

**Section 4**

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING

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*Section 4*

*Harry E. Black*

*Gainesville City Manager  
Candidate Report*

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*Cover Letter and Resume*

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Harry E. Black  
2200 Victory Parkway, #1807  
Cincinnati, Ohio 45206  
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hblack2274@gmail.com

July 11, 2019

Hiring Manager  
Colin Baenziger & Associates

**Subj: Gainesville, Florida City Manager Search**

Dear Sir/Madam:

This, the attached references and resume are to serve as application for the above referenced executive search. I am a recognized champion of change and innovation who focuses on transforming organizations by applying best practices and outcome-based strategies. My career includes leadership roles in both the public and private sectors. I am a seasoned executive having served as city manager, deputy chief administrative officer, chief financial officer, program manager and chief procurement officer. I am passionate about helping public sector organizations make a difference by working smarter.

I am a leader and pioneer in the development and implementation of performance management programs for public sector organizations, helping them to optimize transparency, accountability, and overall performance, thereby improving overall service delivery. I have led the implementation of a comprehensive integrated systems approach that allows public sector organizations to optimize performance and results. I am an advocate for the systematic integration of data analytics, lean techniques, smart technologies, citizen programs and laser focused strategic planning.

In the area of public financial management, I have led efforts for several large American cities in the issuance of more than \$5 billion of municipal bond transactions from general obligation bonds, revenue anticipation notes, revenue bonds, short-term bank notes, and operating leases. Successfully represented multiple municipalities to rating agencies. In three cases efforts led to bond rating and outlook upgrades. I have a proven track record of helping public sector organizations successfully address structural budget imbalances, budget shortfalls, strengthening reserves and achieving healthcare and pension reform.

I have served as a leader in the area of capital program development and execution having served as Program Manager of a \$500 million, five-year Federal design and construction program, building academic, food service, dormitory, medical, athletic/recreational, and vocational training facilities, supporting 20 million gross square feet of facilities across the United States, including Alaska, Hawaii and Puerto Rico. I have been credited with helping cities overcome debt capacity constraints with the introduction of innovative debt financing

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solutions. These innovations have allowed these cities to exceed their capital investment aspirations related to school construction, road repaving/preventative maintenance, fleet upgrades and community amenities, while also achieving bond rating upgrades.

I am published in subjects ranging from community & economic development, pension & healthcare reform, and performance management & data analytics. In addition, I have delivered numerous presentations on the aforementioned subjects, as well as infrastructure development, public procurement and long-range public financial management planning.

I enjoy leading, and the results that can be derived from a collegial, coaching and outcomes-based leadership approach. I thank you for your consideration and look forward to further discussing this opportunity with you. I will bring an entrepreneurial spirit to this most critical leadership position.

Sincerely,

*Harry Black*

**HARRY E. BLACK**

2200 Victory Parkway, #1807, Cincinnati, Ohio 45206 ♦ Cell: 202-744-7026 ♦ hblack2274@gmail.com

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**STRENGTHENING ORGANIZATIONS THROUGH INNOVATION AND AN  
OUTCOMES FOCUSED LEADERSHIP APPROACH**

Senior executive with an exemplary record of leading public and private organizations. Recognized as an innovator in championing change and organization turnarounds with an emphasis on productivity improvement and cost savings. Strong background in achieving best practices through outcome-based strategies development and execution. Ability to motivate, coach, and inspire, coupled with an excellent history as an outcomes' driver.

**OPTIMIZING ORGANIZATIONAL PERFORMANCE WHILE MAXIMIZING  
RETURN ON INVESTMENT**

- Led design, development and implementation of performance management programs for the Cities of Richmond, Virginia ("Richmond Works") as well as the City of Cincinnati, Ohio ("CincyStat"). The goal is to ensure that City government is transparent, accessible and accountable, thereby improving overall service delivery. The programs emphasize the integration of department head performance management agreements, establishment of an innovation lab, Citystat program and an open data portal.
- Led the issuance of more than \$5 billion of municipal bond transactions from general obligation bonds, revenue anticipation notes, revenue bonds, short-term bank notes, and operating leases. Successfully represented multiple municipalities to rating agencies. In three cases efforts led to bond rating upgrades (Richmond, Virginia-Baltimore, Maryland-Cincinnati, Ohio).
- Authored "Achieving Economic Development Success: Tools That Work", a nuts and bolts economic development primer for local governments, published by the International City/County Management Association, Washington, D.C.
- Successfully directed implementation of electronic procurement technology, and led consolidation of four procurement/financial related forms to one multipurpose form. Overall effort reduced processing cycle times and generated several million dollars in annual productivity savings for a \$1.5 billion municipal purchasing organization.
- Program Manager of \$500 million U.S. department of Labor design and construction program, building academic, food service, dormitory, medical, athletic/recreational, and vocational training facilities. Program supported 20 million gross square feet of facilities through new construction and renovation projects across the United States, including Alaska, Hawaii and Puerto Rico.
- Led successful effort to attract MeadWestvaco, a Fortune 500 global packaging company to relocate their corporate headquarters to Richmond, Virginia. In support of this \$100M, and 300,000 sq ft office tower, the City contributed a tax abatement, expedited development support in terms of permits and approvals, as well as leveraged state funding. Overall effort produced 400 new jobs, and new real estate tax revenue.

**SPECIALIZED LEADERSHIP SKILLS**

Intergovernmental/Legislative Affairs ♦ Policy Formulation and Execution ♦ Economic/Community Development ♦ Capital Improvement Budget Development and Implementation ♦ Transportation & Infrastructure ♦ Performance Management ♦ Risk Management ♦ Public Financial Management ♦ Police and Fire policy and operations ♦ Information Systems Planning and Implementation ♦ Facilities/Asset Management ♦ Procurement/Strategic Sourcing ♦ Program/ Construction Management ♦ Human Resources Management

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**POSSESSING A COLLABORATIVE, COACHING, AND OUTCOMES BASED  
LEADERSHIP APPROACH**

*MAXIMUS MANAGEMENT GROUP, LLC, CINCINNATI, OHIO*  
**Founder & General Manager, April 2018 - Present**

MMG is a public sector focused management consulting firm providing facilitation and advisory support services in the areas of:

- Strategic planning, utilizing the proprietary One Page Strategic Plan® Model (also known as the OGSP®)
- Performance Management and Data Analytics

*CITY OF CINCINNATI, OHIO, A full-Service \$1.6 billion municipal government supporting a community of more than 310,000 residents and a municipal workforce of 6,400.*

**City Manager, September 2014 – April 2018**

As the Chief Executive and Chief Administrative Officer of the City, provided day-to-day leadership and oversight of the City's 25 departments, including Police and Fire. The City of Cincinnati operates under a council-manager form of government. The Mayor and Council are responsible for making policy decisions for the community. The City Manager is responsible for carrying out those decisions, as well as providing vision and leadership to the organization and for overseeing the daily operations of City government.

**Selected Accomplishments:**

- Established the City's first Performance Management Program and hired its first Chief Performance Officer. The program has four components; performance management agreements tied to each department head, an innovation lab utilizing lean government techniques and tools, CincyStat, an accountability tool that drives results and outcomes, and the relentless pursuit of efficiency and effectiveness in government operations emphasizing results. Impacts to date include a 100% backlog reduction in Department of Transportation service requests/100% reduction in open Department of Public Services service requests/90% reduction in trash collection misses/reduction in the time to approve a building permit to less than ten days.
- Provided community and economic development executive leadership that led to the retention of 1,800 jobs; 1,500 new jobs; 2,100 housing units approved for development; leveraged \$122 million of City funds and generated \$522 million of private investment. Was able to apply various combinations of New Market Tax Credits, historic tax credits, job creation tax credits, real property tax abatements and tax increment financing.
- Co-led successful negotiations involving the City's retirees and labor unions to reform the City's pension system, thereby ensuring a clear path to a 100% funded status.
- Led the design, development and implementation of the City of Cincinnati Capital Acceleration Plan, an annual supplemental \$101 million accelerated capital improvement plan to raise the City's pavement condition index rating to 73 by 2024, fleet modernization and rightsizing, information technology infrastructure refreshment, and reinvestment in public buildings. This supplements the City's existing 6-year CIP from \$373 million to \$463.8 million. This has been

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accomplished within the framework of existing debt policies, and existing revenues, while also preserving the City's bond rating.

- Overhauled the City's all-purpose customer service app, FixitCincy that makes it easier for residents to file and track service requests.
- Restructured the City's community and economic development functions leading to the retention of 1,236 jobs/3,167 jobs created and private investment v. City investment of 8:1.
- Launched the new Parking app, CincyEZPark, which allows citizens to use their mobile phone to pay meters and pre-pay in advance, in addition to an overhaul of City parking meters with over 3,000 new "smart meters" and dozens of multi-space meters.
- To keep pace with and properly support increased housing and commercial development, restructured how the City supports development as it relates to its permits and inspections processes. Established a new Department of Buildings and Inspections. Re-engineering permits and inspections processes, further fortifying the City's one stop shop, and investing in the workforce and technology supporting these functions to include online technologies. These efforts have reduced the average time it takes to get a permit for development projects to less than 10 days.
- Provided day-to-day oversight of one of the nation's premiere police departments utilizing data driven strategies and tactics that have led to a reduction in overall crime. Coupled with this is a robust integrated police/community relations model that focuses on citizen feedback and participation, self-monitoring, problem solving techniques, and behavioral accountability.
- Developed, and City Council approved, a fund balance stabilization policy to improve the City's financial footing and prepare for economic downturns by responsibly growing reserves. At the time the Fund Balance was 11.7% of general fund revenue. The established goal is 16.7% of revenue.
- Achieved an upgraded bond rating and outlook (negative outlook to stable) from Moody's for the City's General Obligations Bonds and a S&P bond rating upgrade from AA- (negative outlook) to AA (stable outlook).

*CITY OF BALTIMORE, MARYLAND, A full-Service \$3.5 billion municipal government supporting a community of more than 620,000 residents and a municipal workforce of 14,000.*

**Director of Finance (CFO), January 2012 – August 2014**

Was responsible for safeguarding the fiscal integrity of the City and its all funds budget of \$3.5 billion. The Department consists of the Bureaus of Purchases, Budget and Management Research, Accounting and Payroll, Billing and Collections, Treasury Operations, and the Office of Risk Management. Led 5 direct reports and 295 indirect reports.

**Selected Accomplishments:**

- Led effort working with City's outside auditor to successfully restate the City's 2010 and 2011 financial statements which averted the City receiving qualified/modified audit opinions for those years.



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- Reduced the City's general obligation and water and waste water bond debt portfolio exposure to LIBOR related swaps/derivatives by more than 75%.
- Executed nearly \$1 billion in General Obligation and Revenue bond deals.
- Led the closing of more than \$500 million in post-recession budget shortfalls. Today, the city's fund balance is higher and property taxes lower than before the Great Recession, unfunded liabilities are shrinking and reserves are stronger.
- Led Department's effort to implement the City's ten year financial plan that put it on a path to achieve structural budget balance, tax competitiveness, infrastructure investment and addresses long-term liabilities. These efforts led to S&P upgrading the City's Bond rating. Plan related initiatives implemented expected to save the City nearly 400 million over an eight year period. Initiatives already implemented are:
  - Negotiated a new Fire Department shift scheduling model that saved the City \$72.3 million.
  - Negotiated Civilian Pension changes that saved the City \$80.5 million.
  - Initiated the City's first ever dependent audit dropping 2,005 non-qualified dependents from City health insurance coverage saving the City \$29.
  - Assisted with the establishment of a storm water enterprise fund which relieved the City's General Fund from having to fund more than \$104 million in storm water related investments.
  - Migrated the City from a pay/go fleet financing model (general fund dependent) to a master lease financing model, which allows the City to right size and modernize its fleet of 4,500 vehicles, while saving a projected \$128 million over a ten year period.
  - Partnered with the City's Department of Human resources to implement a wellness and disease management program to promote employee health and control costs. Program is expected to save about \$7 million.
  - Negotiated Health Benefit reforms that will save the City \$20 million, annually.

*GLOBAL COMMERCE SOLUTIONS, INC.*, Washington, D.C.: *A government services firm providing program and project management support services to both the public and private sectors, as well as staff augmentation support services.*

**Executive Vice President & COO**, November 2008 – January 2012

Managed and coordinated all internal finance and administration functions. Served as company lead on business development, capture management, proposal and pricing prep, and project delivery oversight. Direct staff on contract administration and management for \$8M in ongoing government contracts. Led five direct and 89 indirect reports.

**Selected Accomplishments:**

- Led company's growth from \$1.3M in annual revenues and 14 employees to annual revenues of nearly \$8M and an employee base of 94 billable staff.
- Opened two additional corporate locations, one in Chicago, Illinois and the other in Atlanta, Georgia.

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*CITY OF RICHMOND, VIRGINIA: A full-service \$1.2B municipal government supporting a community of more than 200,000 residents.*

**Deputy Chief Administrative Officer (CFO), 2005 – 2008**

Provided day-to-day direction to and coordination of the financial operations portfolio (Departments of Finance, Procurement Services, Minority Business Development, General Services, Budget & Strategic Planning and Risk management). Led formulation and execution of an all funds budget of \$1.2B and a capital budget of \$161M. Guided City through balanced budgets and end of year surpluses and clean/unqualified audit opinions. Managed five direct and 185 indirect reports.

**Selected Accomplishments:**

- Led design, development, and implementation of the City's performance management program (RichmondWorks). The goal was to ensure that City government was transparent, accessible, accountable, thereby improving overall service delivery. The program utilized balanced score card methodologies, overlaid with geographic information systems, business objects, web, and share point technologies.
- At the request of the Mayor, served as the City's Interim Chief Administrative Officer from March to November of 2007, overseeing 17 agency heads and a City workforce of 4,600.
- Spearheaded the City's development team effort to ensure that the Williams Mullen Law firm (third largest in the State) did not relocate to another City. Coordinated execution of a development/cooperative agreement supporting the Armada Hoffer Tower (I) development (200,000 square feet of class (A) office space with a retail component) to retain the firm. As a result, the law firm remained in our city and the development effort retained 350 jobs and real estate tax revenue.
- Led successful \$85M effort to fully renovate an old theatre, which is now the City's state-of-the art performing arts center. This was done as a public private partnership. Financing for the project entailed a \$25M City contribution, donation of property, and assistance with securing both new market and historic tax credits.
- Served as the lead with respect to coordinating and facilitating the new/redeveloped City Jail initiative involving the Departments of Finance, Justice Services, Sheriff's Office, Public Works, outside consultants, the City's outside Financial Advisor, and various State Government agencies. My primary role was to incubate the working group, establish a comprehensive project plan and schedule, and coordinate preparation of the Community Corrections Plan/Planning Study for submission to the State Department of Corrections.
- led the issuance of numerous municipal bond transactions from general obligation bonds, revenue anticipation notes, short-term bank notes, and operating leases. Successfully represented City to rating agencies (Fitch, Moody's, and Standard & Poor's). Efforts led to a bond rating increase.
- Led team responsible for executing the City of Richmond, Virginia's first ever Commercial Paper Bond Anticipation Notes Program in support of the City's \$300M City of the Future Community Revitalization initiative. The program provides just-in-time financing of capital projects, while allowing general obligation debt to be retired in an orderly fashion.

*MCKISSACK & MCKISSACK, Washington, D.C.: Professional services firm specializing in architecture & interiors, program & construction management, planning & facilities management, environmental engineering and transportation.*

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**Vice President and Program Manager, 2000 – 2005**

Launched company's marquis project for the U.S. Department of Labor Job Corps Program, a \$500M five year national capital construction program. Led eight direct and 22 indirect reports. Provided design and construction program management leadership supporting more than 118 campuses across the United States, spending about \$100M annually on design and construction services. Provided full service construction claims litigation support, and day-to-day real property acquisition and lease administration support associated with more than 20 million gross sq. feet of facilities. Developed, implemented and administered a comprehensive performance based design and construction procurement forecasting/planning/implementation tool, which drove \$100 million of annual acquisition activity.

*THE DISTRICT OF COLUMBIA GOVERNMENT*, Washington, DC, 1995 – 1999; *A full service \$7 plus Billion municipal government with more than 500,000 residents.*

**Office of Contracting and Procurement, Deputy Chief Procurement Officer,  
Child and Family Services Agency, Chief Financial Officer and Director of Administration  
Council of the District of Columbia, Director of Budget and Finance**

Led various procurement reforms, organizational turn around, and change management initiatives. Developed, implemented, and administered facilities maintenance and fleet management infrastructure for the District of Columbia's Child Welfare Agency.

**Selected Accomplishments:**

- Successfully directed implementation of electronic procurement technology, and led consolidation of four procurement/financial related forms to one multi-purpose form. Overall effort reduced processing cycle times and generated productivity savings for a \$1.5B purchasing organization.
- Spearheaded strategic sourcing initiative for a \$120M urban child welfare agency that led to \$10M in annual savings on human care services contracts, and a financial management turnaround resulting in annual multi-million dollar surpluses.
- From scratch, developed, implemented, and administered facilities maintenance and fleet management infrastructure for District's Child Welfare Agency.
- Led successful strategic sourcing initiative, consolidating more than \$200M of annual repetitive commodity purchases, which generated \$9M in annual savings.
- Co-led budget formulation and development process that resulted in the District of Columbia Government's first balanced consensus budget and multi-year financial plan during the Financial Control Board era. Led six direct and 220 indirect reports.

**ADDITIONAL PRIOR EMPLOYMENT**

- *Assistant Director of Fiscal Management and Investments, New York State Insurance Fund, New York, NY;* stabilized financial operations of this \$6.7B Workers' Compensation insurance fund at the time (Treasury operations, finance, credit and collections and internal audit). Had direct oversight of a fixed income investment portfolio of \$6.7 billion.
- *Assistant Director for Special Projects, Mayor's Office of Contracts, City of New York, NY.*
- *Manager of Research and Legislation, New York City Transit Authority, Brooklyn, NY.* (tracked and advised senior management on Federal, State and local legislative matters)

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- *Port Authority of New York and New Jersey, Management Trainee* (rotational assignments in the Ports, Tunnels/Bridges/Terminals, and Aviation Departments, and served as a government affairs assistant in the office of the Executive Director).

**EDUCATION**

University of Virginia, M.A. Public Administration  
Virginia State University, B.S. Public Administration

**PUBLICATIONS**

**Optimizing Local Government Management through Performance and Data Analytics**  
Government Finance Review/Government Finance Officers Association

**City of Baltimore at an Inflection Point - Bending the Mix of Total Remuneration**  
Journal of Compensation and Benefits

**Achieving Economic Development Success: Tools That Work**  
International City/County Management Association

**Master Data Management: A Framework for the Public Sector**  
Government Finance Review/Government Finance Officers Association

**BOARD OF DIRECTORS**

Rector  
*Virginia State University Board of Visitors*  
July 2013 – June 2018

Member  
*Virginia State University Board of Visitors*  
July 2010 – June 2018

Member  
City of Cincinnati Planning Commission  
September 2014 – April 2018

Member  
Cincinnati Convention and Visitors Bureau Board of Directors  
September 2014 – April 2018

Chair  
*Baltimore City Hotel Corporation Board of Directors*  
July 2012 – August 2014

Member  
*Baltimore Development Corporation Board of Directors*  
January 2012 – August 2014

Member  
Baltimore City Fire and Police Pension Fund Board of Directors  
January 2012 – August 2014

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*Candidate Introduction*

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**Harry Black**

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**EDUCATION**

M.A. Public Administration, University of Virginia, Charlottesville, Virginia  
B.S. Public Administration, Virginia State University, Petersburg, Virginia

**EXPERIENCE**

Management Consultant	2018 – present
City Manager/Cincinnati, Ohio	2014 – 2018
Director of Finance (CFO), City of Baltimore, Maryland	2012 – 2014
Executive Vice President/COO, Global Commerce Solutions, Inc/ Washington, DC	2008 – 2012
Deputy Chief Administrative Officer/City of Richmond, Virginia	2005 – 2008
Vice President & Program Manager/McKissack & McKissack of DC	2000 – 2005
CFO, Budget Dir., Deputy Chief Procurement Officer/District of Columbia Government	1995 – 1999
Assistant Director of Finance & Investments/New York State Insurance Fund	1993 – 1995

**BACKGROUND**

Cincinnati is Ohio’s third largest city in the southwestern corner of the State along the Ohio River. It is the home of eight Fortune 500 corporate headquarters, including Procter & Gamble, Macys, Kroger, Cintas and American Financial Group. It is a City that enjoys major league baseball, NFL Football and Major League Soccer (Reds, Bengals and FC Cincinnati). Home of Children’s Hospital which is ranked as one of the Nation’s top three hospitals for children. In addition, Cincinnati is the home of two world class universities, the University of Cincinnati and Xavier University. Cincinnati is comprised of 52 vibrant and civically engaged neighborhoods. In terms of economic development in 2017, we: 1) retained 1,800 jobs, 2) created 1,500 new jobs 3) 2,100 housing units approved for development 4) Leveraged \$122 million of City funds and generated \$522 million of private investment. Cincinnati is a City of 300,000 residents within a metropolitan area of 2.1 million people.

Cincinnati government is comprised of 6,400 employees. As City Manager, I had two Assistant City Managers who supported me in the day-to-day oversight and supervision of 25 department heads. The all funds budget in 2018 was \$1.5 billion, of which \$400 million was the general fund budget. **The three most important issues the City faced were:**

- **Pension Reform:** In 2014, Cincinnati was facing an annual required retirement system contribution of \$50 million of which it only had \$33 million. This led to both Moodys and S&P bond rating downgrades. At the time, retirees and the labor unions filed a lawsuit against the City. However, instead of litigating the matter, a decision was made to work

with the assigned Federal Judge and mediate a mutually acceptable solution to the pension problem. The City and labor unions were able to successfully reach an agreement that will help to reduce the funding gap by 100% within a 30-year window. The solution involved plan design changes, and increased contributions on the part of the City and employees. The system is now on its way to a 100% funded status and the City's bond rating was upgraded.

- **Customer Service/Service Delivery:** Upon becoming City Manager the City government was experiencing significant customer service request backlogs in the Department of Transportation and the Department of Public Services. It was taking, on average 12 weeks to issue a building permit and customer satisfaction and overall responsiveness were not where they needed to be. The solution was the establishment of the City's first Performance Management Program and we established the position of Chief Performance Officer. The program has four components; performance management agreements tied to each department head, an innovation lab utilizing lean government techniques and tools, CincyStat, an accountability tool that drives results and outcomes. Impacts to date include a 100% service requests backlog reduction in both the Department of Transportation and Department of Public Services. In addition, we were able to significantly reduce trash collection misses, as well as reduced the time to approve a building permit to less than ten days. The City's overall customer service satisfaction rating was improved by 6%.
- **Road Repaving/Preventative Maintenance:** In 2014, the City's Pavement Condition Index (PCI) was 66 (Fair Rating). The PCI is a numerical index between 0 and 100 and is used to rate condition of a pavement. At the time the City was repaving approximately 80 lane miles per year and doing preventative maintenance on zero lane miles. The City realized that in order to avoid significant future road costs, due to deterioration, a solution was needed today in order to protect the future. I led the design, development and implementation of the City of Cincinnati Capital Acceleration Plan, an annual supplemental \$101 million accelerated capital improvement plan to raise the City's pavement condition index rating from fair to good. We were able to grow from repaving 80 lane miles per year to 175 lane miles and 0 lane miles of preventative maintenance to 200 lane miles of preventative maintenance. This was accomplished within the framework of existing debt policies, and existing revenues, while also preserving the City's bond rating. We leveraged short-term debt as a means of bridging a five year debt capacity constraint.

### GENERAL, MANAGEMENT STYLE AND EXPERIENCE

**I want to be Gainesville's next City Manager.** Gainesville has committed itself to becoming the best managed local government in America. This is a realistic and attainable goal and I would like to be able to assist the City with further actualizing this goal. **What I am prepared to bring to the table:** work with staff and the elected leadership of Gainesville to leverage performance

### Harry Black

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management, data analytics, lien techniques and laser focused strategy in the City's pursuit of excellence in customer service, community engagement, talent development, and nurturing a data driven local government. The following are **several examples of success stories** that demonstrate my capability and preparedness to be able to support the City in actualizing its performance goals and objectives.

I have led efforts focused on helping cities (Richmond, Virginia/Baltimore, Maryland/Cincinnati, Ohio) overcome debt capacity constraints with the introduction of innovative debt financing solutions that allowed these cities to be able to more than double annual lane miles repaved/preventative maintenance, fleet refreshment, new schools, new recreation centers and gateway beautification. As CFO for the City of Baltimore, led the development and execution of the City's Ten-Year Financial Plan, which led to the closing of more than \$500 million in post-recession budget shortfalls. Today, the city's fund balance is higher and property taxes lower than before the Great Recession, unfunded liabilities are shrinking and reserves are stronger.

While serving as City Manager of Cincinnati, we: 1) retained 1,800 jobs, 2) created 1,500 new jobs 3) 2,100 housing units approved for development 4) Leveraged \$122 million of City funds and generated \$522 million of private investment. Was able to apply various combinations of New Market Tax Credits, historic tax credits, Job Creation Tax Credits, real property tax abatements, and tax increment financing.

