affected by the flooding - opposed expensive downtown development. And south Albany residents and leaders bitterly opposed the county school board's decision to locate the new schools outside the flood plain - and their old neighborhoods. The move was something FEMA had insisted on because the agency helped pay to rebuild the flooded schools. "Politics is the biggest thing that has held us up," said Rudy Goddard, director of Albany's Department of Community and Economic Development. Albany leaders echo that lament, and say North Carolina's stricken communities would do well to avoid bickering. But others, including Goddard's boss, say political disputes are inevitable.

"Everybody has an idea of the best way to do it," City Manager **Janice Allen Jackson** said. "You've got 15,000 to 20,000 people screaming out there. We had never faced anything of this magnitude. Politics are in everything we do. This was just very, very difficult. "There are a lot of people who are better off in the long-term, but it's hard to see that in the first couple of years. The biggest problem for us is that the flood affected many of the people least able to recover from it."

Internet – Newspaper Archives Searches**Janice Jackson***(Articles are in reverse chronological order)*

Hard-luck south Albany:

Just as Floyd hit one of North Carolina's most economically troubled areas, Georgia's worst natural disaster walloped a town already beset by rising unemployment, declining population, housing blight and political discord. In 1982, 12 years before the flood, the City Commission had declared south Albany a slum area and targeted it for urban redevelopment. So had the federal government. Of the almost 3,000 homes that flooded in south Albany - more than half of the homes in that part of town - almost as many already were considered substandard. South Albany's flooded houses were worth an average \$40,000.

And like in North Carolina, thousands of homes and businesses had been built in the 100-year flood plain of the Flint River. Most of poor south Albany was in the flood plain, including four public schools and the city's 140-unit Washington Homes public housing project. When the river claimed its valley, the homes slipped under as much as 15 feet of water as the Flint spread 5 miles wide in south Albany. The flood forced the evacuation of 24,000 people in Albany - 30 percent of the town of 80,000 at the center of a struggling farming region. Still, the flooding shouldn't have surprised anyone. Twenty years before the flood, the federal government published maps foretelling which neighborhoods a major deluge would submerge. And since its founding on the Flint River in 1836, Albany had seen 107 floods, two of them catastrophic.

Yet only 542 of Albany's home and business owners had flood insurance before the 1994 flood, a number that has since quadrupled. And 70 percent of the flood's victims were renters who knew nothing about the flood plain. Hoping to minimize future floods' damage and disruption, the state is considering building a higher bridge over the Flint. And the U.S. Army Corps of Engineers may build a \$20 million levee in south Albany. Even now, there's no mistaking the constant reminders of the flood: gutted buildings, vacant lots, stained walls and broken spirits. "It don't look like Albany any more," said Mary Bell, 54, an unemployed grandmother who moved from place to place after the flood destroyed her home. "I don't believe it'll never be right like it was."

South Albany's rebirth:

Plenty of folks in Albany don't want it to be like it was. The city government has remade itself into a disaster-relief agency while carrying on normal business. Its Community and Economic Development staff shot from 14 to 43 people to administer the city's flood-recovery programs, including several single-family subdivisions, apartment complexes and shopping centers the city is developing. Of the \$139 million flood-recovery budget the city designed and is managing, banks are providing \$28 million in financing, and the city is spending about \$13 million.

But the federal government is paying for most of Albany's flood recovery, including \$88 million from the Department of Housing and Urban Development, \$2 million from the Department of Commerce and \$9 million from FEMA. The Small Business Administration has loaned \$63 million. Georgia's Emergency Management Agency administers federal money. The city's first flood-recovery subdivision opens this month, a complex with 90 houses selling for about \$70,000 each, 54 duplex condominiums selling for \$52,000, 64 apartments renting for \$300-

Internet – Newspaper Archives Searches

Janice Jackson

(Articles are in reverse chronological order)

\$350 a month, a strip mall and day care. "In 17 years, I have never seen new construction in south Albany, except for what we're doing," Goddard said. New and better housing may be the flood's greatest legacy. It has helped those who could afford it. "Things are going real good right now," said Viola Daniels, 32, who has moved with her husband and five children from a flooded public-housing apartment and a succession of temporary homes into a Habitat for Humanity house of their own on high ground.

"We were staying in a 'project,' and the kids had no freedom because of the violence," she said. "Now they can go and play. I love having my own home, showing it off, saying it's mine."

Goddard's proudest flood-recovery project is a plan to turn a flood-prone, 12-acre depression in south Albany into a lake with new and renovated housing all around it - a place to store floodwater, a place where people can relax and walk and fish, a place like wealthier northwest Albany's Lake Loretta. "That will be the crown jewel that will really kick off south Albany," Goddard said.

The city's recovery plan should be finished by 2001, Goddard said, seven years after the flood that changed Albany's history. "It is going to make Albany a better place," he said. "We had the flood, but there is a silver lining."

Research Compiled by: Cara Slade
 Colin Baenziger & Associates