As a local government executive, and former university board chair, community engagement and partnerships are always a requirement of the job. I have coordinated numerous community forums relating to strategic planning, the budget process, police/community relations and emergency preparedness and response. In Cincinnati we established the Engage Cincy challenge grant initiative which focused on strengthening community cohesion through friendly competition among neighborhoods in terms of athletics, the arts, urban farming, just to name a few areas.

**My management style is participative.** The vision along with the associated goals and objectives are clearly articulated. I seek out input and participation from all levels of the organization, creating a collaborative environment whereby all team members are valued and understand that they are relevant and expected to participate in the process. Having said that, my style also emphasizes the need to be quick on one's feet, decisive and always stressing the need to achieve the right results and outcomes. I manage the process and coach the team to success. **Peers, subordinates and elected officials have provided feedback** that expressed their appreciation for the knowledge and experience that I am able to bring to bear in terms of dealing with challenges and problem solving. Staff have expressed appreciation for my coaching and collaborative style, while also appreciating the fact that I am demanding with respect to helping team members reach their potential. My peers and subordinates appreciate the fact that I stress results/outcomes over level of effort. I have been told from time to time that I can be impatient. I believe that a little impatience can be healthy. However, I have learned to manage my expectations and patience, but not at the expense of sacrificing my outcomes/results-oriented leadership style.



### **Harry Black**

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**My strengths are** I am good at organizing people and projects to get things done. I am empathetic and do my best to practice good emotional intelligence at all times. I have an ability to be able to make those around me better. Able to simultaneously think and deal with details while also focusing on the big picture. The ability to establish vision and consensus around vision. **In terms of weakness,** I recognize that I can be impatient from time to time, but have and continue to work at managing it. As I get older as a person and professional, I have become better at managing my patience.

In terms of **performance management** building on my earlier comments on the subject, as City Manager for the city of Cincinnati, I was able to lead the design, development, and implementation of a performance management and data analytics program. The performance management program that was established is referred to as “the Office of Performance and Data Analytics (OPDA).” OPDA is a strategic tool to measure, manage, and communicate operational performance. The purpose of the program was threefold: manage strategy (support strategic and operational planning, guide resource allocation, and enhance accountability), improve performance (identify effective practices, support organizational learning, facilitate organizational redesign, recognize and reward successes, and identify training needs), and communicate performance (substantiate funding requests, demonstrate effectiveness to internal and external audiences, and explain ROI for tax dollars spent). We tracked several hundred data points spanning public safety, health, transportation, public works, water, waste water, customer service, weather events and others.

In terms of a **career achievement,** I offer two examples. First, while serving as Chief Financial Officer for the City of Baltimore, Maryland, my office led the creation and implementation of a ten-year financial plan for the City. This led to the closing of more than \$500 million in post-recession budget shortfalls. Today, the city's fund balance is higher and property taxes lower than before the Great Recession, unfunded liabilities are shrinking and reserves are stronger. The City is on a path to achieve structural budget balance, tax competitiveness, infrastructure investment and addresses long-term liabilities. These efforts led to S&P upgrading the City's Bond rating. Plan related initiatives implemented are expected to save the City nearly 400 million over an eight-year period. Secondly, I am proud of the work that I was able to lead for the City of Cincinnati in creating its Office of Performance and Data Analytics. In that I have covered this earlier in this document, I will not repeat it, but say that it allowed us to transform City government making it more efficient, transparent, accountable, and data driven.

In terms of a **failure or mistake,** early in my career when I worked for the District of Columbia Government, I was confronted with having to deal with a media situation. That was new for me at the time. I had no context nor perspective with respect to how a public official should engage with the media. As such, I did not do a good job and disappointed my superiors. What I learned from the situation was the value of a good communications operation and how to let it do what it is intended to do. In addition, I learned that it is absolutely vital to be as knowledgeable as possible about the subject, and transparent, but disciplined and measured in interaction.

### Harry Black

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During my career just as I have hired people, I have had to terminate several. **When I have had to terminate someone**, it has never been enjoyable, but a business decision that was in the best interest of the organization. However, prior to any decision to terminate an employee, I pride myself on working with the person in terms of training, professional development, coaching/mentoring and making certain that the individual was set-up for success. In addition, when it comes to disciplining employees, I subscribe to a progressive discipline approach. I enjoy coaching and developing people.

**The new city manager will be challenged with** quickly integrating within the City Government and overall community. The person will need to quickly establish an effective and collaborative relationship with the Mayor and Council. The person will need to hit the ground running, spending a lot of time listening, assessing, and doing. To facilitate the **first six months** experience and to build a dynamic senior management team that can help lead the organization into the future, I would do the following:

1. Take full advantage of time prior to my start date to learn as much as possible about Gainesville city government, (financial, management letters, Council oversight reviews, capital budget, survey of media reports, the City's website, understanding as much as possible about key external stakeholders, labor/management status, recent bond rating reports, etc.
2. Fine tune a first 100-day plan that would consist of a listening tour touching the Mayor, Council, Assistant City Managers, department heads, labor organizations, external stakeholders, community groups and a representative number of staff at the various levels below department head.
3. Initiate a quick SWOT analysis exercise to garner a better understanding of the relative strengths, weaknesses, opportunities and threats impacting the organization.
4. Spend time with all executive staff on a one-on-one basis to get to know them and assess where they and their departments might be from a SWOT perspective. This will allow me to inventory knowledge, skills and abilities across the senior management team. This will allow me to engage each person in a customized way in that everyone will be different. The goal would be to find ways to optimize each person's contribution to our achieving the mission.
5. I would initiate an operations oriented strategic planning exercise utilizing a streamlined methodology, which would quickly get us into alignment as to what our top priority goals will be from an operational and management standpoint. These goals would be consistent with policy direction articulated by the Mayor and Council. Making certain that all ships are sailing in the same direction.
6. I would work with the Mayor/Council and the team to establish a comprehensive performance management and data analytics capability for the City. This would involve the entire organization and have at its focus process optimization and driving performance (the right results and outcomes).
7. Doing 1-6 above, would provide an opportunity to assess the team and individual team members to determine if any changes would be beneficial (Staffing, training, resources, technology).

### **Harry Black**

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The idea is to quickly foster a culture of collegiality, collaboration, accountability and high performance. This entails getting the best that team members have to offer, while also providing the necessary support such as mentoring and guidance to staff that assists with their overall professional growth.

In the area of **media relations**, I am competent and effective. In that Ohio is a sunshine state, interaction with the media was frequent. There is great demand in terms of public records request which had to be managed from a staff resources perspective. In addition, there were always requests for network news, print media and radio interviews on a myriad of subjects ranging from weather events, Police/Fire, the budget, major athletic events and general updates on various City initiatives. Having an effective communications staff is very helpful. They do the blocking and tackling for the City Manager and makes certain that he/she is properly prepared in terms of content, as well as what to expect from a particular reporter. My approach has not been indicative of fear or evasiveness, but an approach of transparency, accountability, preparation, and discipline (staying on message). I believe that I am an effective communicator both in front of the camera and away from the camera. There is nothing in my background that would embarrass the City of Gainesville.

**Leveraging the use of social media** can be helpful as a part of community engagement and general communications with the public. Through the City's communications office I have and would continue to use text messaging, face book, LinkedIn and the City's website as tools to assist with strategic communications and information sharing, while also looking for ways to enable two-way communications with the public. For example, when we have had police involved shootings and/or civil demonstrations, I would frequently rely on text messaging to provide numerous community stakeholders with real time updates on a situational basis, as well as insight and coordination of public safety plans and actions. Utilization of open data portal initiatives that provide access to the public in multiple ways has proven to be helpful. These initiatives have transitioned to not only giving the public access to data sets covering all facets of government operations and performance, it has been made easier for the public to understand what it all means through visualization dashboards that they can control. In Cincinnati we established the Engage Cincy challenge grant initiative which focused on strengthening community cohesion through friendly competition among neighborhoods in terms of athletics, the arts, urban farming, just to name a few areas. Social media utilization was a major enabler in our organizing efforts and connecting neighborhoods together.

If I am fortunate to become a finalist for this City Manager opportunity, I am not aware of any Cincinnati community activist that would likely contact your client with any negative feedback. I had a very productive and positive relationship with every community-based organization that I came in contact with.

**In my leisure time**, I enjoy spending time with my family cooking, going to the movies and supporting our daughter's lacrosse pursuits.

**SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

- Problem Solver
- Data Driven and Results Oriented
- Customer Centric
- Ethical
- Able to Make Others Better in terms of Actualizing Their full Potential
- Able to Focus on the Details While Maintaining Big Picture Perspective

**REASON FOR DEPARTING CURRENT POSITION**

Cincinnati has a unique, hybrid governance structure commonly referred to as a "Stronger Mayor" form of government. However, it does not provide neither a strong Mayor nor a pure City Manager structure. This creates inherent and often unhealthy tension between the Mayor, City Council and the City Administration (City Manager) because it is often unclear who is in charge. This arrangement often places the City Administration in the position of making decisions that result in one group or the other not being happy. These circumstances inevitably become public, adding additional pressures. This is exacerbated by heightened local media coverage.

As the leader of the City Administration, my intent and guidance to the staff was always to do what was in the best interest of the City and the future of the City. The associated political/governance peculiarities made this increasingly difficult, creating criticism from one group to the other and some major decisions unavoidable. Ultimately, and unfortunately my relationship with the Mayor deteriorated, leading me to resign. This unfortunately became very public. I and the City ultimately were able to work out a mutually amicable separation.

Although the situation was challenging, I have learned and grown tremendously from the experience. I continue to be proud of our accomplishments as a City government.

**CURRENT / MOST RECENT SALARY**

My final compensation at the City of Cincinnati was \$260,000 plus a monthly \$695 deferred compensation contribution.

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*CB&A Background Checks*

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**Background Check Summary for  
HARRY EUGENE BLACK**

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**Criminal Records Checks:**

Nationwide Criminal Records Search	No Records Found
County	
Hamilton County, OH	No Records Found
City of Baltimore, MD	No Records Found
Washington, DC	No Records Found
City of Richmond, VA	No Records Found
State	
Ohio	<i>Records Maintained by County. See Above.</i>
Maryland	No Records Found
District of Columbia	No Records Found
Virginia	<i>Records Maintained by County. See Above.</i>

**Civil Records Checks:**

County	
Hamilton County, OH	No Records Found
City of Baltimore, MD	No Records Found
Washington, DC	No Records Found
City of Richmond, VA	No Records Found
Federal	
Ohio	No Records Found
Maryland	Results Pending
District of Columbia	Results Pending
Virginia	No Records Found

**Motor Vehicle**

Ohio	December 2018: Speeding 11 – 15 over in a 70 <i>Disposition:</i> January 2019
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**Credit**

Excellent

**Bankruptcy**

No Records Found

**Education**

Confirmed

**Employment**

Confirmed

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  
HARRY EUGENE BLACK  
Personal Disclosure**

**Personal Disclosure Questionnaire**

Name of Applicant: Harry Black

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  LinkedIn
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: H. Black  
Signature of Applicant

Please email this form via PDF DOCUMENT to [Lynelle@cb-asso.com](mailto:Lynelle@cb-asso.com) or via fax to (888) 539-6531 **no later than 5:00 PM PST 08/12/19.**  
(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

**Background Check Summary for  
HARRY EUGENE BLACK  
Personal Disclosure Explanation**

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Harry Black  
Personal Disclosure Questionnaire

11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.

The Cincinnati City Solicitor is hired by and reports to the City Manager. As such the City Manager is regularly involved in various legal matters associated with City government, particularly the execution of legal settlements. As a standard practice most lawsuits issued against the City would name the Mayor, City Manager and sometimes the City Council, in addition to others. As such, in my capacity as former City Manager, I was named in several lawsuits which have either been disposed of or near being disposed of. All suits are of a civil nature and typical of the nature and types of suits brought against municipalities. For purposes of this question, I have reached out to the City's Law Department and have been informed that there does not exist a readily available single listing/repository of lawsuits and that they would have to assign the request to someone and it would take some time to produce. Therefore, as a substitute, I am providing this statement. In addition, I suspect that the background check will identify any pending City lawsuits that might name me as former City Manager.

**Personal Disclosure Questionnaire Addendum**

On Monday August 12, 2019, I became aware that a lawsuit had been filed against the City of Cincinnati with the Court of Common Pleas of Hamilton County, Ohio. It named the City, me as the former city manager and several other members of city government. The case is Ron Plush and Jill Plush v. City of Cincinnati. The lawsuit involves a wrongful death claim pursuant to an automobile related incident.



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*CB&A Reference Notes*

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**Reference Notes  
Harry Black**

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**Jeffrey Pastor – City Councilman, City of Cincinnati, OH 937-503-2614**

Mr. Pastor has professionally known Mr. Black between 2014 and 2018 when Mr. Black was the Cincinnati City Manager. Mr. Black was an excellent Manager, especially because he carried out various objectives for nine council members. He executed complex policy decisions and used creative problem solving.

Mr. Black communicated and collaborated well. The City's multi-billion dollar budget involved several departments, thus making collaboration critical. Mr. Black communicated promptly and efficiently to ensure smooth execution. He understood his position and quickly provided information to others he worked with. Though everyone has human weaknesses, Mr. Black collaborated so effectively that any of his weaknesses were adequately covered by other's strengths. Mr. Pastor had no complaints with Mr. Black's abilities as City Manager.

To keep council members informed, Mr. Black reported at weekly and biweekly meetings. He visited each council member's office to understand his or her administrative concerns. Mr. Black then wrote down tasks to help accomplish goals and followed up with the council member concerned.

Mr. Black had good experience dealing with the public. Though the role of regularly attending community meetings fell on the Mayor and Council, Mr. Black definitely worked with the community as needed. The public loved working with him because he listened to individuals' thoughts regarding city administration. He possessed great interpersonal skills. Mr. Pastor appreciated how Mr. Black willingly put special effort in working with people. He was customer service oriented.

Mr. Black generally made sound decisions. He hired well. He expected staff to match his level of excellence and detail. He also made several important financial decisions. For example, he collaborated with others and observed required statutes on reducing the \$23 million dollar City deficit. In the budget, he incorporated financial realities regarding the deficit without cutting any personnel. In fact, the City experienced a carrying-over surplus that year.

Additionally, Mr. Black balanced maintaining the organization's high performance levels with innovative changes. He drove for excellent work, and he focused on using technology to maximize efficiency. The community welcomed many of changes he implemented. For example, Mr. Black initiated a smart system, which digitized the City and created a three-mile radius for free Wi-Fi. He commissioned a project that tracked all city progress on the Cincinnati City website. He also improved City 9-1-1 systems.

Near the end of Mr. Black's tenure, conflict arose between the Mayor and Mr. Black. Previous to the skirmish, Mr. Black and the Mayor had a good relationship. However, when the situation became difficult, Mr. Black resigned. During these moments, Mr. Black handled the stressful situation fairly well given how the political environment had induced the stress.

Reference Notes  
Harry Black

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Mr. Pastor is unaware of anything in Mr. Black's background that will concern a future employer. Mr. Pastor sorely misses Mr. Black's excellent work ethic and would love to hire Mr. Black again if possible. Mr. Black was a fine Manager.

**Words or phrases used to describe Harry Black:**

- Detail-oriented,
- Tactful,
- Efficient,
- Highly professional,
- Creative problem solver, and
- Knowledgeable.

**Strengths:** Financial skills, communication and collaboration skills, interpersonal skills.

**Weaknesses:** None identified.

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**Stephanie Rawlings-Blake – Owner, SRB & Associates, MD 410-245-8247**

Ms. Rawlings-Blake has known Mr. Black since 2012 when he came to the City of Baltimore as the Director of Finance. In 2014, Ms. Rawlings-Blake chose to not rerun for Mayor, and she encouraged her cabinet to pursue career growth opportunities they were interested in. Though Mr. Black left the City in 2014, Ms. Rawlings-Blake and Mr. Black have kept in contact.

Ms. Rawlings-Blake was quite satisfied with Mr. Black's job performance during her time as Mayor. He attended regular meetings and contacted her as needed. He increased the City's bond rating to the highest value it had been in several years. He brought a wealth of knowledge to the Cabinet and knew to navigate political waters. Mr. Black maintained professional, collegiate interactions with Ms. Rawlings-Blake, fostering an easy working relationship between the two.

As Director of Finance, Mr. Black had limited public interactions and leadership opportunities. However, he usually made good decisions. He commanded his team with skill and achieved many of the goals Ms. Rawlings-Blake gave him. He made sound decisions when hiring. He actively handled issues in his own department without Ms. Rawlings-Blake needing to micromanage, which she greatly appreciated.

Mr. Black was customer service oriented. He took on bold initiatives, such as a financial plan to reduce the City's structural budget deficit and direct the City toward future-oriented goals. This project encompassed properly delivering services that citizens needed and optimizing city resources. Previous administration had not attempted to cut the deficit by half, but Mr. Black innovatively solved the issue. He brought change while also maintaining the organization's high performance level.

**Reference Notes  
Harry Black**

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Mr. Black effectively solved problems. He accomplished tasks in a timely manner. He remained cool under pressure. Depending on the situation, Mr. Black included other's expertise. He willingly made decisions to push the City forward, even when certain decisions were difficult. For example, Mr. Black led a series of proposed fee and tax increases. Though these increases were unpopular, he understood such increases were necessary to reduce the city deficit and bolster the City's future financial trajectory.

Ms. Rawlings-Blake is unaware of anything in Mr. Black's background that will cause a future employer to be concerned. She enjoyed working with him and continues to work professionally with him outside of his time in the City of Baltimore. If possible, she would hire him. Mr. Black has extensive experience in municipal government and the competency to accomplish his job. He will make a good Manager.

**Words or phrases used to describe Harry Black:**

- Innovative,
- Competent,
- Reliable,
- Dependable,
- Trustworthy, and
- Capable.

**Strengths:** Extensive background and knowledge, team building skills, financial abilities.

**Weaknesses:** Advocating a strong opinion can be difficult when other Cabinet members also had strong opinions.

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**Patrick Duhaney – City Manager, City of Cincinnati, OH 216-256-1597**

Mr. Duhaney has known Mr. Black since 2014 when Mr. Black was the Cincinnati City Manager. At the time, Mr. Duhaney worked as the Purchasing and Assistant City Manager under Mr. Black. They still communicate occasionally because Mr. Duhaney seeks professional guidance regarding certain City situations.

When Mr. Black first arrived to the City, he brought in several new ideas. Mr. Duhaney put in his two-week notice because he originally thought Mr. Black did not want Mr. Duhaney to participate in the new processes. However, Mr. Black reached out to Mr. Duhaney because Mr. Black trusted Mr. Duhaney to do well with these changes. Since that moment, Mr. Duhaney had great interactions with his superior. Mr. Black requires his staff to be responsive and detail-oriented; however, Mr. Duhaney was comfortable having a firm boss. Mr. Black acted professionally, even when upset. He provided resources to help employees succeed, and he provided honest feedback when employee performance fell below expectation.

## Reference Notes Harry Black

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Mr. Black handled his position as City Manager well. He possessed the ability to learn quickly. When solving problems, he identified potential areas of concern and quickly isolated the issue for proper management. He used his good financial background when balancing the budget and figuring out how to pay for various projects. He pushed the City to improve its customer service systems. As Manager, Mr. Black hired certain key-level employees. He also hired several department heads whom he entrusted to hire their own staff.

Mr. Black established good relationships with the public and with various stakeholders. He worked well with individuals and groups. He also worked well with department heads when handling high-level initiatives.

During difficult situations, Mr. Black innovatively solved problems. For example, he introduced the first Performance and Data Analytics Department of the City. This department fixed broken processes and brainstormed how to accomplish tasks using fewer resources. Mr. Black also created the first management performance analysis to provide accountability during the fiscal year. Additionally, he focused on simplifying the permit center. Previously, the entire permit process was broken between multiple departments that did not understand their roles in the process. Work flowed haphazardly, and departments were unable to estimate the timeframe for permit application approval. Mr. Black centralized the process into a single work order system. Since the permit process centralization, the permit center has been able to provide time estimates and even allows people to check progress online.

Mr. Black handled his stressful position appropriately. He was a workaholic, but his poor work-life balance may have been due to the demands of his job. The City's unique hybrid government balances power between the Manager and Mayor. The Manager reports to both the Mayor and Council, which can be stressful when the Mayor and Council have strong disagreements on key issues. This delicate balance eventually led to personality conflicts between Mr. Black and the Mayor. Mr. Black works best when trusted to accomplish high levels of achievement and strategic planning. However, the co-management situation led to much micromanaging.

Mr. Duhaney is unaware of anything in Mr. Black's background that will concern a future employer. Mr. Duhaney learned much from Mr. Black and would love to work with Mr. Black again if possible. Mr. Black is a smart, capable man who has worked ethically and transparently. He guides his employees to do the same. Mr. Black has been a good Manager and will continue to be a good municipal Manager if his role is clearly defined.

### **Words or phrases used to describe Harry Black:**

- Change agent,
- Charismatic,
- Brilliant,
- Assertive,
- Good at planning, and
- Organized.

Reference Notes  
Harry Black

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**Strengths:** Planning abilities, financial skills.

**Weaknesses:** Mr. Black worked best if he was free to work without micromanagement; could work on building even better relationships with the public.

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**Art Dahlberg – Director of Buildings and Inspections, Cincinnati, OH 703-220-1754**

Mr. Dahlberg has known Mr. Black since 2006. Mr. Dahlberg worked in the City of Richmond, Virginia when Mr. Black was the acting administrative officer at the time. Later, Mr. Dahlberg worked for Mr. Black in the City of Cincinnati when Mr. Black became the City Manager.

Mr. Black has excellent leadership skills. He provides guidance frameworks that allow professionals to do their jobs. He expects high quality work and hold employees accountable to being successful in their various roles. He finds and offers additional resources when employees ask for help. He dedicates himself to his role, the community, and the people he serves. He has high ethical standards and strives to accomplish tasks as best as possible. He communicates effectively, whether formally or informally. He remains calm when stressed, which empowers his staff to continue their work. Some people have struggled under Mr. Black's management because they are guarded or untruthful regarding their successes and failures. Mr. Black is not patient with these individuals, mainly because they misunderstand the organization's mission. However, many easily follow Mr. Black's leadership.

Mr. Black's management approach heavily deals with data analytics and performance. Such an approach has revitalized the way the City measures success. He has also initiated an innovation lab that allows others to understand what the performance management process is, how the process is put together, and how people can make the process help their performance.

Mr. Black has worked well with the public. He listens closely to the public when discussing ideas for improvement, and then he pulls teams together to brainstorm methods to achieve those goals. He handles both individual and group settings comfortably. He has been greatly focused on improving customer service orientation throughout the City.

When making decisions, Mr. Black performs well. He has helped the government move forward and has hired qualified individuals at the executive level. He uses his strong financing background to provide multiple strategies to maximize tax dollar efficiency. He innovatively integrated new ideas to improve the City.

Mr. Black effectively solves problems. For example, Mr. Black heard the development community experienced several inconsistencies in the development process. Such inconsistencies slowed the process in obtaining permits. As such, Mr. Black collaborated with several development-related individuals from both the government and outside developers using the innovation lab. Together, they mapped out a process to enhance the quality, quantity, and promptness of the entire process.

## Reference Notes Harry Black

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Mr. Black accomplished tasks in a timely manner and expects the same promptness from his staff. For example, after Mr. Dahlberg began working in the City of Cincinnati, Mr. Black called Mr. Dahlberg after only 21 days to see how Mr. Dahlberg was doing. Mr. Dahlberg mentioned he was working on a 100-day improvement plan to analyze the department and understand its efficiencies. Mr. Black smiled and asked Mr. Dahlberg to complete the plan in 30 days instead. Mr. Dahlberg completed the task as best as possible, offering 18 different initiatives which he organized by maximum yield and importance. These proposals involved staffing and ordinance changes. Mr. Black liked the report and immediately wanted to implement the initiatives.

Mr. Black has been involved in some possibly controversial situations. Right before Mr. Dahlberg arrived in the City, Mr. Black terminated the police chief. This move was due to the sudden increase regarding violent crime and homicide rates. Mr. Black clearly felt the police chief was underperforming. As such, Mr. Black brought in a new chief who initiated new programs involving multiple departments and resources to improve the community. Additionally, Mr. Black and the Mayor experienced some conflict at the end of Mr. Black's tenure.

Mr. Dahlberg is unaware of anything in Mr. Black's personal or professional conduct that will concern a future employer. If given the chance, Mr. Dahlberg would absolutely hire Mr. Black. Mr. Black recognizes communities' needs for growth and issues that inhibit such growth. Mr. Dahlberg trusts Mr. Black to be the best person to fix those issues. Mr. Black has been a good Manager.

### **Words or phrases used to describe Harry Black:**

- Ethical,
- Knowledgeable,
- Creative change agent,
- Impressive,
- Ambitious,
- Respectful, and
- True leader.

**Strengths:** Financial expertise, ethical leadership.

**Weaknesses:** Not patient with employees who are not willing to carry out the organization's vision.

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### **John Curp - Partner, Blank Rome LLP, OH 614-313-2877**

Mr. Curp was leaving the position of Cincinnati City Solicitor when Mr. Black arrived as the City Manager in 2014. Mr. Curp has since gone back into private practice, but he has been a close observer and participant in Mr. Black's role in city government affairs. Mr. Black set up organized structures and motivated employees to complete initiatives. He forged strong relationships and carefully understood delicate political situations.

**Reference Notes**  
**Harry Black**

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When interacting with Mr. Curp, Mr. Black interacted professionally. He provided clear and honest feedback for Mr. Curp's business. They typically communicated via phone, though they sometimes met directly when necessary. Mr. Black was disciplined, and he successfully introduced new ideas through city bureaucracy.

When working with the public, Mr. Black visibly and satisfactorily engaged with the community. He worked well with individuals and groups. He was customer service oriented.

Mr. Black solved problems effectively and innovatively. For example, the City experienced several issues regarding its 911 system. In fact, a death occurred because officers were unable to find the victim's automobile in the parking lot. Mr. Black led the process of identifying key issues and implementing change. Additionally, he positively changed the direction of city progress by instigating a data metric system that measured employee performance. He brought in leaders to make this systematic change, and numerous employees' performance improved.

Cincinnati gives strong government powers to the Mayor. Despite the City's difficult political environment, Mr. Black performed excellently. He reacted well when under stress. Given this unique government structure, he led when necessary and managed processes when the Mayor led the City. Mr. Black continually balanced the city budget. He generally made good decisions. He accomplished tasks in a timely manner.

Mr. Black resigned as the City Manager in 2018 as a response to personal animosity that grew between the Mayor and himself. Because of the City's unique government form, the Mayor can discharge the Manager with the support of the Council. To do this, the Mayor must present major flaws in the Manager. Mr. Black had no grievous flaws as Manager and originally had the support of council members. However, the Mayor's lack of support and the turning council environment forced Mr. Black to leave the City.

Mr. Curp is unaware of anything in Mr. Black's professional or personal conduct that will cause a future employer to be concerned. Though Mr. Black has been rumored to have a hostile reaction to the City's unique culture, Mr. Curp has never witnessed such behavior. Mr. Curp would hire Mr. Black if given the opportunity. Mr. Black has been a good Manager because he has valuable skills and understands how to help big cities progress.

**Words or phrases used to describe Harry Black:**

- Disciplined,
- Innovative,
- Intelligent,
- Diplomatic,
- Determined,
- Skilled,
- Fair, and
- Professional.



**Reference Notes  
Harry Black**

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**Strengths:** Organization skills, management abilities, political interpersonal skills.

**Weaknesses:** Slight delegation deficiencies, became involved with political alliances at end of tenure.

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**Amy Murray – City Councilwoman, City of Cincinnati, OH 513-290-1196**

Ms. Murray met Mr. Black in 2014. She and other council members voted to approve Mr. Black as the Cincinnati City Manager.

Mr. Black interacted with Ms. Murray daily and was responsive. He also provided council members with helpful memos. He was proactive about ensuring people understood what was happening in advance. He completed tasks in a timely manner.

Mr. Black adapted well to his position as City Manager. He quickly understood the different city groups and factions. He was approachable and gave thoughtful answers. He was professional and quite positive. Though some issues arose near the end of Mr. Black's time in the City, he overall did a good job as Manager. He had good ideas and plans for the City. He put together plans and implemented projects well. He was a respectable administrator.

Mr. Black generally made good decisions, such as when hiring personnel. He had strong financial skills. He worked well with large public groups and individuals. He went out into the community frequently. He balanced good leadership with process management. He often worked behind the scenes to help the organization move forward.

Often innovative, Mr. Black brought many data-enhanced changes to the City. Before he came, the City barely used data analytics. He created a department to improve customer service and measure improvement. These changes helped the City and established a systematic approach to benchmarking City progress.

Mr. Black experienced several external stress factors but he led the City well. He put out a good face for the City to see. Near the end of his time with the City, his relationship with the Mayor soured. Both men had strong opinions, and the poor government structure made the relationship more difficult. However, all issues regarding Mr. Black's departure are public.

Ms. Murray is unaware of anything in Mr. Black's background that will cause a future employer to be concerned. If she had a specific position for him, she would hire Mr. Black. Though his time with the City ended poorly, Ms. Murray appreciated the way he worked in the City during his four-year tenure. Mr. Black was a good Manager.

**Words or phrases used to describe Harry Black:**

- Quite smart,
- Tough,

## Reference Notes Harry Black

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- Customer service oriented,
- Good administrator, and
- Leader.

**Strengths:** Leadership abilities.

**Weaknesses:** Due to his position as Manager, Mr. Black became too politically involved.

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### **Jill Meyer – President and CEO, Cincinnati USA Regional Chamber, OH 513-579-3100**

Ms. Meyer worked with Mr. Black between 2014 and 2018 when he was the new Cincinnati City Manager. They shared a great professional relationship.

Mr. Black was an intentional leader who was aware of the bigger picture and effectively navigated through issues to achieve that vision. He brought data analytics to the City, causing the City to be one of the frontrunners in city data analytics. He ran the city more like a business and was not afraid to have difficult conversations to help the City move forward.

Mr. Black also performed well, given his challenging role and outside pressures from government. He was intelligent and innovative. He knew how to hire the right people to drive city functionality and increase performance levels. He has the ability to operate a large sized government.

When interacting with council members, Mr. Black consistently attended meetings. He regularly opened conversations on where to find good City partners, areas these partners excelled in, and how to properly staff these efforts. He rallied and mobilized entire departments to accomplish important goals.

Mr. Black constantly worked with the public. He respected the confidentiality of certain conversations while also balancing his responsibilities to the public. He brought command and control to City Hall in ways that many deeply respected. He was customer service oriented.

Though innovative, Mr. Black was certainly a change agent. He stepped up to effectively solve various community and city-wide issues. He dealt with police political issues efficiently. He led efforts in developing a smart city infrastructure program. Even if Mr. Black was not the main leader in resolving some issues, he was always a positive contributor in the collaborations to fix various problems.

Mr. Black eventually left the City because of personality clashes with the Mayor. In general, such conflicts commonly arise when the Manager, Mayor, and City Council have strong personalities. Such was situation in Cincinnati.

Ms. Meyer is unaware of anything besides Mr. Black's resignation that might cause a future employer to be concerned. He was a good, smart man who did much good for the City of

**Reference Notes  
Harry Black**

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Cincinnati. Ms. Meyer was sad to see Mr. Black go and would hire him if given the opportunity. Mr. Black was a respectable Manager.

**Words or phrases used to describe Harry Black:**

- Smart,
- Focused,
- Intentional,
- Innovative,
- Quick observer, and
- Leader.

**Strengths:** Leadership abilities, vision, innovative problem solving.

**Weaknesses:** None identified.

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**Iris Roley – Business Owner, City of Cincinnati, OH 513-800-6925**

Ms. Roley has known Mr. Black since 2014 after Mr. Black came as the new Cincinnati City Manager. She has mainly interacted with him as an activist closely observing police reform and safety. They communicated frequently using various communication forms, and Mr. Black remained receptive to her calls.

Mr. Black performed adequately as he worked within his constraints and responsibilities to City legislature. He worked with business communities. He was a community-minded individual who embraced involving communities in the design and implementation of police administration. He prioritized maintaining data integrity with community engagement. He faced challenges instead of avoiding difficult matters. He directed others well when they needed problems solved.

Mr. Black worked well with the public and he was transparent. He conducted himself professionally and welcomed others in important conversations. He comfortably communicated with individuals and large groups. He often discussed policing and focused on identifying root causes for various issues. He even designed a process that fairly and equitably hired individuals, though this process has been tampered with since his departure. Ms. Roley greatly appreciated how he brought others into the process and misses having him in the City.

As an innovative change agent, Mr. Black enhanced the City using numerous skills and experiences he gained in previous cities. He typically made good decisions and hired well. He balanced the budget with great attention to detail. He explained to disenfranchised communities where the money came from and its eventual destination. He rallied employees to the organization's vision and managed processes appropriately. Though not all issues were in his control to change, he attempted to solve every problem effectively. Such behavior greatly stood out from previous Managers.

**Reference Notes**  
**Harry Black**

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Mr. Black also helped refresh police policies. He designed a position specializing in hiring collaborative city management. He was committed and consistent. He also responded well in stressful situations. For example, he let a police officer go. Although the department treated the issue as being controversial, Mr. Black handled the issue well. In another instance, he came to the community where a four-year-old child had been shot. He spoke about gun violence and made sure people understood the importance of speaking up. Though the situation understandably upset everyone, Ms. Roley admired how Mr. Black led the community. She observed true leadership, rather than chaos.

Ms. Roley is unaware of anything in Mr. Black's background or conduct that will concern a future employee. She would hire him if she had the chance. Mr. Black was a good Manager.

**Words or phrases used to describe Harry Black:**

- Community-minded,
- Professional,
- Inclusive,
- High-level thinker,
- Committed,
- Data driven, and
- Consistent.

**Strengths:** Detail-oriented work, community engagement.

**Weaknesses:** None identified.

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**PG Sittenfeld – City Councilman, City of Cincinnati, OH 513-365-2404**

Mr. Sittenfeld has known Mr. Black since 2014 when Mr. Black became the Cincinnati City Manager. Mr. Sittenfeld was one of the council members who voted to approve Mr. Black for the position. Both men enjoyed a good relationship.

Mr. Black always worked commendably as the Manager. He identified large goals and enjoyed being ambitious on behalf of the City. He efficiently and effectively accomplished tasks. He responsibly directed taxpayers' dollars. He had a strong financial background with municipal governments. He dealt well with the public and worked best in individual settings. He satisfactorily oversaw the City's large workforce.

Mr. Black regularly made good decisions, especially when hiring personnel. He also greatly enhanced the workforce already in place. He constantly communicated with Mr. Sittenfeld via memo, phone call, and in-person meetings. Mr. Sittenfeld always felt informed. Mr. Sittenfeld only experienced positive interactions with Mr. Black.

**Reference Notes  
Harry Black**

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Mr. Black innovatively brought about change while also maintaining the organization's high performance level. He created the office of data performance and analytics to assess various improvement methods. He also remained aware of which government areas had established excellence. He sustained and perpetuated this excellence by effectively managing processes. He solved problems well, whether finding new funding streams to develop infrastructure or maintaining the City's finances in regards to pensions. Although he sometimes intertwined professional and personal life by continually working, he determinedly sought City progress.

In 2018 Mr. Black left the City due to rising conflict between the Mayor and himself. Both men were smart and capable. In fact, they had previously praised each other numerous times in public. However, their strong egos eventually caused a difficult political and personal situation. As such, Mr. Black resigned.

Mr. Sittenfeld is unaware of anything in Mr. Black's background that will concern a future employer. To Mr. Sittenfeld's knowledge, all information regarding Mr. Black's professional and personal conduct is publicly known. Mr. Sittenfeld would hire Mr. Black if the right position were available. Mr. Black was an intelligent and hard-working man with desirable talents. He was a good Manager who left the City in better shape than when he first arrived.

**Words or phrases used to describe Harry Black:**

- Effective,
- Hard worker,
- Creative,
- Ambitious on behalf of the City,
- Tough, and
- Financially conscientious.

**Strengths:** Financial management, goal-oriented approach.

**Weaknesses:** Mr. Black sometimes had difficulty leaving his work alone and could have used outlets outside of work to relieve stress.

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**Jack Young – Mayor, City of Baltimore, MD 410-530-2321**

Mr. Young worked with Mr. Black between 2012 and 2014 when Mr. Black was Baltimore's Finance Director. Mr. Black was a great asset to the City. He strove for excellence in his work and wanted to get the best effort from his employees. He remained calm under pressure. Even though Mr. Young and Mr. Black sometimes disagreed with each other, Mr. Black was someone Mr. Young wanted to keep in place.

## Reference Notes Harry Black

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Mr. Black made good decisions on behalf of the City. He took charge of the budget and effectively saved the City money, despite a difficult council. Initially he cut some programs to reduce expenses but then worked to find other ways to fund programs that Mr. Young wanted to restore. Mr. Black came every day and sometimes stayed late to finish tasks. He even came to his office on Saturdays if necessary.

Mr. Black communicated well through budget briefings and emails. When he was unable to attend a council meeting, he had one of his staff members meet and talk with council members. Mr. Young felt comfortable meeting with Mr. Black to discuss various topics.

As Finance Director, Mr. Black had limited interaction with community members outside of finance nights with the public or public council meetings. However, Mr. Black was customer service oriented. He understood the need to help the public understand finances and the city budget. He often told staff members to walk in the other person's shoes to find the best way to help them. He also led his employees well by demanding excellence. He held his employees accountable to completing tasks without micromanaging and he provided support when staff asked for assistance.

Mr. Black innovatively solved problems to save the City's money. For instance, he strategically looked at and bundled healthcare benefits by partnering with the state. To gain support and approval, he helped others understand they could save money while still receiving the same benefits. Mr. Black also successfully negotiated entirely new retirement packages. Some city divisions, such as the police department, were unhappy with these changes and tried to sue the City. However, these changes were necessary because previous retirement packages were not sustainable.

Mr. Black accomplished tasks in a timely manner. He needed to complete the upcoming year's budget by a certain date in January of each year. He ensured the budget process moved smoothly and often finished the budget a couple weeks in advance.

Mr. Young is unaware of anything in Mr. Black's background that will cause a future employer to be concerned. Although Mr. Young only knew Mr. Black from professional and council settings, Mr. Young heard many people who knew Mr. Black more intimately speak highly of him. Mr. Young would hire Mr. Black in a heartbeat if possible. Mr. Black will make a good municipal Manager.

### **Words or phrases used to describe Harry Black:**

- Man of integrity,
- Empowers staff,
- Innovative,
- Great asset to the City,
- Leader, and
- Change agent.

Reference Notes  
Harry Black

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**Strengths:** Managerial and leadership ability.

**Weaknesses:** None identified.

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**David Mann – City Councilman, City of Cincinnati, OH 513-703-4684**

Mr. Mann worked with Mr. Black between 2014 and 2018 when Mr. Black was the City Manager. Mr. Mann was part of the council that interviewed and appointed Mr. Black to the position.

Mr. Black came to the City with great experience and helped the City move forward. He used his financial background to elicit new ideas involving capital spending and municipal debt management. He focused on enhancing the City’s capabilities regarding data analytics to monitor work and progress. Such performance management is still quite helpful in the City, even though Mr. Black is no longer with the City.

Mr. Black communicated well. When informing Mr. Mann about government affairs, Mr. Black frequently used email and provided insight at council meetings. He occasionally called them. Though he appeared guarded when working one-on-one with Mr. Mann, Mr. Black responded professionally and positively whenever Mr. Mann indicated care about certain topics. Mr. Black sometimes helped Mr. Mann in these areas. He accomplished tasks in a timely fashion and dealt with stress well.

Mr. Black worked best with individuals, as opposed to large groups. He also did well in other roles, such as discussing challenges on television interviews. As City Manager, he frequently went out into the community as his position required. He was customer service oriented.

Though a leader, Mr. Black’s role heavily required skilled process management. He generally made good decisions. When hiring, he found new recruits who continually improved the organization. Mr. Black also effectively managed the City’s finances. When the City transformed its capital acceleration project, he brought in various experts to analyze the situation and advise courses of action. Such collaboration led to many upgrades in city equipment, infrastructure, and other requirements.

Mr. Black satisfactorily solved problems. He worked with teams on various projects, such as creating a performance-based statistics system and presenting the annual budget. He led various departments well. He also helped improved contracting for economic inclusion processes, which was one of the Mayor’s priorities for Mr. Black.

Mr. Black was involved in a few difficult situations during his time in the City of Cincinnati. For example, he terminated a high-ranking police officer and made a large settlement for this officer without the consent of the Council. Additionally, Mr. Black experienced conflict with the Mayor at the end of Mr. Black’s tenure. Information regarding these situations is publicly available. Mr. Mann is unaware of anything grievous in Mr. Black’s background.

Reference Notes  
Harry Black

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Mr. Mann was one of the council members who believed Mr. Black should leave the City. Although Mr. Mann would not rehire Mr. Black for the City of Cincinnati, Mr. Mann would definitely give Mr. Black careful consideration for a position in a different location. Mr. Black was a good municipal Manager.

**Words or phrases used to describe Harry Black:**

- Professional,
- Experienced,
- Committed,
- Guarded,
- Energetic, and
- Leader.

**Strengths:** Financial skills, data analytics focus.

**Weaknesses:** Not as comfortable with public speaking as might be expected; appeared guarded during one-on-one settings.

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**Scott Stiles – former Assistant City Manager, Cincinnati, OH 714-719-1810**

Mr. Stiles has known Mr. Black since 2014. Between 2014 and 2015, Mr. Stiles worked as a Cincinnati Assistant City Manager when Mr. Black was City Manager.

Mr. Black brought several skills to the City. He focused on data analytics and used statistics to measure government performance. He enhanced the City by encouraging the organization to track and measure analytics regarding customer service improvements. He helped managed reserve funds to improve infrastructure. He completed tasks in a timely fashion

Mr. Stiles enjoyed working with Mr. Black due to their positive interactions. Mr. Black typically made good decisions. He hired effective, positive people who pushed the City forward. These individuals added value to the organization. He also recognized talent throughout the organization and promoted them accordingly. He greatly supported Mr. Stiles' work, even after Mr. Stiles resigned in Cincinnati for another employment opportunity.

Mr. Black communicated well with his employees. Mr. Stiles was one of two Assistant Managers, and they contacted Mr. Black regularly. Common forms of contact involved emails, texts, meetings, and face-to-face conversations. Mr. Black held an open-door policy, allowing Mr. Stiles multiple opportunities to meet.

Additionally, Mr. Black built positive relationships. He generally had good relationships with various communities, but especially the African American community. He regularly worked with



## Reference Notes Harry Black

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the public and solved problems effectively. For example, the City of Cincinnati greatly needed road and infrastructure upgrades. During this critical time, he brought in a financial consultant team to define the City's bond capacity and find ways to maximize this capacity to ensure the City continued to progress.

Mr. Black was a change agent who focused on changing the City's systems to better track government performance. Though some people were nervous with change, he brought in several ideas to enhance City growth. Some council members were difficult to connect with, but he performed well regardless. He led and worked with various innovative projects, such as integrating the CincyStat program. This program involved a large data center that tracked data to help the City know where to best deploy resources.

After Mr. Stiles left Mr. Black had a public falling out with the Mayor. Besides this instance Mr. Stiles was unaware of anything in Mr. Black professional or personal conduct that might concern a future employer. If Mr. Stiles had the chance, he would hire Mr. Black to focus on performance analytics and driving an organization forward. Mr. Black was a good Manager.

### **Words or phrases used to describe Harry Black:**

- Change agent,
- Responsible,
- Financially astute,
- Culturally sensitive to community needs, and
- Focused on organizational performance.

**Strengths:** Data analytics focus, leadership skills.

**Weaknesses:** Did not connect well with some council members, but these members were difficult to connect with in general.

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### **KZ Smith – Pastor, Corinthians Baptist Church, OH 513-884-2608**

Mr. Smith worked with Mr. Black between 2014 and 2018 when Mr. Black was the Cincinnati City Manager. At the time, Mr. Smith was president of the Cincinnati Recreation Commission and worked with Mr. Black over the commission's budget. In addition, Mr. Smith was chair of the board over new economic inclusions, which also worked with city management. Though Mr. Smith only knew Mr. Black through community and business relationships, Mr. Smith felt comfortable approaching Mr. Black.

Mr. Smith was impressed with Mr. Black. The City had a bad reputation for working poorly with minority businesses, such as less city contracts going to minority businesses. Mr. Black focused on increasing that percentage and in his last two years as Manager, the percentage increased to

**Reference Notes  
Harry Black**

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approximately 17 percent. Additionally, Mr. Black emphasized community policing with collaborative agreements. Though the agreement had been in place for many years, Mr. Black updated and strengthened the agreement.

Mr. Black understood his job well. He turned the City's typical deficit into a surplus. He connected well with the African American community. He regularly met with people in the community and informed them of government matters. He attended several community banquets, often laughing and shaking people's hands. Mr. Black hired well, such as the police chief and an administrative assistant. He was fairly comfortable with the media. For example, during shooting incidents, Mr. Black actively spoke about the cases and did not merely sit behind a desk.

Mr. Smith is unaware of anything in Mr. Black's background that might concern a future employer. Mr. Black tried to help communities and find good compromises, even though some goals were not achieved due to Council votes. He presented himself well and took his position seriously. Mr. Smith wishes Mr. Black still worked in the City because the more recent Manager has not been as good as Mr. Black. Mr. Smith would gladly hire Mr. Smith if given the chance. He was a good Manager.

**Words or phrases used to describe Harry Black:**

- Friendly,
- Articulate,
- Supportive,
- Intelligent,
- Good listener,
- Motivational, and
- Responsible.

**Strengths:** Knowledgeable background, financial astuteness.

**Weaknesses:** None identified.

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**Prepared by:** Danielle Dayton  
Colin Baenziger & Associates

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*CB&A Internet Research*

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**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Dayton Daily News (OH)

August 12, 2019

**Kyle Plush's parents file wrongful death lawsuit against City of Cincinnati**

Author: WCPO-TV

The parents of Kyle Plush have filed a lawsuit against former City Manager **Harry Black** and the City of Cincinnati, saying they "acted negligently, recklessly, wantonly, willfully, and with deliberate indifference" in failing to protect Kyle the day he died, the suit says. The 16-year-old died on April 10, 2018 despite calling 911 twice for help. Kyle died of asphyxiation when he became trapped in his minivan in the parking lot of Seven Hills School. Kyle was pinned inside his minivan and unable to reach his cellphone. He used Siri voice recognition software to call 911 and explain he was trapped. But key information, like Kyle's precise location and the dire nature of the call, didn't make it to the responding officers. Kyle called again, but help never found him.

The lawsuit alleges the defendants were "negligent, reckless, wanton, willful and deliberately indifferent to the safety and health of 9-1-1 callers, including Kyle Plush and caused his death." Attorneys Al Gerhardstein and Jennifer Branch announced the filing in a Monday morning press conference. The suit, filed Monday in Hamilton County Court of Common Pleas, names the City of Cincinnati, **Harry Black**, Amber Smith, Stephanie Magee, Edsel Osborn and Brian Brazile as defendants. Magee, the first call taker, "chose to exclude critical information when passing the call to dispatch and chose not to properly classify the call as trapped and in need of rescue which would have dispatched fire and EMS," according to the lawsuit.

The suit also says Magee had Kyle's precise location via wireless mapping technology, but she did not give the location to authorities. The second call taker, Smith, treated Kyle's call as a "'silent call' and improperly enabled the TTY function, knowing it reduced the volume of Kyle's voice, and then she chose not to play back the call to hear what he said," the lawsuit said. "She never even advised dispatch or the officers still on the scene that she had received a second call from Kyle or that he stated he was almost dead," the suit said. The responding police officers, Osborn and Brazile, did not search the entire Seven Hills thrift shop parking lot, although they knew the caller was stuck inside a van there, according to the lawsuit. The officers never got out of the car, and they left the scene without using a map on their computers and cell phones with the address they were given, the suit said.

The lawsuit said former City Manager **Harry Black** knew the training and supervision of call takers "were extremely deficient." "Those deficiencies directly led to the failure to direct police officers to Kyle's vehicle," the suit said. The lawsuit alleges a history of emergency communication failures and problems. The suit said the city's emergency response system has a history of failing to timely dispatch responders, failing to locate callers and delaying dispatch in response to calls. When **Black** was hired as city manager in 2014, he described the 911 system as "a mess" and "bordered on dysfunctional," according to the lawsuit. There were at least nine

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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system wide failures between June 2016 and March 2017, resulting in more than seven hours in which the system was totally down, the suit said.

The lawsuit alleges **Black** and the city were aware of the following issues by April 2018: inadequate staffing, inadequate training on the TTY system, the CAD system freezing, system wide outages, lack of training on use of wireless location technology and lack of training and supervision of police officers in the field. Two days after Kyle's death, Mayor John Cranley said "the problems with management, supervision and technology have been reported at the 911 center for years ... this tragedy may ultimately suggest the problems have not been resolved or that not enough changes have been made," the lawsuit said. A year after Kyle's death, Councilwoman Amy Murray said new technology, training and increased staffing put the 911 center "in a better place." "Tragedies happen and sometimes it's just multiple circumstances that occur, and what I promised to the Plush family is that we would look at all of the different issues that had happened and try and fix them so that they could not happen again," Murray said.

A preliminary investigation revealed technical problems and human error may have played roles in first responders' failure to locate Plush. The 911 operator who took Plush's second call said she couldn't hear him when he described the make, model and color of the minivan where he was trapped and suffocating. About a month after Kyle's death, City Manager Patrick Duhaney admitted operators and officers could've done more to help save him. Police Chief Eliot Isaac released an internal investigation report on that largely exonerated the operators, dispatchers and officers of wrongdoing; it only found the officers violated policy by turning off their body-worn cameras. Mayor John Cranley called Isaac's report "incomplete" and said he wanted to bring "moral clarity" to the city's failures. Those were threefold, he said: Operators should've listened to recordings of Plush's 911 calls and turned up the volume, firefighters should've been dispatched, and officers should've gotten out of their patrol vehicle. "The call taker was wrong, the dispatch was wrong, the cops were wrong," Cranley said. Hamilton County Prosecutor Joe Deters said in November 2018 that no charges would be filed in Kyle's death.

**Internet – Newspaper Archives Searches**  
**Harry E. Black**  
*(Articles are in reverse chronological order)*

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March 18, 2019

PUBLISHED

UNITED STATES COURT OF APPEALS  
FOR THE FOURTH CIRCUIT  
No. 17-2453

**ZOE SPENCER,**  
**Plaintiff - Appellant,**

v.

**VIRGINIA STATE UNIVERSITY; KEITH T. MILLER,**  
Defendants - Appellees,

and

**HARRY BLACK; WILLIE C. RANDALL; DAPHNE MAXWELL REID;**  
**TERONE B. GREEN,**

Defendants.

Appeal from the United States District Court for the Eastern District of Virginia, at Richmond. Henry E. Hudson, Senior District Judge. (3:16-cv-00989-HEH-RCY)

Argued: October 31, 2018

Decided: March 18, 2019

Before WILKINSON, FLOYD, and RICHARDSON, Circuit Judges.

Affirmed by published opinion. Judge Richardson wrote the opinion, in which Judge Wilkinson and Judge Floyd concurred.

[CB&A Note: The remainder of the case can be read here:

<https://www.courtlistener.com/opinion/4600900/zoe-spencer-v-virginia-state-university/>

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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WCPO.com

October 30, 2018

**Cincinnati pays \$48K to settle lawsuit by former city workers over Harry Black's behavior**

Author: Paula Christian

CINCINNATI -- The city of Cincinnati spent more than \$48,000 to settle a lawsuit filed by a former employee who alleged dysfunction at the city's 911 center and that then-City Manager **Harry Black** berated her before giving her an "uncomfortable" hug. Elizabeth Christenson and her husband Blake Christenson filed the lawsuit in U.S. District Court in March, alleging they suffered emotional distress and retaliation from **Black**. The settlement, which was signed on Oct. 16, authorizes the city to pay the couple \$39,286 and an additional \$9,400 for their lawyers' fees.

Elizabeth Christenson left her job as a senior computer programmer analyst for the city's 911 center in early February, leaving behind a scathing exit interview memo. She described dysfunction at the 911 center: "emotional outbursts" from the center's civilian manager, such as "screaming, swearing, and slamming doors"; a double-standard for police personnel; and, ultimately, "critical failures... due to mismanagement" that delay service to residents and threaten state funding.

She also made allegations about **Black**. After she questioned a plan of his in December 2016, **Black** "responded by lashing out angrily" at her, according to the lawsuit. He "yelled" at her, "berated" her and threatened to "clean house up there" at the 911 call center, the lawsuit alleged. Later, **Black** called a meeting to apologize. He never did but asked Elizabeth Christenson for a hug, the lawsuit states. It was "uncomfortable" and made more so by the fact **Black** only shook hands with male colleagues who were there, according to the lawsuit.

Afterward **Black** wrote a letter to city council stating that he offered an apology and did not intend to make Christenson feel uncomfortable. "My main purpose at the conclusion of the meeting was to convey that I respected her and there were no hard feelings," **Black** wrote. "It was more of a paternalistic act to convey empathy and respect."

In the aftermath, Blake Christenson, who was then a senior crime analyst, said **Black** retaliated against him for his wife's actions by denying him a promotion. He no longer works at the city. Blake Christenson was expecting a promotion and raise March 1 after he and others met with police officials last fall to discuss concerns about crime analysts leaving their city jobs due to low pay. However, his promotion was removed from the Cincinnati Civil Service Commission agenda, the lawsuit alleges.

"A member of police management" told Blake Christenson that his promotion was removed from the agenda "as a direct response" to allegations his wife made in her exit interview memo, according to their lawsuit. They accused **Black** of having "direct involvement" in the decision. Emails obtained by WCPO between city attorneys and lawyers at Minnillo & Jenkins also reference a settlement in the case of a Greater Cincinnati Water Works leader for unequal pay. A

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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request for any settlement agreement between the city and Ellen Betsch was not immediately provided. However, emails reveal the city agreed to pay \$91,000 to settle both the Betsch and Christenson lawsuits. Betsch, a 28-year city of Cincinnati employee, filed a federal lawsuit in May, accusing the city of paying men more. Although she was promoted to a group leader, she did not get a raise to match the salaries of the other three managers, who were men, the lawsuit states.

These are two among a slew of lawsuits filed against the city by employees over the past two years. Many focused on **Black's** behavior, accusing him of berating employees and retaliation. **Black** resigned from his job last spring, after weeks a public feud with Mayor John Cranley. City Council approved a \$174,000 cash payment to **Black**, plus \$6,000 for attorney fees and health insurance for eight months. Then in September, city leaders agreed to pay **Black** an additional \$370,000 to end his threats to sue the City. The new deal makes **Black's** total buyout worth \$544,000 in cash -- plus benefits.



**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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WCPO.com

October 23, 2018

**City Council text messages: Ousted city manager promised 'streetcar fixes' to avoid firing**

Author: Pat LaFleur

CINCINNATI -- Ousted city manager **Harry Black** offered "fixes" to Cincinnati's streetcar -- among other promises -- to at least one City Council member if it meant he would not be fired, according to recently released text messages among five elected officials. Now streetcar advocates say those text messages provide further evidence that politically motivated foot-dragging continued to block the streetcar's progress, more than a year after its launch.

In a series of text messages among City Council's so-called "Gang of Five" -- Democrats P.G. Sittenfeld, Chris Seelbach, Wendell Young, Greg Landsman and Tamaya Dennard -- Seelbach told his colleagues that then-City Manager **Harry Black** offered to push forward with prioritizing traffic signals for the streetcar -- so it would run faster and have to stop less -- along with making it free to ride. Both were proposed fixes for the beleaguered 2-year-old streetcar system. "He agreed...to include in his budget signal prioritization and making the streetcar free," Seelbach wrote, referring to **Black**, in a March 12 text message. "And I have those promises in writing... in exchange for me not voting to fire him!"

In another text earlier that day, Seelbach criticized **Black** for his "lack of any kind of leadership on fixing the streetcar." Seelbach said **Black** also offered cooperation on responsible bidder legislation, in exchange for a "No" vote on a measure calling for his termination. WCPO has requested from Seelbach's office documentation of such written promise from **Black**, but has not heard back as of this writing. The text messages are now the subject of a lawsuit, alleging they violate Ohio's open meetings laws.

The nearly 80 pages of text messages include discussion among the five council members regarding Mayor John Cranley's request for **Black's** resignation, and subsequent discussions between the council members and **Black**. The text messages, ordered released by a judge during a court hearing Monday, date from Jan. 19 - March 24, 2018. The streetcar has been a political hot potato since supporters first proposed the circulator train more than a decade ago. It was a wedge issue in the last two mayoral races -- both won by Cranley, who ran opposed to the streetcar project and paused the project for the first two weeks of his first term. It's been plagued with mechanical, logistical and ridership issues since its launch in the fall of 2016.

For some streetcar supporters, the text message exchange is a window into how politics have plagued the streetcar from before its beginning. If the streetcar's troubles were the plot of a murder mystery, the texts are what Derek Bauman would call the "smoking gun." "(**Black's**) basically saying, 'We could do all this now,'" Bauman said, referring to streetcar fixes like different traffic signal timing or free fares -- fixes that had remained mired in red tape throughout **Black's** management of the project. "That tells me that **Black** knew what the answers were, and something was holding him back."

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Bauman lives in Over-the-Rhine and was a Mason police officer before running for City Council last year. He also serves as a board member for the rail advocacy group All Aboard Ohio, an organization that has been vocal about its support of the streetcar project. He's criticized City Hall leaders in the past for dragging their feet on what he says could be simple solutions to some of the streetcar's biggest problems -- primarily its consistent tardiness and, as a result, low ridership. "The traffic study should have been done years ago," he said, referring to a still incomplete traffic study that city council ordered in October 2016. The study will evaluate traffic signal timing throughout Downtown to maximize its efficiency for all vehicles -- including people using the sidewalks. "They're still dragging their feet," he said.

Another proposed fix that can't seem to gather traction in City Hall: increasing the fee for parking on and blocking the streetcar tracks. Streetcar proponents on council have proposed raising the fee from \$50 to \$100, but multiple attempts have resulted in no change to the current fee structure. "It's cheaper to block the streetcar tracks for 45 minutes than it is to get caught riding without paying," Bauman said. The fine for riding without paying a fare is \$100. A WCPO analysis found that streetcar track blockages steadily increased from August 2017 to July 2018 and created what the transit authority's director of rail services, Paul Grether called a "major constraint physically." "This is a political football -- always has been," Bauman said. "Finally the layers of this onion are coming off."

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Cincinnati.com  
September 11, 2018

**City Council rejected a big payout to Harry Black. So why is he now getting \$370,000 more?**

Author: Sharon Coolidge

A City Council majority argued this spring that outgoing Cincinnati City Manager **Harry Black** wasn't entitled to "a penny more" than the \$274,000 severance outlined in his city contract. Five months later, city taxpayers are about to give him \$370,000 more. The deal to give **Black** more money – bringing his parting total to \$644,000 – was completed Sept. 5 and obtained Friday by The Enquirer. Acting City Manager Patrick Duhane and Solicitor Paula Boggs Muething signed the agreement, saying it was cheaper than fighting **Black** in court if he sued for wrongful termination. A majority of City Council members, polled by The Enquirer, agree the payment should be made to avoid a costly court battle. Yet many aren't happy about the payout. The problem: It's more money than they wanted to pay.

**Black's** grievances include claims that Cincinnati Mayor John Cranley meddled in city development deals to help friends and benefit himself. Cranley denies the accusations, but his political foes on council want to know more. "It's time to clear the cloud remaining from this matter," said Councilman Wendell Young. "**Black** alleged that Mayor Cranley engaged in activity regarding development that is either illegal, unethical, or both. This matter needs to be put to rest." To do that, he said, the administration needs to hire a special prosecutor to investigate this matter. Councilwoman Tamaya Dennard is against the settlement and also said the claims **Black** made need vetting. "I think we should have had the chance to learn more about what **Harry** was alleging," Dennard said. "They appeared to be pretty serious in nature."

**Black** threatened to sue from the start. And on May 31, he outlined his grievances in a letter from his lawyer to the city. Specifically, **Black** charged in the letter: He and Cranley argued during a May 8 call about Assistant Police Chief Dave Bailey's ouster and it turned into a bigger conversation about the mayor's interference in economic development matters. "The mayor repeatedly interjected himself in the middle of such negotiations, uniformly on the side of the developers," the letter said, " ... giving the developer what it wanted." It adds, "Mr. **Black** believed these 'sweetheart' deals were fiscally terrible for the city."

The mayor "had a personal financial motivation for his actions." **Black** said. Cranley told him that if he didn't run for statewide office after his mayoral term ended, he would return to his previous job facilitating development deals for private developers. "It was indeed very troubling to Mr. **Black** that many of the developers for whom the mayor had secured favorable development deals with the city were the mayor's former clients," the letter said. Cranley didn't sign the deal with **Black** and, as mayor, is supposed to steer clear of city personnel matters. As for **Black's** accusations, Cranley said he's always been involved with economic development, but he has not acted inappropriately. "I have always been fully ethical and transparent and reject any insinuation otherwise," Cranley said. On the agreement, he said, "Had council approved the

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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previous settlement that **Harry Black** signed on March 17 it would have been significantly cheaper and prevented a second settlement."

Cranley and **Black** hadn't gotten along for more than a year. They butted heads when Cranley championed union raises larger than **Black** intended to give or that the city could afford. The disagreed again in March when Police Chief Eliot Isaac ousted Bailey, a move **Black** supported and Cranley opposed. After talking on the phone about Bailey, Cranley asked **Black** to resign and a six-week battle followed, with a majority of council blocking a firing. At one point a severance deal with \$423,000 was floated, which **Black** signed. But a majority of council said no.

Shortly before he stepped down, **Black** publicly aired his grievances about Cranley interfering with development deals, similar to what he would later allege in the letter. **Black** finally agreed to leave in April and accepted a severance package worth \$274,000, the most money a council majority would support. "I thought the package ... negotiated was dignified," Councilman Jeff Pastor said, referring to the \$423,000 severance package that was rejected. "This additional payment is the consequence of how my fellow council members handled it. I wish we could have saved \$200,000."

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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WCPO.com

September 10, 2018

**Judge drops lawsuit by Cincinnati fire official; but suit by former sanitation worker goes forward**

Author: Paula Christian

CINCINNATI -- A federal judge dismissed the lawsuit of a high-ranking Cincinnati fire district chief who claimed he was wrongfully passed over for a promotion after he brought issues of wrongdoing to the former city manager's attention. Last month, U.S. District Judge Timothy Black dismissed the lawsuit filed by Raffel Prophett, the District One chief in the Cincinnati Fire Department. Prophett filed his appeal on Aug. 31. Prophett sued the city and former City Manager **Harry Black** last October, accusing **Black** of abuse of power as well as violating his rights to free speech and due process. It was one of several lawsuits filed last year by employees against the city and **Black**, claiming he had a pattern of professional retaliation.

Prophett joined the department as a firefighter in 1988 and was promoted six times through 2011. In 2015, Prophett wrote to **Harry Black** asking for an investigation after another fire department official was accused of wrongdoing, but **Black** "ignored the matter," the lawsuit states. Later in the year, Prophett received an anonymous call alleging another fire department official "appeared to be on duty under the influence of alcohol." After Prophett told his supervisor, the official was placed on leave pending an investigation, the lawsuit states. Prophett applied for the assistant fire chief job in April 2016 and again in July 2017. Despite being the most qualified applicant, he didn't get the job, according to his lawsuit.

Prophett's suit claims he heard from several people that **Harry Black** called him a "troublemaker," and **Black** had the final decision on the promotion, according to the lawsuit. However, the judge dismissed Prophett's claim that he deserved the job. "First, Mr. Prophett has not set forth any authority to support his argument that the most 'qualified' candidate is entitled to be promoted to assistant fire chief," Judge Black wrote in his Aug. 3 order. "As a matter of law, no person, not even the most qualified candidate, has a constitutionally protected property interest in employment in the unclassified position of assistant fire chief." As part of the lawsuit, Prophett was seeking to be promoted to assistant fire chief and awarded backpay and other damages.

The judge also found that Prophett had a duty to report any fire department violations to **Black**, so his complaints are considered part of his "official duties," and not protected by the First Amendment as a private citizen. The judge ruled this was not a matter of public concern, but rather an internal office dispute. "The complaint does not allege that defendants terminated Mr. Prophett's employment or that defendants made public, stigmatizing statements about Mr. Prophett," the judge wrote in his order. In late 2017 and early 2018, six former and current city employees, including Prophett, filed federal lawsuits accusing the city and **Black**, and in some cases other department heads, of abusive behavior and retaliation. The other cases are still pending. City lawyers have denied the allegations.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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In August, Judge Black declined to dismiss the lawsuit filed by Gary Colorez, a former supervisor at the city's department of public services. He alleges former department director Maraskeshia Smith and **Harry Black** fired him because he started digging into what he believed was widespread waste and fraud. Brian Gillan, an attorney for Colorez, said he is taking **Black's** deposition in October for the case. **Black** resigned in April, just minutes before Cincinnati City Council held a meeting intended to oust him. City leaders announced last Friday that they would pay **Black** an additional \$370,000 in an agreement that ends his threats to sue the city. The new deal makes **Black's** total buyout worth \$544,00 in cash, plus benefits. In return for the lump-sum \$370,000 payment, **Black** cannot sue the city and agrees to help the city defend itself in any lawsuits where **Black** is named.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Cincy Magazine  
April/May 2018

**Calm Before the Storm**

**The city manager has gone to bat for Cincinnati, and courted controversy**

Author: Liz Engel

Editor’s Note: When this issue went to print March 16, the controversy surrounding **Harry Black** had reached new heights. Mayor John Cranley had asked for **Black**’s resignation, **Black** had refused and a war of words began in the local press. The Calm Before the Storm reflects the position of the city and **Black** when we went to press. It’s a Thursday afternoon in mid-February, and Cincinnati City Manager **Harry Black** is calm. Relaxed, even. Of course, there’s no way he could ever predict the drama that’s yet to come. Enter March, and there’s a call for his resignation. Accusations of retaliatory behavior. Claims he’s been less than transparent. But **Black** stands firm.

Sitting in his Plum Street office—in his last sit-down interview before that call to resign—he talks purposefully, brushing past personal questions but lingering longer on those that allow him to talk more about Cincinnati: its unique qualities, its people and the 52 neighborhoods that make up its bounds. He says he’s been the city’s biggest cheerleader. He loves it here. He has big goals for year four on the job. He seems to have hit his stride. There’s plans to up the ante on innovation, to literally pave more roads and make city government more efficient. It’s highly unclear whether he’ll be here to see those through.

The Road to the Queen City

**Black** didn’t always pine for a career in government. Initially, he wanted to be a physician. When he graduated from east Baltimore’s Dunbar High School in 1981, he left as a certified lab tech. “But when I got to college as a pre-med student,” he says, “it became very clear that wasn’t going to work,” he says with a laugh. So he switched tracks to political science before landing—for good—in public administration. It was “something a little more practical,” he admits. But it clicked. “I think it was always in me,” **Black** says. “I think public service was just part of my DNA.”

**Black** started his career in New York, worked in Washington, D.C., and spent three years in Richmond, Virginia, as the city’s deputy chief administrative officer. He was in Baltimore in 2014 working as the city’s finance director when he got a call from a recruiter about the job here. He earned Mayor John Cranley’s nod for the position—and city council’s unanimous support. He started in September of that same year. Cranley called it “an exciting time” for Cincinnati. Exactly three and a half years later, Cranley makes a complete about-face. “It was the most strenuous recruitment process I’ve ever experienced,” **Black** recalls. “I was literally interviewed by at least 160 people—there were series of one-on-ones, one-on-threes, one-on-fives [etc.]. But it was a tremendous development opportunity. I’ve always wanted to be a city manager. It’s the pinnacle of the profession.”

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His marquee accomplishment, no question, has been the Office of Performance and Data Analytics (OPDA), a department **Black** created from scratch. The idea is to collect and analyze city data for efficiency, transparency and to improve customer service. The department “has had tremendous success,” **Black** says. Rocky Merz, communications director for the city, calls it the “hallmark of his tenure to date.” But **Black** is quick to point out others, like the city’s capital acceleration plan, or CAP, in which Cincinnati has improved its pavement condition index, a rating for roads, from “fair” to “good.” The city has nearly tripled the number of lane miles resurfaced or rehabbed.

Cincinnati, too, has made major strides in economic inclusion. In 2013, the city spent less than \$4 million a year on contracts with minority- and women-owned businesses. In 2016, that number hit \$27.9 million. And **Black** plans to roll out a few new “Smart City” initiatives in 2018—installation has already started on a “fiber ring” in the Central Business District, which will improve traffic signalization and pave the way for free Wi-Fi downtown. “The goal is to make Cincinnati the best it can be,” **Black** says. “We want Cincinnatians to be proud of their government. We’ve accomplished so much, but we’ve done it as a team. The mayor has a role to play. Council has a role to play. Administration has a role to play. I think our unprecedented success has been the result of all entities working together.”

**The Roadblocks**

But there’s also been controversy—and not just lately. In 2015, **Black** fired Cincinnati Police Chief Jeffrey Blackwell, a decision that angered many who criticized the process behind the decision. In 2017, **Black** was named in at least three separate federal lawsuits claiming abuse of power, including one from Cincinnati Police Captain Jeffrey Butler, who said he was denied a promotion after complaining about possible misuse of funds. Earlier this year, a former city employee said **Black** shouted threats when she complained about mismanagement at the city’s 911 call center.

And in March, a stalemate with Cranley. **Black**, after complaining about a “rogue element” within the police department, forced out Assistant Police Chief Dave Bailey, the department’s second in command, in a buyout that will cost taxpayers roughly \$400,000. Hours later, there was a meeting between **Black** and Cranley, in which the mayor asked **Black** to resign. Cranley, during a March 14 press conference, said his push to part ways with **Black** is not about the Bailey incident, despite the timing, but rather a pattern of behavior that threatens the “morale” and “productivity” of the city’s 6,300 employees. He says there’s proof. **Black** responded publicly that there’s efforts to smear him.

“It’s a sad day for Cincinnati,” Cranley said. “I brought **Harry** here, and we did some great things together, but there are behaviors I’ve asked him to address that continue to repeat themselves. I believe in second chances, third chances, fourth chances...but the behaviors [don’t change].” **Black**, however, seems steadfast; he says he’s here to stay—as long as mayor and city council will have him. It takes five votes to fire a city manager, and it’s unclear if Cranley has that level of support. “The key for the city manager is to not be political, but the city manager



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must be politically astute,” **Black** says weeks before. “The key is to play straight down the middle, and to always maintain absolute professionalism.”

As for the life expectancy of a city manager—here, or anywhere else, for that matter—longevity is rare. Turnover, in this profession, is high. In Cincinnati, on average, a city manager lasts less than six years. A recent national survey shows the average tenure is less than seven.

Milton Dohoney, **Black**’s predecessor, served that long (2006-2013). Valerie Lemmie (2002-2005) and John Shirey (1995-2001) were on the job for three and six years, respectively. The average stint of a Major League Baseball manager, for comparison—a line of work maybe only slightly more volatile than this—is 3.7 seasons. **Black** has almost made that mark. Longer than Cincinnati Reds heads Lou Piniella, Bob Boone and Jerry Narron, at least.

“The last three and a half years, unequivocally, have been the most productive of my entire career,” he says. “If people view me as a change agent, that’s good. If people view me as a coach/quarterback leader, that’s desirable. If people view me as not being afraid to get my hands dirty and work, that’s flattering. If people view me as a tough task master, but fair, that’s a compliment. “Hopefully whenever my run concludes—whenever that might be—people will say, ‘he made a difference,’” he adds. “Hopefully they’ll say, ‘He came to Cincinnati and gave everything he had back to the people.’”

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Cincinnati.com

April 21, 2018

**Cincinnati City Manager Harry Black resigns before council meeting to fire him**

Authors: Cameron Knight and Sharon Coolidge

Facing an expected vote to fire him, Cincinnati City Manager **Harry Black** resigned Saturday morning, effective at noon. “I have made this decision based on the reality that the work environment has become very hostile, and as such untenable,” he said in a memo announcing his resignation. Those at City Hall for the vote scrambled when the memo came out. Mayor John Cranley's deputy chief of staff jogged behind the dais, cell phone in hand, to discuss the development with her boss.

The meeting was delayed as Cranley consulted with council members and the city solicitor about how to properly move forward. Minutes later, council voted 5-0 to accept his resignation and appoint Assistant City Manager Patrick Duhaney as interim city manager. Voting were Greg Landsman, David Mann, Amy Murray, Jeff Pastor and Christopher Smitherman. Council members who had supported keeping **Black** did not attend the meeting. While resigning, **Black**, who earlier this week accused Cranley of ethically questionable involvement with developers, left open the possibility that he could sue the city. “I am not surrendering any of my legal rights,” he said.

“This has got to be a turning point for us as a city – obviously as a council,” said Landsman, who was prepared to cast the swing vote that forced **Black's** resignation. “Our working relationship with the mayor, the mayor – we’re all going to have to change. We’re going to have to get as focused as humanly possible on the big issues in front of us, especially fixing the 911 center.” **Black** will receive eight months' severance, or about \$174,000, and additional benefits worth around \$100,000.

The resignation caps a very public six-week battle between **Black** and Mayor John Cranley, who on March 9 asked for the resignation of the city manager he chose nearly four years ago. **Black** rejected Cranley's request, and a majority of council and several African-American groups rallied behind him. The conflict between two of the most powerful figures at City Hall came to a head after **Black** pushed out Assistant Police Chief Dave Bailey following the leak of an internal audit report on police overtime. Cranley, however, said the reason he wanted **Black** out was because of his unprofessional treatment of employees.

The mayor got the critical fifth vote he needed to remove **Black** on Thursday, when Landsman said he was dissatisfied by the city manager's response to ongoing problems at the city 911 center. The April 10 death of Kyle Plush, a 16-year-old who called 911 twice to say he was trapped in his van, has brought new attention to ongoing management, staffing and technical issues there. Cranley said the investigation into Kyle Plush's death is continuing and “systemic” changes will be made at the 911 center. “There’s no question it's been a difficult several weeks, but I’m proud to have stood up for city workers who, in my opinion, multiple were being

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#### Harry E. Black

*(Articles are in reverse chronological order)*

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mistreated in a serious way that jeopardized the public good,” Cranley said Saturday. He audibly sighed as he walked away toward the exit of council chambers after speaking with the press.

Councilman P.G. Sittenfeld, who led behind-the-scenes efforts to organize majority support for **Black** in text messages recently made public, said in a statement Saturday that it's time to move on. "Our citizens want leaders who work collaboratively to get things done," he said. Victoria Straughn, a community advocate who attended Saturday's council meeting, put the blame on Cranley for the recent upheaval. "I question Mayor Cranley's leadership skills, his decision making," she said. "**Harry Black** was his pick, his choice. ... It does appear that when someone disagrees with Mayor Cranley, his move is to remove them. It throws City Hall into total chaos." Cranley told reporters after the meeting: "I'm a work in progress, so I will always work to strive for greater collaboration and cooperation with City Council."

**Black's** departure sets in motion City Hall's favorite guessing game: Who will be the next city manager? The choice is Cranley's, but he'll need council approval for whomever it is. After ousting the former city manager, Milton Dohoney Jr., when he took office in late 2013, Cranley first tapped then-Parks Director Willie Carden, a charismatic and popular figure in the city with a lot of experience. But previous ethics issues and his unwillingness to live in the city led Carden to pull out and prompted Cranley to do an outside search. That search led to **Black**, who was the Baltimore director of finance at the time.

Cranley could do a search like that, or he could simply look around him. Assistant City Manager John Juech has a good relationship with Cranley, and Duhaney, the city's newest assistant city manager, is credited with the rollout of a minority inclusion program. Duhaney, however, has only been in top leadership two months, formerly serving as the city's chief procurement officer. There is also the possibility of tapping a former city official. Former Manager Bill Moeller is well respected. Former MSD Director Gerald Checco, who has also worked in the public service department and parks, has a reputation for being able to fix what's broken. Some might want to see former Assistant City Manager Scott Stiles come back, but Cranley already passed him over for the job once.

The mayor could also reach out to Sheila Hill-Christian, an assistant city manager who left for another job in March. "The mayor has assured us this will be a collaborative process – an example of how we are going to work together in the future," Landsman said Saturday. The city manager job currently pays \$261,283 a year, and it comes with a number of challenges. In addition to the problems with the 911 center and a divided mayor and council, the city is headed into budget season with a \$22 million deficit.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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WCPO.com

April 8, 2018

**Should the city pay for Cincinnati City Manager Harry Black's private attorney?**

Author: Paula Christian

If Cincinnati City Manager **Harry Black** wants a taxpayer-funded attorney to defend his personal interests in an upcoming probe, then city council must pass an ordinance giving him a “compensation package,” to pay for it. That’s what City Solicitor Paula Boggs Muething wrote to Cincinnati City Council members in a memo released Friday. In the nine-page memo, Muething strongly suggests that **Black** should pay for his own private attorney because using city funds “is not without risk.”

“Council would be required to pass an ordinance that describes the public purpose served by expending public funds to pay for the city manager’s personal attorney to represent him,” the memo stated. “A citizen with standing could file a taxpayer action challenging the expenditure of public funds for a personal attorney.” READ Muething's memo here or below. The solicitor represents city employees in their official capacity. She does not get involved in claims outside the scope of their duties, such as “defense of personal misconduct,” the memo stated.

City council must take up the issue of paying for **Black**’s attorney soon. The probe into alleged misconduct, being led by council members David Mann and Tamaya Dennard, is set to begin on April 16, with city employees giving testimony. On April 4, council voted to let Dennard and Mann lead the probe – instead of an outside investigator. But **Black** asked the city to pay for a private lawyer to represent him during these fact-finding sessions. “Due process is what this country is supposed to be built upon ... the city manager deserves that due process,” **Black** said at the meeting. “If there’s an issue here with providing me legal counsel... then I would recommend you hold off on this fact-finding exercise.”

**Black** wants the city to pay for his attorney, Steve Simon, who is also representing **Black** in negotiations for a potential severance package from the city. It has been a long, dramatic month at City Hall since Mayor John Cranley asked **Black** to resign. He cited retaliatory, threatening and abusive behavior by **Black** against at least a dozen city employees as one of many reasons he wants **Black** to leave. **Black** also came under fire for visiting a topless bar during a city-funded trip to Denver in 2016, and allegedly asking city employees, including Muething, to come with him.

On a cab ride to the airport the next day, Cranley said that **Black** regaled his activities from the night before, and “it was deeply uncomfortable for Paula, and for all of us, and it was incredibly inappropriate.” **Black** denies that conversation in ever took place. The fact that Muething may be a witness in the upcoming probe, is a big reason why some council members believe the city should pay for **Black**’s attorney. “Given the city solicitor is going to be a witness in these ‘fact gatherings,’ it only seems appropriate that a special counsel be brought in at the expense of the city,” Councilman Chris Seelbach said at the April 4 council meeting.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Several members of council – Dennard, P.G. Sittenfeld, Seelbach and Wendell Young believe the city should pay for **Black's** attorney. But others do not. "Fairness doesn't require your legal fees to be paid. No one is claiming Mr. **Black** can't afford an attorney," said Councilman David Mann at the meeting. "Why is the public treasury being raided to pay for his attorney?" This fight will likely get louder in the coming week, as council must decide if it will pay for **Black's** attorney, how much it will pay, and where the money will come from.

Council asked the solicitor's office to weigh in on whether the city should pay for **Black's** attorney. In her memo, she said that if an official wants a lawyer to represent personal interests, they ordinarily pay for it themselves. The city solicitor can only represent the city manager in official misconduct claims against the city – not personal misconduct. Dennard and Mann are heading up a fact-finding probe into the city manager's performance. At the end of the private probe, transcripts of the witness testimony will be released. At this time, city council has two options, the memo states. It can determine the city solicitor has a conflict of interest and allow Muething to hire an outside attorney to represent **Black** – but only in his official capacity.

Or council can fund the attorney by passing an ordinance. "Upon a finding of a proper public purpose, council could take immediate steps to appropriate a compensation package to the city manager that he could use to hire his own personal attorney," the memo states. But that attorney could not be Simon, because it would be an ethical conflict, the memo states.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Cincinnati.com  
March 11, 2018

**Harry Black's tumultuous tenure as Cincinnati city manager: Threats, lawsuits, turnover**  
Author: Sharon Coolidge

By any measure, City Manager **Harry Black** just had his worst week ever at Cincinnati City Hall. His spat with a top police official prompted Mayor John Cranley to ask **Black** to resign, setting off a crisis that has reverberated from police headquarters to City Council chambers to neighborhood gatherings. But despite the drama and high stakes, it was not entirely surprising. **Black's** leadership style has always been front and center. Whether he's right or wrong, successful or unsuccessful, **Black's** tenure has been defined as much by the way he does things as by what he has accomplished. Where he sees strength and determination, others see bullying. Where he sees focus and drive, others see a single-mindedness that sometimes runs over people on the way to achieving his goals.

"**Black** hasn't always been as collaborative with council as I would have liked," Councilman Wendell Young said in an interview. Young sparred with **Black** over firing former Police Chief Jeffrey Blackwell, but the two have set aside their differences and worked well together since. "He has gotten better and has grown into his role of city manager. It appears that his growth is troublesome to Cranley. **Harry's** style has mellowed from 'Pit Bull' – my way or the highway – to a no-nonsense, get-the-job-done approach."

A dramatic week ends with a bombshell. The most recent trouble started with The Enquirer's publication Tuesday of an internal police audit that found problems with the department's overtime practices. A police commander filed a sexual discrimination complaint claiming she'd been singled out in the audit because she's a woman and a supporter of Police Chief Eliot Isaac. **Black** was furious when details from the audit leaked. He said "rogue elements" in the department's upper ranks were "corrupt" and working against him and the chief because they are black. He threatened to call in federal prosecutors to investigate.

Then **Black** forced out Assistant Police Chief Dave Bailey, a 31-year veteran of the force. Mayor John Cranley questioned the decision, but **Black** didn't budge. As tension escalated, Cranley asked **Black** to resign in a meeting Friday afternoon. **Black** has not publicly discussed the situation since, saying Saturday that he has "no comment at this time." As everyone returns to work Monday, the question now is, should he continue to be the city manager? The answer depends on whom you ask. When it comes to getting things done, **Black** shines, his supporters say. Under **Black** the city started a data analytics unit, which he says has saved millions of dollars. The city's bond rating was upgraded and he rolled out a plan to fix the city's crappy roads and aging fleet of police cars, ambulances and snow plows.

In June 2017, Government Finance Review, the Government Finance Officers Association's membership magazine, had this to say about **Black**: "Cincinnati's performance and data analytic initiatives have enhanced customer service delivery, increased accountability and stimulated

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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economic activity through information sharing. The project, the magazine said, "was made possible by strong executive leadership." Council twice gave **Black** raises, taking his salary from \$245,000 to \$261,283 today. But it's the missteps that have drawn the most attention.

His critics say the repeated outbursts, the accusations of retaliation and his rocky relationship with Cranley show it's time for **Black** to go. But that decision is really up to City Council and right now the majority isn't ready to draw up a pink slip. Unless, of course, **Black** resigns as Cranley has asked, surely with a settlement similar to Bailey's in hand. Councilman Kevin Flynn, who worked with **Black** from 2014 until 2017 before deciding not to run for re-election, said he has always liked **Black**, but that he's "disappointed by some of the recent decisions he has made." "I have known Dave Bailey since he was a District 5 commander," Flynn said. "Assistant Chief Bailey will tell it like it is, even if you don't want to hear it. In my interactions with him, he has always been supportive of the chief and the city. I don't think you can fire a man of Dave's abilities and not provide an explanation to the mayor, council, or the citizens of the city of Cincinnati. "This is not good management."

It's not the first time **Black**'s management style has been called into question. His three and a half years as Cincinnati's CEO has been tumultuous. During questions about a payment to a sewer district contractor, two council members called him a liar. His firing of former Police Chief Jeffrey Blackwell, and the contentious hearing where it was detailed, prompted an outcry among many of the same people who are defending him now. His relationship with the mayor was so bad after they fought over union raises that council held a hearing to discuss **Black**'s job status, which ended with council supporting him. He threatened FOP president Dan Hils in a late-night phone call, prompting Hils to file a harassment complaint with the police department. Two city employees have accused **Black** of verbally threatening them. Four other employees have filed lawsuits against **Black** personally, alleging retaliation for whistleblowing. **Black** has denied the allegations.

From success story to 'Pit Bull'

**Black**'s early story is compelling. He grew up in a tough neighborhood of Baltimore that was plagued by poverty and crime, but grabbed opportunities to get out. His career spans the private and public sectors. In Richmond, Virginia, where he was the city's chief financial officer from 2005 to 2008, he was dubbed "the mayor's pit bull" for the way he went about implementing the mayor's vision. City Council twice vetoed a promotion for **Black**, citing his aggressive personality, according to a Baltimore Sun story written in 2012, when **Black** was tapped as that city's finance director.

**Black** left Richmond in 2008 to work for his wife's government service firm before being tapped in 2011 to be Baltimore's finance director. There, **Black** cut the deficit and helped raise the city's bond rating, but there were also accuracy issues with tax bills and allegations of failure to maintain proper books, according to a 2014 Baltimore Sun story. Cincinnati is his first time in the top job. He oversees 6,500 employees in 25 departments, managing a \$1.4 billion budget. He was hired after Cranley was elected in 2013 – selected by the new mayor and unanimously approved by council. During his interview process, **Black** acknowledged problems in Richmond

### **Internet – Newspaper Archives Searches**

#### **Harry E. Black**

*(Articles are in reverse chronological order)*

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but said his nickname was a mischaracterization. In an interview with The Enquirer while he was being considered for the Cincinnati job, **Black** said "I'm open, but decision and mission-driven. You can do that by also being collaborative."

#### **Black** decisions draw public criticism

**Black** was first thrust into public view after he began warring with former Police Chief Jeffrey Blackwell, who came as crime rose in the city. In the summer of 2015, **Black** ordered Blackwell to come up with a 90-day plan, but crime continued to rise. Behind the scenes the two men didn't get along. In July 2015, armed with two blistering reports on the department's morale and the chief's leadership, **Black** fired Blackwell. **Black** portrayed the chief as a poor manager who belittled his staff and broke department rules. He said Blackwell treated staff members so badly they sought psychological counseling.

Supporters of the African-American chief crammed into City Council chambers, praising his commitment to community-oriented policing. They said while the accusations against Blackwell were serious, the firing process was heavy-handed and unfair. "Instead of being at fancy dinners and ribbon cuttings, he was in our community getting to know us," Councilman Chris Seelbach said of the chief that day. "That is something we should applaud and be standing by." **Black** was again in the spotlight the summer of 2016 after The Enquirer detailed a \$55,000 payment made to politically connected sewer district contractor Sam Malone, whose pay was filtered through a Columbus law firm, even though the firm did not supervise his work, approve his invoices or authorize his pay.

At issue was a call to the law firm ordering them to pay Malone, despite a lack of work product. Employees with knowledge of the payment had to testify, with one city lawyer describing **Black's** tone as "intense" and "aggressive." Council called **Black** to explain in a public hearing, resulting in Councilmen Young and Seelbach saying they concluded **Black** was lying about what transpired. "I am not apologetic about my leadership style," **Black** said in a statement after the hearing. "It has resulted in a great deal of positive change. I have no regrets about instructing staff to move swiftly to correct a deeply flawed arrangement."

#### Outbursts mar problem solving

In the last six months **Black** has twice been publicly accused of berating employees. In November, Fraternal Order of Police Lodge No. 69 President Dan Hils made public a late-night call from the manager. **Black**, angry that Hils was trying to keep two officers accused of racial profiling from being interviewed by an independent police monitoring agency, threatened to report Hils' meddling to U.S. Justice Department. Nothing came of it, except public embarrassment for **Black** when Hils released the recording.

Audio provided by FOP President Dan Hils of a conversation with Cincinnati City Manager **Harry Black**. Hils said he felt intimidated by **Black's** comments that he would ask federal investigators to look into a Temporary Restraining Order. Courtesy Dan Hils. Edited by Phil Didion. Then last month, Elizabeth Christenson, who worked in the city's Emergency Communication Section overseeing 911 technology, quit, detailing in an exit memo a bad



### Internet – Newspaper Archives Searches

#### Harry E. Black

*(Articles are in reverse chronological order)*

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experience with **Black**. She wrote in the memo that **Black**'s management of the 911 center is so poor that it "poses a threat" to public safety. She described a December 2016 meeting in which **Black** "angrily lashed out" at her when she raised concerns about operations at the center. **Black** then threatened the jobs of people working on the project, pointed a finger in her face and said if Christenson could not do her job, "he would find somebody who could," she wrote in the memo.

Later, when talking about what happened, **Black** asked her if he could give her a hug, she wrote. "While I did agree to the hug, it was horribly uncomfortable as it was unprofessional," Christenson wrote. She told The Enquirer the decision to leave was difficult, because she loved working in public safety, and writing the memo even more difficult. "I wanted to make sure I was thoughtful, but what it came down to is since that December day when **Harry** yelled at me, is that Mr. **Black** empowered anyone to bully people," she said. "I witnessed bullying. I experienced bullying. And it was always brushed aside. I felt like people in leadership needed to know."

In the aftermath of the memo being made public, **Black** wrote his own memo to council, saying changes needed to be made in the 911 center and some employees were resistant. On the matter of the hug, **Black** said, "If I made her feel disrespected, I sincerely apologize as this was in no way the intent." Chadrian Johnson, acting president of CODE, which represented Christenson among about 930 professional city employees, said she understands being the city manager is a challenging job. However, she said, "I think the way the city manager has been behaving lately raises concerns about his temperament and judgment. "We want to see the city manager advocating for a professional work environment and for the respect the dignity of city workers," Johnson said.

Other employees have quietly walked away from the city. Under a new administration, department head changes are expected. But under **Black**, there has been an exodus of top city officials. Two different economic development directors have left, the planning director retired and the human resources director left to go back to school. The transportation director took a job in North Carolina. Metropolitan Sewer District Director Gerald Checco retired. There's a new recreation director and new Cincinnati Water Works director. Even the person in charge of **Black**'s oft-praised data analytics department has left. Just recently Assistant City Manager Sheila Hill Christian, who was brought in by **Black**, resigned.

Accusations of retaliation detailed in court records

In a three-month span last year, four city employees filed federal lawsuits accusing the city and **Black**, and in some cases other department heads, of retaliating against them after they exposed wrongdoing in the city. While it's not unusual to see lawsuits against the city, the city manager is not typically targeted. The cases, all relatively new, are pending. City lawyers have denied the allegations in court documents. "None of these people wanted to sue the city and city manager," said lawyer Brian Gillan, who represents all four men and helped negotiate Bailey's settlement to leave the city. "They felt compelled to do so by the retaliation they suffered for trying to do the right thing."

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Gillan said the city manager has consistently played the "race card." The facts don't support a racial motive, though, he said. "The plaintiffs in these cases are white, Black and Hispanic," he said. "The only thing they have in common is the city's manager's retaliation." In the first, and highest-profile case, last September, Cincinnati Police Captain Jeff Butler alleged he wasn't promoted because he complained that a city program that meant to bolster inclusion is costing taxpayers more money than they'd pay without it and that **Black** had a personal relationship with one of the owners.

A month later, Cincinnati Fire Department District Chief Raffel Prophett alleged in his lawsuit that others were promoted instead of him because he complained about wrong-doing in the department. Then on Nov. 3, Gary Colorez, a former superintendent of the city's Public Works Department, alleged he was fired Sept. 8 after making a complaint similar to Butler's. On Nov. 28, Police Sgt. Jeffery Dunaway filed his own lawsuit, alleging he was denied a transfer out of District 5 in retaliation over a complaint that his and other city employees' medical records were posted online.

What happens now in **Black's** showdown with the mayor? If he doesn't quit voluntarily, Cranley would need five votes on council to fire him. So far there is no groundswell of support for that approach, either in the community or among council members. Five of Cincinnati's most prominent African-American groups came to **Black's** defense Saturday, saying **Black** "was well within the exclusive authority of his position with the personnel decision he made regarding Assistant Chief Bailey." In a series of tweets Sunday morning, Councilman P.G. Sittenfeld tweeted that he continues to support **Black**. "The positions of Police Chief and City Manager are difficult, complicated jobs," Sittenfeld wrote. "Let's all take a deep breath and do what our fellow citizens expect us to do: avoid unnecessary fighting, be respectful of all constituents, and work together to move our city forward."

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Cincinnati.com  
September 12, 2017

**City council demands answers from Harry Black after federal lawsuit**

Authors: Cameron Knight and Sharon Coolidge

The owner of a contracting company that's been paid \$2.6 million this year by city taxpayers used to work in Baltimore with Cincinnati City Manager **Harry Black**. Now one city employee is saying the bill to taxpayers is higher than it should be. The allegation came to light in a lawsuit filed by Cincinnati police Capt. Jeffrey Butler Tuesday in federal court. The suit claims **Black** denied Butler a promotion after Butler complained about possible misuse of state tax funds. Most of the suit concerns Butler's allegation of retaliation. But the suit also alleges **Black** has a history of abusing his power; in the suit, Butler pointed to **Black's** use of his former colleague's firm as an example.

**Black** responded that Butler is an "unhappy employee." In a statement, **Black** denied the charges relating to Butler's promotion - but did not directly address the allegation involving his former colleague's company, BFX LLC. "I'm obviously disappointed it was filed," **Black** said in the statement. "I've spoken with the city solicitor who is confident in their ability to defend the city against these frivolous claims, and so am I." In a separate memo he sent to council Tuesday, **Black** said BFX was hired to administer facility maintenance. He said the city used to have multiple contracts for this work, but was mishandling them.

He said the company is a joint venture between D.E. Foxx Construction and Browne E&C Construction, both minority-owned businesses who have worked with the city for more than a decade prior to **Black's** arrival. It's unclear if the contract was competitively bid. The Enquirer has requested a number of documents available under public record laws. By the end of the day, four council members were already demanding answers. Council members Charlie Winburn, Wendell Young, Yvette Simpson and Chris Seelbach called **Black** to publicly answer questions about the allegations before council on Sept. 25.

"This is the people's business, and it is critical to provide the committee an understanding of the purchasing and contracting agreements between BFX, LLC and the City of Cincinnati," said Simpson, who is running for mayor against incumbent John Cranley. Seelbach and Young support Simpson; Winburn, who chairs council's budget committee, is a Republican who often supports Cranley. Cranley could not be reached for comment. **Black** did not respond to an Enquirer request for an interview.

What the suit alleges

Al Foxx was the director of the department of transportation and later director of public works in Baltimore when **Black** worked there as finance director. In December 2013, Foxx stepped down and told the Baltimore Brew he planned to move to Cincinnati to work in a construction and facilities maintenance company. **Black** was hired as city manager in September 2014. State records show BFX was registered in Ohio by Al Foxx in 2016, though D.E. Foxx and Brown

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**Harry E. Black**

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E&C were created earlier. In the lawsuit, Butler said **Black** "insisted" city purchases be made through BFX, which had a 15 percent markup. "**Black**, Al Foxx, and Al Foxx's wife are close friends," the lawsuit states. "**Black**'s insistence that City purchases go through the clearing house owned by his close friend inappropriately enriches those friends to the detriment of Cincinnati taxpayers." According to Cincinnati's vendor payment data, in 2017 BFX has been paid \$2.6 million in taxpayer money for equipment and contract items. Public documents don't say exactly what the money was for. The Enquirer attempted to contact Foxx and BFX but could not find a valid phone number.

Claims of whistleblower retaliation

Butler states in the lawsuit that he complained that state money earmarked for law enforcement was being used to pay salaries and other general budget items and the city inappropriately allocated federal Homeland Security grant funds. As a result, Butler said he was retaliated against, transferred out of the communications center in August 2017 and not given a promotion to the rank of assistant chief, which he applied for in August 2016. Butler declined to comment, but his lawyer Brian Gillan of Freking Myers and Reul said it's clear Capt. Butler was retaliated against. "He deserved to be promoted to assistant chief and he was not," Gillan said.

This isn't the first time Butler has sued over a promotion. In 2005, he asked a judge to promote him to captain based on his score on promotion test. The following year he got it. Hearings have not yet been scheduled in this case. Butler is seeking damages and lost pay, as well as an order that **Black** stop misusing funds and "forcing the city to use the business of his friend Al Foxx for its purchases."

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*(Articles are in reverse chronological order)*

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The News Record: University of Cincinnati (OH)  
January 11, 2017

**Richardson says city manager may need to be fired**

Author: Justin Reutter

Former UC Board of Trustees Chairman and mayoral candidate Rob Richardson stated Monday that City Manager **Harry Black** may need to be removed over the city's handling of a secret settlement of over \$250,000. The settlement in question concerned the firing of former Cincinnati Police Department Chief Jeffrey Blackwell over the summer. "The Blackwell scandal is an example of a culture that knows how not to take the blame," said Richardson. "The mayor said that the settlement was the city manager's decision, and he supported it though he didn't know about it. If the city manager is acting without approval from the mayor, it may be time to look into that and maybe he needs to be fired."

Blackwell was fired last year over the mistreatment of city employees, causing police morale to deteriorate and the leadership structure to become "highly ineffective," according to City Manager **Harry Black**. Both **Black** and Mayor John Cranley stated the mayor did not orchestrate the firing, saying it was the manager's call. The incumbent Mayor Cranley is running against Richardson and Councilwoman Yvette Simpson. All three are Democrats. The mayor's office was unavailable for comment at this time.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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WVXU.org

July 29, 2016

**Data Helping To Improve City Services**

Author: Jay Hanselman

It seems like everyone is collecting data about people these days... grocery stores, telecommunication companies and even political parties. The city of Cincinnati collects a lot of data from residents, and officials are using it to improve customer service. When **Harry Black** was hired as city manager back in 2014, one of the goals he heard a lot from Mayor John Cranley and city council members was to optimize government performance. So soon after he got the job, he set up the Office of Performance and Data Analytics to do that. Now, **Black** and each of the city's department heads have performance management agreements, based on data collected and analyzed by the program. The city has also been working with the University of Chicago Computation Institute on other issues. **Black** said the group focused on blight last summer. "How do we look at everything that we do that might serve as a trigger in the creation of blight before it even becomes blight?," **Black** asked. "It's about intervention. That's what predictive analytics is all about; intervening before something happens or using the predictive analytics to make us smarter." The institute provides the city with a computer model on the data it analyzes. "Based on this algorithm, if this event occurs, it is highly likely that these other sub-events will follow suit," **Black** said. "So that's the intelligence that we will be getting out of this effort."

This summer, the university's computation institute, with eight team members, is reviewing the city's EMS dispatches and how the Cincinnati Fire Department responds to those events. The city's chief performance officer, Leigh Tami, said the group spent some time this summer with 911 call takers and dispatchers, and also responding with firefighters to EMS calls, to gather information. Tami said that can be helpful in a couple ways. "We can see what kind of incidents we're having in what areas, so we know areas where we're having a high number of medic incidents and areas where we're having not so many," Tami said. "The second part is we can see when we had to send medics later. So we can see in these incidents we initially didn't send a medic, but we needed to send them later. That tells us maybe we should have sent a medic initially." That could allow the fire department to deploy resources more efficiently, especially in areas with a high number of EMS calls, and also during particularly busy times. But, she said, it can also help officials review the procedures for such runs and determine if the resources were actually needed. "The reason that's really important is because, especially for medics, we have a limited number of medic units. They're a really, really precious resource and in order to make sure that they get to every call on time, (and) that they get there within a reasonable period," Tami said. "And also that the medics don't burn out, we have to make sure that we're being as smart as we can when we deploy them." Tami said the project started in May and will conclude sometime next month. The city will get the aforementioned computer model and decide what changes may be needed. City Manager **Black** said the bottom line for predictive analytics is to make city services better and faster.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Bizjournals.com

June 30, 2016

**COMMENTARY: Newest MSD bombshell threatens to burn Cranley, Black**

Author: Chris Wetterich

Wednesday's allegation from a Metropolitan Sewer District employee that she was ordered to tell a law firm working for MSD that its contracts would be cancelled if it didn't pay an invoice by a clout-heavy subcontractor is a political firestorm that threatens to singe Mayor John Cranley and City Manager **Harry Black**. The mayor didn't do himself any favors Wednesday by either orchestrating or allowing his allies on council to shut down a special meeting whose purpose was to get more answers about the alleged threat.

In an interview with the Courier, Cranley explained what he knew and when he knew it as it relates to a \$55,000 payment from Columbus law firm Bricker & Eckler on June 11, 2015, to former Councilman Sam Malone. Malone, a now-former MSD subcontractor and protege of Councilman Charlie Winburn was hired to help boost minority participation in MSD's \$3.4 billion sewer system overhaul. On Tuesday, council's Rules & Audit Committee held a hearing about a threat Bricker & Eckler employees say John Juech – then a policy adviser to City Manager **Harry Black**, now an assistant city manager – made in June 2015. The law firm says Juech told it that its contracts would be terminated if it didn't pay Malone what he said he was owed. Council members were alarmed that a city employee would be threatening a contractor, an ethically and legally dubious practice, if it occurred.

The alleged threat was mentioned, then scrubbed, from the recent internal city investigative report of MSD co-led by former Assistant City Manager Bill Moller. Moller and the other lead investigator, Jim Goetz, decided the allegation lacked credibility. Juech denied it both to the investigators and to council on Tuesday and Wednesday. But there was reason to believe that someone at City Hall made the call that Brickler & Eckler revealed. On Tuesday, Deputy City Solicitor Luke Blocher told the committee that **Black** told him in June 2015 that it was urgent that the law firm pay Malone's \$55,000 invoice. Brickler & Eckler had an unusual relationship with Malone crafted under former MSD Director Tony Parrott: MSD supervised Malone and paid him with funds that the agency provided the law firm.

On Tuesday, Bricker & Eckler's representatives told the committee that Gina Marsh, then an assistant city solicitor who now is MSD's government affairs director, called the firm on June 11, 2015 and gave them a heads up that someone with the city manager's office would be calling to inform the firm that if Malone wasn't paid, Brickler & Eckler's contracts might be terminated. On Wednesday, council members Wendell Young, Chris Seelbach and Yvette Simpson called a special meeting where they intended to ask questions of Marsh, Blocher, the law firm and **Black**.

But the meeting stopped after members argued over whether a council meeting was the proper venue for exploring what happened instead of the Rules & Audit Committee and several rounds of questions of **Black** and Juech. Council did not get a chance to question Marsh, Blocher or

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Brickler & Eckler’s attorneys because Vice Mayor David Mann made a motion to refer the matter back to the Rules & Audit Committee. It passed on a 5-4 vote, with Democrat Mann siding with Republicans Winburn and Amy Murray, independent Christopher Smitherman and Charterite Kevin Flynn against the other four Democrats. But the council majority’s attempt to play linebacker failed. It only set the stage for Marsh’s dramatic statement to reporters in the hallway outside City Council chambers. Marsh said her integrity had been maligned and that council had not given her a chance to defend herself, so she would do so in front of us.

In the early afternoon of June 11, 2015, Marsh said Blocher called her and said the city manager wanted Bricker & Eckler to cut Malone a check for \$55,000 that day and that to make the payment she needed to write an amendment to the contract increasing the amount the law firm could be paid. The city simply couldn’t pay Malone itself because it lacked a contract with him, she added. When the firm told Marsh it might not be able to do so until the following Monday, Blocher told her that the city manager said the firm needed to be paid within 48 hours or its contract would be terminated, Marsh said. Marsh said she passed the message along to the law firm and said it would be getting a call “from someone in the administration.”

In another City Hall hallway minutes later, **Black** told reporters that he had never asked Blocher to relay a threat to terminate the law firm. He did pose another theory on what had happened in the context that every instruction he gives out exudes “a sense of urgency.” “That’s how I talk, all day, every day. How someone might internalize that, I can’t control that,” **Black** said. “That’s how I’m wired – to just get things done.” Young, Seelbach and Simpson were not buying it, calling Marsh “credible” and “brave.” “If, in fact, Ms. Marsh is being thrown under the bus, she’s being thrown under the bus by people who will not own up to what they said, what they intended to have said in terms of how they wanted to get things done,” Young said.

There’s an added layer of intrigue because of the nature of Blocher, Marsh, Moller and Juech’s relationships with Cranley. Blocher and Marsh are not two random lawyers. Both worked as aides to Cranley when he was a council member, and Blocher ran one of Cranley’s unsuccessful congressional campaigns. As for Moller, Cranley helped bring the former budget director back to the city to be an assistant city manager at the beginning of Cranley’s administration, and Moller worked with some of the people he ended up investigating. Juech ran Mann’s 2013 council campaign, became his chief of staff and then was hired in the city manager’s office while all along developing a close relationship with the mayor.

Cranley has remarked a few times to me that Cincinnati is a small town. Sometimes it seems very small, indeed. In an interview on Wednesday night, Cranley said he believes Marsh but added that **Black**’s theory also is plausible. The mayor does not believe the revelations are particularly earth-shattering. He theorized that part of the conflict between the city manager, the city solicitor’s office and Bricker & Eckler originated because the city employees were demanding the firm pay Malone but had forgotten or were not immediately aware that the city had to pay the firm first before it paid Malone. “Of course you wouldn’t work with somebody if they’ve got a contractual obligation and won’t meet it,” Cranley said. “I don’t view that as a threat.”



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I noted the relationships between Cranley and the various city employees involved. I also pointed out that Seelbach tried several times on Wednesday to link the events surrounding Malone to the city's budget process, which heats up in June of each year, with Winburn, chairman of the Budget and Finance Committee, playing a big role. Last year's budget discussions were particularly contentious and closely fought, with the five Democrats initially crafting a budget with items Cranley did not like and ended up vetoing. I asked whether the mayor had wanted **Black** and/or his long-time associates to get Malone out of the way or whether he was aware of external pressure coming from anyone other than Malone. "Absolutely not," Cranley said in response to both questions.

Cranley said the first time he was briefed on the situation was after the \$55,000 payment was made to Malone in June 2015. "I had no involvement with this until after this closeout payment was made," Cranley said. After June 2015, Malone kept sending more invoices and confronted Cranley outside City Hall, the mayor said. He said he told Malone to bid on a contract directly with the city or the county if he wanted work. "I said, 'Sam you can't have a subcontract with a law firm. You're not a lawyer,'" Cranley said. Cranley defended the credibility of Moller co-leading the city's MSD investigation, noting that even though investigators removed the threat allegation, it remained in the supporting materials to which reporters and council have access.

"Part of the reason we published it all was if people wanted to second guess, they can second guess it," Cranley said. "They obviously put in all of their notes and people can come to a different conclusion." I've long believed that the headlines from MSD lately, with their tales of bureaucratic infighting over procurement, sewage flow modeling and other hard-to-understand issues, have a deep political subtext to their emergence. Hamilton County commissioners clearly want unfettered control of the agency, whose legal structure they own, while the city manages it on a daily basis. And at City Hall, as the bureaucratic and political fire has raged at MSD, Cranley and **Black** have skillfully steered responsibility back to **Black**'s predecessor, City Manager Milton Dohoney, and Parrott, while also portraying themselves as expert fixers. But in the haste to deal with Malone, a much more understandable story has emerged, one of an alleged threat and potential recrimination. The fire is burning awfully close to **Black** and Cranley's front door.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Article Found Here: <https://www.transformgov.org/articles/member-spotlight-harry-e-black>

Transformgov.org

June 15, 2016

#### **Member Spotlight: Harry E. Black**

**My private sector experience helped prepare me for leadership in the public sector. When the call came, I jumped at the opportunity to become a city manager.**

**Harry Black** is the city manager of Cincinnati, Ohio.

What excites you the most about the profession right now?

I sense and see that the profession is evolving. A lot of the issues are what they've been for many, many decades, but there are new issues that are manifesting themselves, requiring different approaches, different strategies, and a different toolkit. So, the profession is evolving, and the expectations of the public are evolving. The tools we have at our disposal are really fantastic today. We are being driven toward an analytics-based approach as a major tool for delivering high-performance service.

Does a specific example of evolution in the profession come to mind?

Things are moving much faster with the Internet and social media. You don't have a day, or a week to really contemplate a situation. You have to be prepared to assess and act very quickly. Obviously, you want to be as responsible and substantive as possible, but the world has gotten much faster, particularly at the local government level. The speed at which local government moves is beyond that of other levels of government.

Do you have any thoughts about increasing the diversity and inclusiveness within local government?

I think it's essential that we aggressively pursue diversity and inclusion. People need to think about the more than 40% of our public sector employees at every level – federal, state, and local – that are eligible, or near eligible for retirement. If you think about what that implies, therein lies a major challenge for local governments, but also a major opportunity. We ought to reach out with open arms, pull in a diversity of talent, develop that talent, and continue to evolve local government management.

Can you think of any successful tactics that are being used to push through the glass ceiling?

What I tell young people, particularly minorities, is do your best to be the smartest person in the room, and if you do that everything else will take care of itself. It's about adding value. The problems are so monumental today, local governments are just looking for solutions and strategies. They don't really care who they're coming from. So work on adding value and growing your talent base within yourself and I believe things will work themselves out. Clearly we need to do more from an organizational standpoint to be more inclusive, and work with those in the organization from a professional development standpoint so that they can be successful.

What types of things do you do to encourage the next generation?

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**Harry E. Black**

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My entire leadership style is very participatory. Even though we may be dealing with a very serious issue or challenge, everyone at the table has a voice. I not only use it as an opportunity to solve an issue or come up with an innovative strategy, but to do it in such a way so everyone at the table is getting something out of it from a development standpoint.

How did you get a start in local government? And why did you choose local government?  
My local government experience started as a management trainee with the Port Authority of New York and New Jersey. Then I had an opportunity for a one year visiting research fellowship with ICMA. Working at ICMA, not only in terms of my research project, but also working on some other management and technical assistance initiatives, I was able to get a really good bird's eye view of the city management profession. And I found it to be very exciting and very rewarding. It's something that I really wanted to pursue myself. This is where my aspiration to one day become a city manager germinated.

Where did you go after your fellowship at ICMA?

I ended up going back to New York City and working in several different public sector organizations from the New York City Transit Authority to the New York City mayor's office. That began my local government adventure. I have since worked in a range of mostly mid-sized to very large cities.

At one point you transitioned to the private sector, and then returned when you were offered a position with the city of Cincinnati. What prompted you to return to the public sector?

All but eight years of my career have been in the public sector. Although my private sector work focused on providing consulting and staff augmentation support services to the public sector, I missed the excitement and satisfaction of implementing solutions and the interaction with my colleagues and those we serve. Being in the public sector is gratifying and lends itself to a higher level of community relevance.

What value does private sector experience bring to the public sector workforce?

Speed of execution is a private sector value that I am able to share with my public sector colleagues. It's important to always get to the finish line sooner rather than later. Performance management and a results orientation is another value that I am able to share with my public sector colleagues. Although effort is commendable, results are what matter the most.

What has been the highlight of your career so far?

The highlight is becoming a city manager. That's something I've always wanted to be, but I wasn't sure if it was going to happen. I had given up on it and then all of a sudden I received a telephone call regarding a job with the city of Cincinnati. Being a city manager is really the pinnacle of a public administration career. You can't go any higher than that in local government.

What challenges do you see for the profession in the years ahead?

A significant portion of the public sector workforce is either at or near retirement eligible. As such, does there exist an adequate pipeline of talent to offset an imminent brain/talent drain? I think we need to more directly engage this reality in creative and innovative ways. As social

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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media continues to evolve, so will public sector workforces as a means of leveraging all that is good about social media, while counteracting some of the risks associated with it.

What's the reason that you would suggest to someone that they should join ICMA?

ICMA is a prime vehicle for connecting with the profession on a variety of levels. If you can come to the conference, you can see other managers at various levels of their overall career paths. Whether a city manager, assistant city manager or a department head, you can see light at the end of the tunnel in terms of where you might want to find yourself in five or ten years. And talking to other city managers, we all deal with the same issues. We'll discuss how we're all dealing with a particular issue as opposed to how we might be dealing with that same issue in Cincinnati. It's all about learning and sharing information. ICMA has always done a great job of that. Going back 25 years, in terms of my engagement with ICMA, it's provided a wealth of information for professional development, topical information, and technical assistance vehicles and tools that we can tap into, so we are not having to reinvent the wheel all the time.

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WVXU.org

May 19, 2016

**Cincinnati City Manager Lays Out \$1.2 Billion Budget Plan**

Author: Howard Wilkinson

Cincinnati City Manager **Harry Black** laid out a \$1.2 billion all-funds operating budget for the city for fiscal year 2017 Thursday that he says is structurally balanced – mainly because the city's revenue is expected to increase. It includes a general fund operating budget of about \$388 million. "The situation of city government is fundamentally strong," **Black** said in a briefing with reporters Thursday morning. "There is nothing extraordinary in this budget, just basic changes in terms of financial management." With cuts and enhanced revenues, **Black's** budget proposal closes, what at one time was an estimated \$13.9 million budget gap. There are no lay-offs of city employees in the **Black** budget plan. **Black** also proposed an all-funds capital budget of \$466.4 million. **Black's** proposed budget goes to Mayor John Cranley, who will have 14 days to review it and make whatever changes he believes are necessary before sending it on to City Council. Council must approve a new city budget by June 30. City officials say a study by the University of Cincinnati is projecting a 3.3 percent increase in city revenue from the earnings tax in the new fiscal year – about half a percent more than originally expected. The earnings tax makes up about 71 percent of the city's general fund revenue. Included in **Black's** budget proposal are:

- \$4 million in funding for park maintenance and construction of a marina at Smale Riverfront Park.
- One new recruit class that will train 40 new firefighters and one police recruit class that will graduate 30 police officers in June 2017 – although the fire and police unions had said they need two classes. A recruit class of 51 new police officers is set to graduate in July.
- Full funding for a body-cam program for police officers.

Last year, the fire department was unsuccessful in applying for a federal SAFER grant to fund the next fire recruit class. "In years past, this has meant an annual savings of \$8.3 million, however, these grants are expiring and will add expense to the general fund," **Black** wrote in his budget plan. But **Black** said Thursday that, regardless of the outcome of the city's SAFER grant application, the fire department's budget increased \$10.7 million in his budget proposal and will enable the department to have a sworn strength of 858 firefighters. All of the city's union contracts are about to expire. **Black** said all city employees – union and non-union – can expect a raise. **Black** said members of the firefighters union and the police union can expect a raise of up to three percent in their new contracts. Non-represented employees can expect a raise up to one percent. The same applies to union members who long to other city unions, CODE and AFSCME. A \$97.5 million Capital Acceleration Program, **Black** said, will allow the city to repave an additional 40 lane miles of city streets by the end of the year and do preventative maintenance on another 150 lane miles. The money, he said, will also be used to replace an additional 130 city vehicles by the end of fiscal year 2017. Some permit fees issued by the city would increase under his budget, **Black** said – mostly involving building permit fees. "Not all the permit fees will be increasing – just a relative handful of them," **Black** said.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Article Found Here: <https://www.transformgov.org/articles/awards-honors-43>

Transformgov.org

March 30, 2016

**Awards & Honors**

**Harry E. Black**, city manager of Cincinnati, Ohio, has made Government Technology's list of "Top 25 Doers, Dreamers and Drivers" for 2016. The list recognizes individuals and teams who exemplify transformative use of technology that improves the way governments function.

Stephanie J. Smith, assistant to the city manager of Flagstaff, Arizona, has received the Agassiz Award for Leadership in recognition of her exceptional leadership in the areas of strategic planning initiatives and special projects.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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CityBeat (Cincinnati, OH)

January 20, 2016

**City Manager Recommended Changes to Public Record Laws Around Police Footage**

Cincinnati City Manager **Harry Black** signed a letter asking that footage from police body cameras not be public record, discussions in Cincinnati City Council’s Jan. 17 meeting revealed. The letter from the city to State Sens. Bill Seitz and Cecil Thomas in November asked the lawmakers to work toward amending state laws governing that footage so that it would not be public record. The letter’s content drew rebuke from Mayor John Cranley, Vice Mayor David Mann and others on Council. They said it violated the spirit of the city’s 2001 collaborative agreement, which arose from the police shooting death of unarmed teenager Timothy Thomas. Council members and the mayor also said it put the city at risk of another incident like the unrest and controversy that have recently gripped Chicago, Baltimore and other cities that have experienced police shootings of unarmed black citizens.

“I want to be clear that in mid-December, Mr. Seitz told me about conversations about legislation that would prevent body cameras from being public records,” Cranley said. “As soon as I heard that from Mr. Seitz, I told him I would not support it. Since I knew that would be the end of it, I wasn’t worried because I knew it was dead.” **Black** apologized to Council and Cranley for the letter, stating that it was drawn up by a city lobbyist and that he did not read it as carefully as he should have. He said the letter sent to legislators was a mistake. “It has been, currently is, and always will be the policy of the administration to be as transparent as possible when it comes to video documentation associated with police or non-police situations,” **Black** said in the meeting. “It is our policy to make available within a 24-hour window any video or audio associated with incidents. The body camera legislation that is in play in Columbus is a dynamic work in progress. We were asked to provide feedback. We did not, in my opinion, follow appropriate protocol with that.”

Mann has asked **Black** to send another letter to the senators stating that the city supports full transparency when it comes to body camera footage and that it should remain public record. “The contents of the letter are inconsistent with the policy position you just expressed,” Mann said. “If our recommendations were accepted by the legislature, we would not have the freedom to release video within 24 hours.” The issue is especially relevant because Cincinnati police will soon launch widespread use of body cameras among officers. Hamilton County Sheriff’s deputies will also be getting the cameras next year. The July 19 shooting death of unarmed black motorist Samuel DuBose in Mount Auburn by University of Cincinnati police officer Ray Tensing was captured on Tensing’s body cam, leading to murder charges for the officer.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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WVXU.org

October 14, 2015

**Full Cincinnati Council Gives City Manager A Pay Raise**

Author: Jay Hanselman

Cincinnati City Manager **Harry Black** is getting a nearly \$7,500 pay raise. City Council approved the increase Wednesday after an hour long debate. Some council members complained the action came with no formal evaluation of the city manager. Mayor John Cranley said council can do such an evaluation. “I don’t feel like it’s my job to have council do its job,” Cranley said. “I think council should adopt any evaluation review process it wants. I meet with the manager once a week. I gave him a personal review. I’m comfortable with where I am with the manager.”

**Black** received a 1.5 percent cost of living adjustment already built into the city budget, and council approved a 3 percent merit increase on top of that. His new annual salary is \$256,135.36. Council Member Yvette Simpson was one of four “no” votes against the raise. “I’m not going to vote in favor of a raise today because I don’t see any evidence of its justification from a review,” Simpson said. “I just don’t think that’s the appropriate way to go forward.” Council members who supported the pay raise said it was justified and praised the manager’s accomplishments in the last year.



**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Article found here:

<https://www.govtech.com/dc/articles/Data-Programs-Revolutionize-Cincinnati-Government.html>

Govtech.com

September 15, 2015

**Data Programs Revolutionize Cincinnati Government  
City Manager Harry Black catches up on the successes of data-driven initiatives after his first year in Cincinnati's top administrative spot.**

Author: Eyragon Eidam

There's a dream out there among those in the top levels of local government that one day they will be able to lead with clear, concise data from every department they oversee. For many, this dream will die a slow and agonizing death as efforts to break down, bureaucratic siloes fall short and daily operational demands outpace the potential for change. It's nothing against these dreamers, of course, it's just that governments, like people, get comfortable and fear change — even if it's for the better. But even over a bad telephone connection, **Harry Black**'s tone and tenor are enough to convince you that he lacks the complacency so often found in others of his station. He comes across as a man with a crystal-clear vision for his city. As a reporter, my first instinct is to question the whys and wherefores of policies and the people behind them, but **Black**'s idea makes sense: Lead with good data. It's that simple. Since taking on the role as Cincinnati's city manager in September 2014, **Black** and his team have been laying the groundwork for the Ohio city to do just that. Though the initiatives sound more at home in a Silicon Valley startup, **Black** and his staff have been paving the way into fairly uncharted leadership territory. The former finance director for the city of Baltimore is upfront about how his initiatives have worked in other places; pieces have panned out here and there. But in Cincinnati, the soil was fertile for change and ready for a new data-forward system of government.

“A lot of the things I've been able to pursue here in Cincinnati have been of interest to me for a long time, and I've tried some of these things in other places I've worked. The success was okay in some places, but you really couldn't launch innovation and change,” he said. “The environment here is very conducive to innovation and change, and we've been able to launch quite a few things pretty quickly. Typically you would not experience success as quickly as we have in most other places.” When he first came on board, **Black**, pictured at left, said the city had the administration intact, but lacked the communication backbone needed to run as a cohesive unit. His solution: new tools, new policy and a new way of doing business. “What I saw was a city government that was functional, but not operating at an optimal level in terms of performance,” he said. “Things had been allowed to become excessively decentralized... Basically, it's a local government that just needed a shot of energy in the arm, and that's what we're doing.” He set to work establishing the Office of Performance and Data Analytics (OPDA) and a system of clear department metrics to better govern the city of nearly 300,000 people. Under the new program, hard data helps to drive decision-making and budgeting, and ensures all department heads are managing their territories effectively. **Black** said the result has been a positive leadership “cascade” from the top levels of management to their staff. The new custom-

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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built communication hub also served as the launch pad for CincyStat, which mirrors similar programs in Baltimore and New York. CincyStat serves as the city’s analytic war room for eight critical departments within city government, including police, fire, water works and public services. Analysts pore over critical data and present it in ways their peers and managers can use to move forward in daily operations. The Innovation Lab is also centrally located within the OPDA, and offers staff a meeting place to tackle big issues with the necessary data in a collaborative environment. The data headquarters sprung up in short order, only a month after **Black** got the keys to his new office, and the city manager was quick to bring on a familiar face from his time in Baltimore. Chad Kenney, formerly of Baltimore’s CitiStat program, was a clear choice for the new role as the city’s chief performance officer. Kenney said there is a focus on data discovery and building easy-to-use, internal dashboards to clearly represent information. The city’s efforts to stream open data to the public portal has also been a cause for celebration in certain circles. “On the open data side, I think the reaction has been a very positive one. Right now it’s geared toward the developer/coder community, and I think they’re pretty impressed and happy with the fact that we’ve launched a site and are committed to growing the amount of data available,” Kenney said. “I think longer term there is a question of how do we make it accessible for the average consumer who is just interested in what’s going on in their neighborhood.”

Kenney and **Black** said by concentrating on an “in-house” approach to designing programs and functions, staff is better able to address the requirements of internal systems. In the same way, Rocky Merz, spokesperson for the city of Cincinnati, said there is an effort underway to rework the already easy-to-navigate website to better share the city’s tech-based tools and directly connect with the public. “We’re kind of going from the back of the pack to the front of the pack,” Merz said about the transition. For the city manager, treating technology-based resources like living entities is the only approach that makes sense. From the city’s mobile parking app and public services app, Fix It Cincy, **Black** said keeping current is a big priority. “We’re approaching everything as though it’s dynamic,” he said. “It’s constantly evolving, and we have to keep pace with that.” On the horizon, **Black** said the city is hoping to use predictive analytics to better manage its territory. Through a summer partnership with the University of Chicago, the city of Cincinnati worked on a pilot project to use predictive analytics to target urban blight from a risk management standpoint. “Through their mathematical equations, we’ve developed a working model that allows us to play with this and explore the possibilities,” **Black** said. “That technology and that intellectual approach has relevance in many different areas. It’s clearly the next frontier, transitioning from a reactionary model to a proactive model.” Kenney said the Data Science for Social Good prototype program will be the launch pad for future predictive analytics within Cincinnati’s footprint. “The win was really the fact that we did a project like this and people inside the organization now see the value of doing this kind of work,” he said. “We’ve sort of got one under our belts, so we know where we need to go moving forward. Creating an internal market for this kind of work is one of the big first steps in being successful with predictive analytics.”

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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WYSO.org

September 9, 2015

**Cincinnati City Manager Fires Police Chief**

Author: Howard Wilkinson

Update 2:05 p.m.: Fraternal Order of Police president Kathy Harrell says officers feel like they've been listened to. "This is not a happy day. It's something that needed to occur in order for us to move forward in a positive direction. But we're not happy. It's a sad day for Cincinnati but it's something that needed to occur." Harrell says a previously scheduled union meeting to discuss morale will still go forward on Monday Sept. 14 at 6:30 p.m. . At City Hall, the former chief, Jeffrey Blackwell, told reporters he had not seen or read City Manager **Harry Black's** report. He said, Wednesday morning, he was "escorted out like a criminal." "I've had the support of the White House, the attorney general, the national media, all the national think tanks, but I could never get the support off John Cranley or **Harry Black** and because I have never had their support, ever, I could never command the department the way it was supposed to be led." Last week, Council Member Wendell Young, a former police officer, said he thought it was time for Blackwell to go. But, at Wednesday's council meeting, he said he did not like the way it was done, with no opportunity for Blackwell to respond. "This has been bad theater here," Young said, directing his remarks to Cranley. "Mr. Mayor, you created this atmosphere; this is on you."

Update 1:49 p.m.: Interim Police Chief Eliot Isaac told a meeting of Cincinnati City Council that he will wants to "assure the citizens of this city that we will not go backwards during my tenure as acting police chief." Isaac said he would continue to implement the collaborative agreement that grew out of the 2001 riots "because I lived it." "We will focus on the spike in violent crime," Isaac said. Mayor John Cranley asked that two people be removed from council chambers for shouting out while Cranley was speaking. Council member Yvette Simpson, a supporter of former chief Jeffrey Blackwell, praised Isaac, but said the city manager moved too quickly in firing Blackwell. "I don't understand the urgency of firing a person on the same day that a climate assessment was delivered," Simpson said. Simpson said it was her understanding that Blackwell was not given an opportunity to respond to City Manager **Harry Black's** 35-page "climate assessment" of the police department, which lead to Blackwell's firing. Council member Chris Seelbach, another supporter of Blackwell, said that "instead of being at fancy dinners and ribbon-cuttings, he was in our neighborhoods, building relationships."

Update 1:45 p.m. City Council convenes, after a period of public comment. Former Chief Jeffrey Blackwell was in the room briefly. Mayor John Cranley opened the council meeting by saying that "obviously this is a critical moment for our city." He turned it over to City Manager **Harry Black**, who outlined the details of his investigation, which led him to fire Chief Jeffrey Blackwell this morning. Update 1:04 p.m.: Bishop Bobby Hilton said he was troubled by the news of Blackwell's firing. He was planning to speak at a rally on the steps of City Hall in support of Blackwell when word of the firing surfaced. Hilton said he was also planning to speak with the mayor but had not had a chance to read the memo from the city manager outlining the reasons for the dismissal. "I thought that Chief Blackwell did a good job. I really did," Hilton

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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said. "With what he was faced with, I thought he was doing an excellent job." Original Post: Cincinnati's city manager has fired Police Chief Jeffrey Blackwell. In a 35 page document, City Manager **Harry Black** cites "lack of sufficient and proper communication" and "consistent and pervasive disregard for chain of command." Morale in the department, **Black** wrote, "is at an unprecedented low level, and the general sentiment throughout the department is that Mr. Blackwell's leadership has created a work environment of hostility and retaliation." Assistant Chief Eliot Isaac has been named Interim Chief. Documents included in the city's release outline myriad problems with the chief and his leadership style. He is depicted as unprofessional, uncommunicative, and disrespectful to officers and other staff. There are repeated instances of the chief reportedly berating co-workers. In a statement, Captain Paul Broxterman says the chief asked him, on several occasions, to use his contacts with the Cincinnati Reds and Bengals to get free game tickets. Broxterman says the chief often made promises he wouldn't fulfill. He adds the assistant chiefs were frequently frustrated over a lack of communication and direction from the chief. "They clearly felt powerless in the day-to-day operations of the department." Broxterman does praise the chief for being passionate about community outreach, especially reaching out to the city's youth. Now Interim Chief Eliot Isaac says rank and file officers repeatedly told him they felt unsupported by Chief Blackwell. Other complaints include the chief allegedly using profane language and harsh, berating language with co-workers, and taking 'selfies' along the funeral procession route for Officer Sonny Kim.

**Background**

Blackwell, a former assistant police chief in Columbus, was sworn in as Cincinnati's police chief on Sept. 30, 2013. He was hired by **Black's** predecessor as city manager, Milton Dohoney, who resigned as city manager after John Cranley was elected mayor in 2013. Last week, WVXU reported that Kathy Harrell, the president of the Cincinnati Fraternal Order of Police, was planning on holding a "no confidence" vote among its members on Blackwell's leadership on Sept. 14. That vote is a moot point now. **Black** ended it Wednesday morning. "I have repeatedly attempted to direct and assist Mr. Blackwell in addressing these shortcomings, but he has failed to take my direction and accordingly the problems have persisted," **Black** wrote. "Several months ago as a means of addressing CPD communications and organizational unity issues, I solicited the assistance of an outside facilitator to conduct a team building session with Mr. Blackwell and top command staff. However, this effort did not lead to an improvement in working conditions within the department." In his memo to Mayor John Cranley and city council members, **Black** said that "formal and informal" feedback from a variety of sources indicate that Blackwell used "verbal abuse and insult to convey authority." "It is important to note that the incidents that have been relayed to me span the spectrum of rank, gender and race," **Black** wrote. Blackwell has also "a disregard for the chain of command." He said the police chief has "alienated and disregarded his executive team - the assistant chiefs - which in turn has led to poor communication to the remaining command staff regarding departmental changes, direction and objectives."

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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WVXU.org

June 1, 2015

**Cincinnati Manager Wants 90-Day Crime Plan**

Author: Jay Hanselman

Cincinnati City Manager **Harry Black** is asking Police Chief Jeffrey Blackwell for a 90-day action plan to reduce violence in the city. **Black** wants the proposal by Friday. It comes as Cincinnati police investigated the city's 30th homicide of the year Monday in Bond Hill. A Council committee heard a report last week that non-fatal shootings have increased significantly this year especially in the last six weeks. "I've asked the chief to go back to the department, we've got a lot of smart people in the department in every corner," **Black** said. "Pull your people together and think through the issues from a root cause analysis standpoint and let me know what the strategy is going to be."

**Black** again told Council in a memo that maintaining public safety is a top priority of his administration. "I've not reached a point of being panicked," **Black** said. "I'm concerned, and therefore I believe we are taking the necessary steps to sort of try to drill down to the root causes of better understanding what may or may not be going on." **Black** described the shootings and homicides "in most cases appear to be targeted acts of violence." The city manager said the deadline is flexible. He said if Chief Blackwell needs more time to put together a more thorough plan, he will grant that request.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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News.com.au

May 1, 2015

**Can you run a city like a business? Cincinnati goes hyper-efficient****THE public sector is often seen as synonymous with inefficiency. One civic leader is trying something different and the people who live here are his guinea pigs.**

Author: Emma Reynolds

THE public sector is often seen as synonymous with inefficiency, waste and a lack of direction. Ambitious **Harry Black** intends to change that, by running a city with the tight professionalism of a private business. Can it work? **Black**'s guinea pig is Cincinnati, Ohio, where he will introduce a performance-driven culture that turns traditional governance on its head. His focus is on outcomes, Backchannel reports, but instead of high profit and good branding, his goals are thriving neighborhoods, safer streets and sustainability. Staff will be given targets and expected to deliver to residents, or "customers". The city will transform into "the go-to destination for people who want to live, work and play in Ohio", a fountain of work and economic opportunity. **Black**'s secret weapon? Numbers. Futuristic CincyStat will use visualized data to assess departments' work against desired outcomes in real time. It will be run by "27-year-old data guru" Chad Kenney Jr., with whom **Black** worked in Baltimore, along with an "Innovation Lab" to identify the city's biggest issues.

Kenney Jr was described by Baltimore Brew as "abrasive", "talented" and "committed". In Baltimore, he worked to track services, violence and homelessness through CitiStat, telling a meeting attended by the Baltimore Sun: "A citizen just wants to see the grass cut." Now, his brief is to keep Cincinnati streamlined and accountable, and monitor how it is handling its \$1 billion budget, WCPO Cincinnati reported. **Black** previously managed Baltimore's finances, but said recently that everyone needed to play a part in its success.

**Black** was chief finance officer in Baltimore, where he introduced a plan to save the fire department \$70 million in 10 years while increasing firefighters' pay 14.5 per cent and surveyed all 72,000 street lights to find where money was being wasted. He told the Cincinnati Enquirer he was saddened at rioting in the neighborhood where he grew up. "Baltimore, like Cincinnati, is undergoing an economic resurgence," he said. "However, everyone has to be a part of the success. "The challenge is you have to pay attention to all your communities." But the UrbanCincy blog expressed reservation about his "strong-headed and ruthless approach". In an earlier job running the finances in Richmond, Virginia, **Black** was known as "Mr PitBull", the Enquirer revealed. "I am not a pit bull," **Black** said. "I'm open, but decision- and mission-driven." Growing up in Baltimore was "real rough", he told a Richmond website. "You couldn't make any mistakes. There was no safety net. There was no opportunity for a redo. So it forced me to develop an intensity of focus." Can an uncompromising, results-focused structure really work for a community? Watch this space.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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CityBeat (Cincinnati, OH)

October 22, 2014

**City Ends Fiscal Year with \$18 Million Budget Surplus**

Author: Nick Swartsell

The city budget ran an \$18 million surplus for the fiscal year ending June 2014, City Manager **Harry Black** said last week. The extra money is the result of budgetary reductions worth \$7.9 million as well as a \$5.9 million boost to the city's revenues. **Black** outlined ideas for spending the extra money in an Oct. 14 memo, including using \$4 million to repay neighborhoods the city borrowed money from in 2011, putting \$4.25 million in an emergency fund for worse-than-usual winter weather and other unexpected situations, setting aside more than \$3 million to cover possible contingencies around police and fire contract negotiations, \$250,000 for Cradle Cincinnati, which fights infant mortality, and funding other projects around the city totaling more than \$13 million. **Black** suggested the rest be put into the city's rainy day fund.

One item not on the agenda for the funds is the streetcar. Mayor John Cranley has signaled he adamantly opposes using extra funds for the transit project, which has a \$4 million annual operating budget that still hasn't been accounted for. "We will absolutely not use general tax receipts to pay for the operation of the streetcar," Cranley said last week. Some on council may have other ideas, however. Vice Mayor David Mann has said he's not against using money from the city to fund some of the streetcar's operational costs, though he says that's not the ideal solution. Other council members also seem willing to consider using city money for the project.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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WVXU.org

July 31, 2014

**City manager nominee Black says he'll be part coach, part quarterback**

Author: Howard Wilkinson

**Harry E. Black**, the Baltimore finance director tapped by Mayor John Cranley to be Cincinnati's next city manager, uses football analogies to describe his management style. In an interview with WVXU, the 51-year-old **Black** said that in his 28 years in local government his management style has "evolved into one that can be characterized as coaching – collaborative, collegial, but very outcome-driven." "It's very much a coaching and quarter-backing style," said **Black**, who has spent the last two-and-a-half years as finance director of his native city, Baltimore. "Depending on the nature of the organization I am going to be in will determine how much I am going to need to be the coach and how much I am going to have to be the quarterback."

**Black** has never held the title of city manager, but he was the interim chief administrator in Richmond, Va. about a decade ago for then-Mayor Douglas Wilder – a job he says was the functional equivalent of a city manager. He also served as Wilder's deputy chief administrator under Richmond's strong mayor form of government. **Black** told WVXU there were two principal reasons why he became interested in the city manager's job here when contacted by the national search firm hired by the city. One reason, he said, "that in my profession, the ultimate goal is to be a city manager."

But more importantly, **Black** said, "it's about always being in a position to make a difference." "Being the city manager is the epitome, the epicenter of having that ability to make a difference in every level of life with respect to a city," **Black** said. "The buck stops with the city manager," said **Black**. "So if something is not getting done, either something that is expected to be done or the community wants to see being done, then the city manager can only look at him or herself in the mirror" **Black** said he has "high standards and expectations for myself as a professional and I am very results driven and oriented."

He made it clear, too, that he will expect the same out of the city department heads he manages if he is confirmed by city council next week. He said he will institute "performance management initiatives" for city departments and hold the city administration responsible for meeting the goals he sets. **Black** said it was clear from his initial talks with Cranley that he and the mayor were "on the same page." "Cincinnati is doing a good job in job creation and we want to continue to build on that," **Black** said. "And we want to create added economic opportunities."

But he echoed a theme of Cranley's by saying that the city must first "make sure we are fulfilling basic services." "We must become the best trash collectors in the country; we must have the best law enforcement department in the country," **Black** said. "Whatever makes life better for the people of the city, we must be the best at it." Cranley said in a press conference in the mayor's office Wednesday that one of the reasons he chose **Black** was because he was



### **Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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responsible for putting a 10-year financial plan in place that has resulted in the first upgrade in Baltimore's credit rating in 10 years. **Black** earned a master's degree in public administration from the University of Virginia in 1987. Previously, he earned a bachelor's degree in public administration from Virginia State University. He has eight years of private sector experience, including five years as vice president and program manager for McKissack and McKissack, an architecture and engineering firm. **Black** told WVXU that he grew up in one of the toughest neighborhoods in Baltimore as one of eight children in his family, "I'm an inner city kid; and I grew up with all the challenges of an inner city kid," **Black** said. "Fortunately, I had many mentors growing up who helped me on my way to achieve my goals."

**Black**, who has a wife and two children, said his first impression of Cincinnati was positive. "I found that there are very friendly people here," **Black** said. "The city has that Midwest flair. I have to say this took me aback; I didn't expect that level of friendliness." **Black** spent the day yesterday in one-on-one interviews with all nine city council members. He must be confirmed by a majority of council. That process begins next Tuesday, when all nine council members are expected to question **Black** at a meeting of council's Rules and Audit Committee.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Baltimore Brew

July 31, 2014

**Lips are sealed as roll call of departing officials grows  
The short-lived director of finance fits into a well-worn pattern**

Author: Mark Reutter

Asine qua non, or essential condition, for taking a top-level position in the Rawlings-Blake administration is never saying why you left it. Or so it seems as we learned yesterday of yet another mayoral appointee, Director of Finance **Harry E. Black**, skipping town without explanation. News of **Black**'s defection came by way of John Cranley, mayor of Cincinnati, who had been squiring **Black** around the Queen City as his choice to become its city manager. **Black** even gave an interview to the Cincinnati Enquirer ("Cincinnati is a city on the rise. . . I see tremendous potential") while we clueless scribes back in Charm City were wondering why he hadn't taken his customary seat at the Board of Estimates pre-meeting yesterday. Now we all know about his exciting new job. But asking City Hall for the reasons why he abandoned ship (300 employees and a multi-billion-dollar budget at the start of the new fiscal year) is like asking the ocean to divulge where waves go.

Financial Renaissance?

There had been rumors that **Black** was preparing to bolt. He never really seemed at home during his 2½ year stay at City Hall, where he succeeded retiring Edward Gallagher, who had spent his career in the finance department. **Black** was a nomadic consultant with a problematic resume before he was appointed. He never moved to Baltimore, but rather rented an apartment on North Charles Street and kept his family home in Richmond, Va. Yesterday afternoon, via a press release from the mayor's office, we got a summation of his accomplishments: "Baltimore is in the midst of a public financial renaissance. I have been humbled to have been part of this movement and am confident that the City of Baltimore will continue to grow," **Black** was quoted as saying. That's it. We were left with the glancing allusion to the mayor's 10-year "Change to Grow" plan and no reason for his attraction to a city much further away from Richmond than Baltimore.

In the press release, Rawlings-Blake chalked up his departure to a job well done. "Our budgets are back in the black [apparently no pun intended], we have made more progress in property tax reduction than any administration in recent history," she said. Then casting **Black** away like flotsam in the ocean, she announced that deputy finance director Henry Raymond ("exceptionally qualified," "a dedicated public servant") would become the new department head. In other words, let's move on and fuhgeddaboutit. No wonder Raymond was seated in **Black**'s chair yesterday.

Revolving Door

As far as the former finance director's place in the parade of officials passing through City Hall, here's a partial rundown of personnel in city offices since Rawlings-Blake became mayor in 2010. Chief of Staff. There have been five, including one acting: Sophie Dagenais (2010-11),

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Peter O'Malley (2011-12), Thomasina Hiers (acting, 2012), Alexander M. Sanchez (2012-14) and Kaliopé Parthemos (2014-present). Mayor's Office of Information Technology (MOIT). Five directors (three acting): Michael Barocca, Rico Singleton, Robert Minor, Christopher Tonjes and L. Jerome Mullen (current acting director). Emergency Management and Public Safety. Three deputy chiefs: Christopher Thomaskutty, Yolanda Jiggetts and Robert M. Maloney (current director). Department of Recreation and Parks. Four directors (two acting): Dwayne B. Thomas, Gregory A. Bayor, Bill Vondrasek and Ernest W. Burkeen Jr. (current director). Department of Human Resources. Three and counting: Gladys B. Gaskins, S. Yvonne Moore (acting), Ronnie E. Charles, currently unfilled. Baltimore Development Corporation. M.J. "Jay" Brodie and a nearly complete departure of senior staff under new CEO Brenda McKenzie. Mayor's Office of Policy and Communications. Director Ryan O'Doherty and Press Secretary Ian Brennan, who were replaced by Kevin R. Harris and Caron Brace last year.

Some other resignations/early retirements since 2012: Police Chief Frederick H. Bealefeld, Deputy Police Chiefs Anthony Barksdale and John P. Skinner, Fire Chief James Clack, School Chief Andres Alonzo, Director of Public Works Alfred Foxx, Director of Health Oxiris Barbot, Director of Social Services Molly McGrath Tierney, Director of General Services Ted Atwood, Chief of Purchasing Joseph D. Mazza, Director of CitiStats Chad Kenney, Director of Transportation Khalil Zaied (who moved to the mayor's office), Transportation Chiefs of Staff Jamie Kendrick and William "Billy" Hwang, Deputy Chief of Government Affairs Kimberly Washington (who transferred to Housing), Chief of the Minority and Women's Business Opportunity Office Shirley Williams, Director of the Mayor's Office on Criminal Justice Sheryl Goldstein.

By our calculation only one person, Chris Tonjes, has publicly disclosed that he resigned for other than the boilerplate reasons of "new opportunities" and "family" issues. While being a team player with zippered lips has become the norm, it's worth noting that the exodus of top bureaucrats does have consequences. It invariably leads to administrative zig-zags and to delays and disarray in vital programs. (Think of those haphazardly closed Rec Centers and our dilapidated Senior Centers.) Ten-year reports may look nice at gatherings of the U.S. Conference of Mayors, but continuity of good staff is what sets a city on the right course.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Article found here:

<https://www.gfoa.org/what-other-cities-can-learn-baltimores-outcome-based-budgeting>

Gfoa.org

November 11, 2013

**What Other Cities Can Learn from Baltimore's Outcome-Based Budgeting**

Author: Liz Farmer

City budgets look different today than they did before the recession. But in Baltimore, the difference isn't what you'd expect. In five years, the city has managed to increase its savings balance while lowering the property tax rate – precisely at a time when Charm City's brethren were doing the exact opposite to make ends meet. "I find it hard to believe that any other major city could say the same today," says Andrew Kleine, Baltimore's budget director. The difference? For Kleine and his boss, CFO **Harry Black**, the answer is easy: outcome based budgeting.

Outcome budgeting is a growing trend among cities and focuses on creating measurable goals and outcomes for governments. Ultimately, achieving those outcomes will help governments run more smoothly, save money and be more accountable. Other major cities like Lincoln, Neb., and Richmond, Va., have also adopted a outcomes-based budget in recent years. Its success requires city officials who are willing to take the long view – a hard sell when it means they may not be in office when it comes time to reap the rewards. And having a larger perspective means developing a multiyear plan (in Baltimore it's 10 years) that will guide budgeting and strategy instead of lurching from one fiscal year to the next. Additionally, developing a budget based on meeting specific outcomes requires coordination between city departments.

All these things are deterrents. "It's a lot of work," says Henrik Minassians, director of Regional and National Partnerships for Public Sector at California State University Northridge. Especially among department heads, he added, the mentality can be, "what's in it for them? Half the time they don't talk to each other and they engage in budget games." Baltimore shifted to outcomes budgeting for the 2011 fiscal year when it was facing a shortfall of about \$121 million. By the 2014 budget, the shortfall budget builders were tasked with closing had shrunk to \$30 million in a \$3.6 billion budget. The budget is built around six outcomes: better schools, safer streets, stronger neighborhoods, a growing economy, innovative government and a cleaner and healthier city. Baltimore's budget prioritizes its spending around these goals and the subcategories.

Additionally, the city rolled out its 10year strategic plan in February, which noted that the city's cumulative shortfall of could reach \$750 million over the next decade (annual amounts increasing from \$30 million in FY14 to \$123 million in FY22), if no changes were made to spending. The plan also identifies specific projects officials hope will help the city run more smoothly and effectively. For example, the risk management project starting this fall will look at how accidents are investigated, how data is kept and will identify areas to reduce risk over the next ten years.

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Continuity is essential to making it all work, Kleine and **Black** say. And that can be a challenge in governments when the vision can change from administration to administration. The current mayor, Stephanie Rawlings-Blake, ascended to the mayorship in 2010 after then-mayor Sheila Dixon resigned. Rawlings-Blake was elected in her own right in 2011 to a four year term and she is Baltimore's 49th mayor. Baltimore's finance department, meanwhile, has had long bouts in its leadership. Although Rawlings-Blake named **Black** the city's finance director in 2012, his predecessor occupied the post for nearly three decades.

In a recent George Mason University study that looks at six struggling cities, the study authors noted, "What sets Baltimore apart from the other case studies in this series is that Baltimore is not experiencing a financial emergency," and credited in part the city's history of strong financial management. Baltimore has AA bond rating and holds an unrestricted fund balance of \$216.5 million (about 10 percent of the city's budget). "Despite significant challenges related to poverty, blighted housing and the need for broad economic development throughout much of the city," the report says, "Baltimore is on solid financial ground."

That has allowed Baltimore to make counterintuitive moves like decreasing the property tax (which provides nearly 50 percent of the city's revenue) while still increasing the reserve fund. The city's property tax rate of 2.248 per \$100 rate today – easily more than twice other rates in Maryland – is already 10 cents lower than it was five years ago. Officials hope to reduce the rate by 26 cents total by 2020. The city is also tackling its labor costs and estimates it will save \$70 million by reforming pensions while still increasing employee salaries to remain competitive.

The mentality, says Finance Director **Harry Black**, is one of careful preciseness. His old boss, former City of Richmond Mayor Douglas Wilder, used to have three items framed on his wall that represented the different stages of budgeting. They were a butter knife, a scalpel and finally, a meat cleaver. "If you don't do something, that's the progression," **Black** says. "We are at the scalpel phase – making cuts in an orderly, responsible fashion."

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Baltimore Brew  
October 7, 2013

**Council defies mayor, supports tax collection audit**

**“We need people that know how to add and subtract,” says one Councilman, reflecting growing anger at chronic tax errors.**

Author: Mark Reutter

Disregarding the mayor’s request to give her tax collection reforms “a chance to work first,” the City Council tonight called for an audit of the Finance Department and possible “privatization” of tax collections as a way to put an end to “the chronic and costly tax errors plaguing Baltimore.” The measures, introduced by Councilman Carl Stokes, will now go before the Taxation, Finance and Economic Development Committee, which he chairs, for hearings. The Council’s rare rebuff of Mayor Stephanie Rawlings-Blake reflects growing anger by constituents about erroneous tax bills. “I don’t know if we need to privatize. I do know we need people in that office that know how to add and subtract,” said Councilman James B. Kraft.

City Council President Bernard C. “Jack” Young echoed statements by Stokes, published today in *The Brew*, that the city is losing millions of dollars because of underbillings of property taxes, especially “EZ” (Enterprise Zone) tax credits for large commercial properties. “We are losing a lot and will continue [to do so] until Finance actually does what it is supposed to do,” Young said during a debate over the measures.

**Mayor’s Reforms Ignored**

No Council member came forward to defend the administration or speak favorably of what the mayor’s staff billed as “major new reforms in tax collections” announced at a news conference this morning at City Hall. In a prepared statement, Rawlings-Blake said her administration “will not rest” until errors and underbillings are corrected, and said the path toward improvements lay in “leveraging technology” to better process tax bills. “We should let the improvements that have been put in place a chance to work first,” she stated, alluding to the resolutions that were coming before the Council tonight. “We can look for areas where additional improvements can be made,” the mayor continued. “This is an issue of fairness. That’s something that we can all agree on. Working together with the state Department of Assessments and Taxation, I know, that we can continue to move forward to make critical improvements that the citizens of Baltimore deserve.”

The mayor did not address privatization as an option before she left the press conference without taking questions. **Harry Black**, the finance director, told reporters that the tax collection function “is not something that can be delegated out.” He made it clear he was opposed to an audit of his department, claiming that many of the problems cited by Stokes have been corrected. “We believe the bills sent out July 1 [of this year] are error-free,” he said. “We are working retroactively with previous errors.” Reducing “Hands” in the Process. Asking to characterize the billing errors, **Black** said, “One of the things we’ve come to understand, in terms of the root-cause analysis of the errors, is of too many hands actually touching the process. So the idea is to

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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eliminate as many hands as possible by introducing automation.” Asked if he was implying that tax personnel were improperly altering tax assessments or billings, **Black** said this was not the case. Rather, he said he was addressing inadequate coordination between his department and state tax assessors. **Black** also claimed that figuring out EZ and other tax credits can be difficult.

“The assessment process for these credits is a very dynamic process,” he told reporters. “This is not one assessment that takes place. There can be a primary basic assessment done at one point of time and changes made to that assessment over time, and that information may not have been relayed to the city. Therefore, the bills going out are not reflective of a true and accurate view of the tax credit account.” City Councilman William H. Cole IV, speaking tonight at the Council, took a different viewpoint. “It doesn’t take rocket science to fix these problems. It takes man hours,” he said.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmond Times-Dispatch

July 9, 2013

**Ex-Richmond official is new VSU rector**

Virginia State University's new rector is **Harry Black**, Richmond's former chief financial officer who is now director of finance for Baltimore. **Black**, who was appointed to the board by Gov. Bob McDonnell in July 2010, succeeds Katherine Busser. Willie C. Randall, a financial adviser from Cape Charles, is the new vice rector. **Black** and Randall are VSU alumni. McDonnell appointed two new board members Friday: Frederick S. Humphries Jr. of Washington, vice president of U.S. government affairs for Microsoft Corp., and Huron F. Winstead of Richmond, president of Winstead Management Group.



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*(Articles are in reverse chronological order)*

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Afro.com

May 1, 2013

**Park Heights Native Overcomes Adversity to Direct City's Finance Unit**

Author: Krishana Davis

Growing up in the Park Heights in the community of Northwest Baltimore in the 1960s and 1970s, **Harry Black** never thought he would work in public administration, much less become director of finance for Baltimore. For **Black**, maneuvering the drug-infested neighborhood, which eventually became overrun with crack cocaine, poverty and blight, was, literally, an uphill fight, he said. Like so many Baltimoreans, after high school graduation, **Black** said he longed to escape the city, embarking on his freshman year at Virginia State University. Neither of **Black's** parents went to college. His mother, Frances Black was a nurse's aide and his father Fred Black was a corrections officer.

Initially, **Black** said he majored in pre-med at the college, which was in line with the health curriculum he was exposed to at Dunbar High School, but one of his post-high school graduation experiences took him down a different career path. "During my senior year of high school I worked as a student page in Annapolis," said **Black**. "It exposed me to another world—the world of public service." **Black** changed his major to public administration, earning his bachelors of science. He went on to attend the University of Virginia on a full fellowship securing a master's degree in public administration.

Armed with two degrees in 1987, **Black** took a position with a management trainee position with the Port Authority of New York and New Jersey. As a management trainee, his assignments rotated from posts in the ports, terminals, bridges, tunnels and aviation departments. "I had never been to New York before," said **Black**. "I had no family there. I didn't know anyone. It was like boot camp. New York is a tough town for anyone fresh out of college, but it was a great experience." While there, **Black** said he prided himself in confronting challenges and taking the assignments no one else in the program wanted. He recalled managing the overnight shift the bus terminal on 42nd Street at Times Square, which he called one of the roughest terminals in the city.

While working in New York, **Black** said he gravitated into finance when he was offered the opportunity to leave his position as assistant director for special projects for the mayor's office in New York and became the assistant director of fiscal management and investments for the New York State Insurance Fund. "It worked out for me because it once I got into finance it's always felt natural to me," said **Black**. "I had no idea I would go into finance. I thought my career was going to be administrative oriented." In the mid-1990s, **Black** moved back into the area, setting his sights on the nation's capital for career advancement. He held several positions in the District of Columbia government in the offices of contracting and procurement and child and family services before working his way up the administrative ladder to become director of the top of the city's municipal finance apparatus.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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**Black** was sworn into his current position as director of finance for the city of Baltimore by Mayor Stephanie Rawlings-Blake a little more than a year ago in March 2012. His role prior to the appointment was serving as the executive vice president and chief operating officer for Global Commerce Solutions, a government services firm in the district. **Black** said he has adjusted to his role quickly. He said his workday includes between five and seven meetings and streamlining and troubleshooting a myriad of issues dealing with the funds of the city.

During his career **Black** said he has worked in different administrations on the east coast under several different mayors with their own governing style and vision. He served under mayors Anthony Williams and Marion Barry in Washington, D.C., David Dinkins in New York City, Doug Wilder in Richmond, Va. and Stephanie Rawlings-Blake, stating, “I learned something from each one.” While **Black** didn’t initially see himself pursuing a career in public administration, he said he urges more young professionals to consider the profession. “Come into public administration with a sense of preparedness and have an openness and willingness to learn,” said **Black**.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Baltimore Brew  
February 29, 2012

**Black gets friendly reception at Council hearing on appointment  
Softball questions for the city’s new finance director and no tough ones about his past.**

Author: Mark Reutter

Sometimes the most important news coming out of City Hall is what isn’t said. Today, the City Council’s Executive Appointments Committee held a hearing on the suitability of **Harry E. Black** as Baltimore’s new director of finance without asking a single question about the turmoil that marked his tenure as finance director in Richmond, Va., or the discrepancy between the claims on his resume and the findings of a federal administrative judge. The Council mild-mannered review came a day after Baltimore’s Chief Information Officer Rico J. Singleton – who sailed through the Council’s vetting process a year ago – resigned in the wake of a New York state audit alleging a series of improprieties at his former job in New York government.

Following an hour of repartee between candidate and councilmen, the appointments panel unanimously voted to recommend **Black** to the full council. (**Black** has been serving as acting director of finance since Jan. 30.) The finance director is considered the most important appointed job in city government. With a staff of 300, he is responsible for the annual budget, collection of all taxes, accounting for all funds, debt management, procuring supplies and services for city agencies, and disposing of surplus city property. The job pays \$180,000 a year.

Members voting “aye” were chair William H. Cole IV, vice chair William “Pete” Welch, Nick Mosby and Carl Stokes. Rochelle “Rikki” Spector did not attend the hearing. **Black**’s last government job – as chief financial officer and deputy administrator for Richmond – was marked by lawsuits and his attempted forced eviction of the school board. He was nicknamed as “the mayor’s pit bull” for his aggressive advocacy for former Richmond Mayor L. Douglas Wilder.

**Employed by Wife’s Company**

Since November 2008, when he left Richmond after its city council twice refused to name him chief administrative officer, **Black** has worked for his wife’s consulting company, Global Commerce Solutions. **Black** also moonlighted for a Washington lobbying firm that helped the Richmond Redevelopment and Housing Authority win federal stimulus funds. Before his Richmond years, **Black** was a vice president for another consulting firm, McKissack & McKissack, where he claimed on his resume to have overseen a \$500-million capital construction program for the U.S. Job Corps.

The Brew reported that a federal administrative law judge ruled in 2006 that **Black**’s role at McKissack & McKissack “was in name only” and he had “no management authority” during the period of the Job Corps project. **Black** has refused to comment on the judge’s ruling or the Brew article. Asked why, **Black** said the article “misconstrued many factual data points” and “made me look bad.”

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*(Articles are in reverse chronological order)*

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**“Native Son” Returns**

Today’s hearing was basically a question-and-answer period with **Black**. There was no briefing given to the committee by staff, and the only document presented was the candidate’s resume. Council members Welch and Mosby lauded his appointment and welcomed him back to Baltimore. (**Black** was born in New Jersey but raised in Park Heights and graduated from Dunbar High School). **Black** took up the theme, saying, “You rarely ever get to come home in such a position as this.” Then commenting on the process by which he was selected, he said, “It’s been very natural and organic, and makes one feel that it’s something that’s meant to be.”

Peter O’Malley, chief of staff for Mayor Stephanie Rawlings-Blake, said a national search to replace retiring finance director Edward Gallagher was undertaken last fall. California-based Ralph Andersen & Associates was hired to assist the mayor’s office. The search yielded “several candidates,” but **Black** stood out from the group, O’Malley said today. (On January 5, O’Malley offered **Black** the job, according to a letter released to The Brew by the mayor’s office.) Calling **Black** “extremely well qualified,” O’Malley said he would be “a tough fiscal manager” during the difficult budgetary times facing the city.

**“Outsmart the Situation”**

**Black** referred to his years in Richmond as a period of great success for the city, noting that he had “a good relationship” with bond-rating agencies that improved the city’s bond rating. He said his “commercial paper initiative” – in which the city substituted low-interest promissory notes in place of bond obligations – gave the city access to \$300 million of ready cash that could be spent on schools, streets and recreation centers. He described his management style as “think outside the box and outsmart the situation.” He continued, “I’m not a custodian. My philosophy, my approach, is to get the job done in the most efficient, effective way.”

Asked what he hoped to accomplish over the next year, **Black** said that he would like to introduce “performance integration budgeting” as “a new layer” to the city’s outcome-based budgeting. He also said the city’s billing services need to be updated and automated, beginning with the processing of tax bills. Asked what he thought of government transparency, he declared: “I am a big proponent of transparency.” And agreeing that Edward Gallagher set a high bar during his tenure, **Black** said his goal was “to be the best finance director in the city’s history.”

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**Harry E. Black**

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Article found here: <https://www.faegrebd.com/en/insights/publications/2009/6/harry-black-assisting-richmond-in-pursuing-stimulus-funds>

Faegrebd.com

June 17, 2009

**Harry Black Assisting Richmond in Pursuing Stimulus Funds**

Author: David U. Gogol

**Harry Black** of B&D Consulting, former Chief Financial Officer for the City of Richmond (Virginia), is helping the Richmond Redevelopment and Housing Authority pursue federal stimulus funds, according to the Richmond Times-Dispatch in its story "Ex-Wilder Aide Assists RRHA in Pursuing Stimulus Funds." **Black**, now a senior adviser for B&D Consulting, was a key aide to then-Mayor L. Douglas Wilder in Richmond. RRHA hired the Washington-based consulting firm in April to draft a plan to match potential funding opportunities with the authority's needs and projects, the Richmond Times-Dispatch reported. The contract is set to expire next month but is eligible to be extended, the story reported.

With B&D Consulting's expertise, "RRHA will be able to respond to this very narrow window of opportunity and time frame for application submissions to various agencies," RRHA Executive Director Anthony Scott said in a statement reported by the Richmond Times-Dispatch. "B&D Consulting is assisting us in meeting these deadlines and submitting competitive applications to bring much-needed financing to our agency." One of the projects that Richmond is pursuing is the revitalization of the Dove Street area on the north side. An \$80 million plan released early this year would create a neighborhood with potentially 300 homes, a new school and open space, according to the story.

**Black** said his role has been to identify potential clients, including RRHA, that could benefit from the consulting firm's services, the Richmond Times-Dispatch reported. David Gogol, vice chairman of B&D Consulting, said **Black's** knowledge of the city and its finances has been helpful in the firm's work for RRHA, the story reported. **Black** was hired by Richmond in late 2005 as the city's first chief financial officer, a position created by Wilder to oversee Richmond's collection of taxes, fees and fines as well as its borrowing and budgeting. He resigned late last year to work for Global Commerce Solutions Inc., a Washington-based government-services company that he and his wife, Sheryl, started, according to the Richmond Times-Dispatch.

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**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmond Times- Dispatch  
November 12, 2008

**Richmond's financial officer will take job in private sector**

Author: Will Jones

Richmond Chief Financial Officer **Harry E. Black** will resign Nov. 21 to take a job in the private sector. **Black**, a key aide to outgoing Mayor L. Douglas Wilder, said yesterday that he is going to work for Global Commerce Solutions Inc., a Washington-based government-services company that he and his wife, Sheryl, started. He said he has been doing part-time work for the firm and would be serving as an executive vice president and chief operating officer. He said his family plans to continue living in Richmond. The Richmond Times-Dispatch reported in early September that **Black** was looking for another job. He confirmed his plans to resign in a column published Monday night for Wilder's "Visions" online newsletter. **Black** was hired in November 2005 as the city's first chief financial officer, a position created by Wilder to oversee Richmond's collection of taxes, fees and fines as well as its borrowing and budgeting. **Black** also supervises the officials who manage the city's bank accounts.

"The more a government can mirror the best practices of both the private and public sectors, the more efficient it will be run," **Black** wrote. "Many of the challenges I faced when I arrived here would be considered unacceptable in most places, while other tasks that would be considered routine were simply not addressed at all." **Black** was often at the center of Wilder's clashes with the City Council and the School Board over money and power, and the council twice rejected **Black** when Wilder sought to promote him as the city's chief administrative officer.

**Black** alluded to those scrapes in his column, saying that he came to Richmond energized by "the prospect of being part of a reform-minded mayor and his administration. It has been quite an experience full of challenges, adversity, as well as personal and professional fulfillment." Wilder, who did not seek re-election, finishes his term Dec. 31. He will be succeeded by Del. Dwight Clinton Jones, who has said he plans to conduct a national search for a chief administrative officer before focusing on filling other positions. **Black** came to Richmond after working as a vice president of McKissack & McKissack, a Washington-based design, engineering and program management firm. Previously, he was a finance executive for several agencies of the District of Columbia and the New York State Insurance Fund. **Black** said that while Richmond is in stronger shape financially than it was four years ago, the faltering economy may require the city's operating budget to be cut 5 percent to 6 percent during the next two or three years.

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Style Weekly  
August 6, 2008

**Broken Contract**

Author: Chris Dovi

Steven B. Godwin's business is hanging by a thread, his personal life a shambles and his daughter's college money spent in a desperate effort to rescue his livelihood. And he says it's all because of a disastrous business deal with the city. Godwin, who claims close ties with Mayor L. Douglas Wilder's family, is the owner of a small, minority business, the once-successful East Coast Concrete and Contractors Group. He says a deal with the city of Richmond turned sour after Deputy Chief Administrative Officer **Harry Black** delayed, and then denied, portions of payments that Godwin says he's due, amounting to more than \$100,000.

"I'm wifeless, childless, homeless and broke," Godwin says, his neatly pressed black polo shirt fuzzy with a halo of cat hair after his weeks of sleeping on a charitable friend's basement couch. He produces an empty prescription bottle of Ativan, an anti-anxiety drug, saying that he can't afford the refill: "The doctor told me I could have a heart attack at any time." Fumbling through his black leather briefcase, Godwin's shaking hands are evidence of a recent severe anxiety disorder. He produces a sheaf of disorganized paperwork -- signed contracts from the city, an order for additional work, another contract awarded by Richmond Department of Public Works even after his payment dispute began — as proof that the city has wronged him.

Godwin says his troubles began not long after signing a contract to do repairs to public alleyways washed out three years ago by Tropical Storm Gaston. The \$72,000 contract, signed in November, was to repair potholes and erosion on the city's North Side and was to have expired after 30 days. "But the project manager liked what I was doing and told me to keep going," Godwin says. In December, Godwin signed a change-order contract with Robert Spain Jr., the city's project manager, for an additional \$156,000 of work, more than tripling the original contract cost to \$228,000. By February, Godwin had wrapped up work, he says, to the praise of Spain and a public works inspector. Godwin billed the city for the job. Three months later, he's still trying to get his money, having been caught up in an internal investigation at City Hall that may involve allegations of illegal kickbacks. Meanwhile, the city's nonpayment has left a massive hole in his bank account, Godwin says, forcing him to find creative ways to leverage himself to allow his company to retain a recently signed Virginia Department of Transportation contract.

At a meeting in May, Godwin says **Black** told him: "I will get you your money expeditiously." Soon after, he received a check for \$75,000, slightly more than the initial contract — but omitting nearly all of the more than \$100,000 to pay for additional work he did as part of the change order. "I've leveraged everything," Godwin says. He calls **Black** a "monster" whose actions are affecting innocents. "I've spent my daughter's college tuition money," Godwin says. "I haven't told her yet." Things aren't always what they appear, according to city officials. They say Godwin is omitting the other half of the story. "There's a lot more to it, that's all I will say,"

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says City Auditor Umesh Dalal, who says his two-month review of Godwin's interaction with the city began at the request of a concerned **Black**. Linwood Norman, Wilder's spokesman, confirmed that irregularities in Godwin's contract prompted **Black** to ask Dalal to investigate. He would only add: "With the matter under investigation, we really can't comment any further as this can be a circumstance of legal consequence." Dalal calls the documentation that Godwin supplied to Style "incomplete."

Among the documents missing, Dalal says, is a cancellation of the first change order, and a second change order that provided for only another \$18,000 in additional work. That first change order, signed by project manager Spain, was improper, Dalal says, and served as the initial focus of the investigation. "Mr. Spain's signature does not count for anything," Dalal says. "He has no contracting authority on behalf of the city." Dalal would not say whether Spain or the project inspector is among those being investigated. According to city officials, Dalal's review of the Godwin project includes whether Godwin's company or his subcontractors completed all of the work they claimed they did, and if so, whether they short-sheeted the city by not using the prescribed amount of gravel necessary to properly repair the alleys. Dalal confirms that his investigation is considering "how much work was done, how much is owed, how much was paid, and whether there was wrongdoing." Godwin says **Black's** office informed him Aug. 3 that the results of Dalal's investigation were being forwarded to Richmond's commonwealth's attorney for possible prosecution. But Godwin says none of this should affect him. Even if Spain were not authorized to sign the work order, the contractor says he had no way of knowing that.

"I did the work — they should still have to pay me," he says, expressing frustration with Dalal's lengthy investigation — and specifically with four separate interviews to which he's submitted himself in the auditor's office. In the first three interviews, Godwin says, Dalal or his subordinates asked repeatedly whether he had provided a kickback to city officials involved in providing the change order. "They kept asking me if I'd given them 10 percent as a kickback," Godwin says. "I said, 'What are you talking about?'" But Dalal, who taped all of his interviews with Godwin, says his investigation never delved into such specifics related to any alleged kickback scheme. "That's very interesting, because I never asked that question," Dalal says. "This is all brand-new information for me — that [portion of the] conversation never took place."

Norman says Spain remains in the city directory, listed as an employee of the city's Department of Public Works. That's more than can be said for Godwin, who insists that until Friday, he didn't even know he was being investigated. He says he's since retained an attorney. "I didn't do anything wrong. If I had asked for this money, it would have been a big problem. But they came to me," Goodwin says. "What else are they going to do to me?"



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Richmond Times- Dispatch

July 24, 2008

**Retirees losing in budget fight**

Author: David Ress

There seems to be no legal way for Richmond city retirees to get a cost-of-living adjustment as the budget wars between Mayor L. Douglas Wilder and the City Council rage on. Wilder's suggestion that the retirement system has the power to pay a 1.5 percent cost-of-living allowance without funds from the city -- authorized in the council's budget but not the mayor's -- is wrong, City Attorney Norman B. Sales said in an opinion written this week. That means the retirement system can't dig into its own funds to pay the allowance while Wilder and the council fight about whose budget should be in force.

Wilder has said the council budget is invalid, and officials have loaded his budget into the city's computers. Sales said state law and city charter provisions require that the council authorize any supplemental benefit, such as a cost-of-living adjustment. On top of that, Sales said the retirement system would not be living up to its responsibilities as trustee of city employees' and retirees' funds if it authorized an adjustment without the council's promise to pay for it.

Wilder still disagrees. "There is no limitation . . . that prevents the retirement board from funding the COLA increase, as it has done so in the past," Linwood Norman, Wilder's press secretary, said yesterday. "City revenues are limited and as City Council lowered the real estate tax rate, we must proceed with diligence to balance the budget in the coming months." The retirement system's board of trustees had planned to pay the increase beginning this month after receiving legal advice that the council's budget, and not the mayor's, was valid. But retirement-system officials reversed course after Richmond's chief financial officer, **Harry E. Black**, refused to disburse funds for the increase for 3,857 beneficiaries -- retirees, spouses of deceased city employees and disabled former city employees.

**Black** notified the retirement system of this decision at 4:58 p.m. the day before the start of the long July 4 holiday weekend. In declining to issue the money, **Black** had cited two Wilder news releases stating that his budget was valid rather than City Council's. Those releases say the council version is invalid because two revenue measures were voted on after the May 31 deadline for the council to enact a budget. The council, backed by an opinion from Sales, says Wilder is wrong because the two measures involved spending cuts for the fiscal year ended June 30, not revenue for the current fiscal year, which started July 1. Those cuts affected the balance of funds from which the current budget started, and that revised balance was reflected in the budget the council enacted in late May, they said.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmond Times- Dispatch  
February 17, 2008

**Richmond's overhead in fiscal 2007: \$52 million**

Author: David Ress

So how much did Richmond spend on administering local government? Officials told the state Auditor of Public Accounts the figure was \$51.8 million in the fiscal year that ended June 30. That amounts to \$267 per resident, sixth highest in the state after three Northern Virginia cities and the tiny communities of Charles City County and Buena Vista. When the Richmond Times-Dispatch asked about the number, Chief Financial Officer **Harry E. Black** said he was planning to correct it. He said he expects the final figures will show that the city cut administrative spending from 2006's \$59.7 million to \$46.1 million last year.

**Black** said the main reason is that some spending was counted as administrative spending when it shouldn't have been. The spending will be counted as "nondepartmental" instead, he said. That includes:

-\$6.3 million paid in 2006 to subsidize the Greater Richmond Convention Center. Although **Black** said the city still covers half the center's costs, it will not report the total as administrative spending.

-\$5.1 million in meals-tax collections paid in 2006 for a downtown performing-arts center project. The 2007 payment was \$2.8 million. **Black** said the amount would not be counted as administrative expense in the corrected figure.

An unspecified transfer to the city's internal insurance fund.

If taxpayers think of the spending on the two centers and the insurance as part of the city's overhead, its ranking for per capita spending wouldn't change. If taxpayers agree with **Black** that those are not administrative overhead expenses, then the city's ranking for per capita spending slips two notches, to rank below Manassas in Northern Virginia and the city of Franklin.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Richmond Times- Dispatch  
February 12, 2008

**Richmond may maintain its tax rate**

Author: Kiran Krishnamurthy

Richmond's real estate tax rate would stay the same in the coming year under a proposal Mayor L. Douglas Wilder's administration termed cautious, given the faltering national economy.

**Harry E. Black**, the city's chief financial officer, said he recommended the steady rate in the face of economic uncertainty and after three years of tax cuts under Wilder and the City Council -- a combined 15-cent reduction. "The name of the game is to be cautious," **Black** said. "We're still bullish on Richmond. However, we can't operate in isolation. . . . The economy has to settle."

The proposed tax rate of \$1.23 per \$100 of assessed value was introduced without fanfare last night, as a council clerk read the proposal into the record during the closing minutes of the council's regular meeting. After the meeting, council President William J. Pantele said he was disappointed that the mayor did not propose a tax cut. "I can promise that we're going to be looking at the budget and city spending very critically, with an eye toward maintaining and improving city services but lowering the costs," he said. Pantele said two recent audits, including one last week showing \$5.6 million in potential savings, offer guidance on where to look for money to help pay for a rate cut.

**Black**, who did not attend the council meeting, said afterward that it would be "grossly imprudent" to reduce revenues now, adding that any further reductions could potentially hurt the city's bond rating. Asked if Wilder's idea of using a city credit line to pay operating expenses could harm Richmond's bond rating, **Black** attempted to clarify the mayor's comments. Wilder, in an interview with several Richmond Times-Dispatch representatives last month, said the \$20 million he has proposed setting aside from a credit line could be used for both capital and operating expenses if necessary. "The mayor does not have that understanding," **Black** said last night. Wilder is expected to unveil his proposed budget in early March.

In other business last night, the council voted to waive a residency requirement for City Auditor Umesh Dalal. The waiver has been a source of contention between the council and the mayor. Dalal has sometimes found himself caught in the middle of disputes over the propriety of some city and school spending. In November, Wilder vetoed an ordinance giving the council the power to set aside a city-residency requirement that applies to about 30 senior-level employees, including the auditor, police chief, city assessor and budget director. Waivers can be granted in cases of financial or medical hardship, as well as when the city is having trouble attracting qualified applicants.

The council overrode Wilder's veto in December, setting the stage for last night's granting of the waiver for Dalal, who has said he wants to move with his wife to western Henrico County to be more connected to the Indian community there. Wilder has said the city's residency requirement

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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is to be race and religion-neutral, and that Dalal's request appears to be for "cultural and/or religious reasons." Council members E. Martin Jewell and Reva M. Trammell noted their objections to the waiver, which was voted on as part of a group of other items. Jewell said he feared that the council's approval of Dalal's waiver could open the city up to potential lawsuits from other employees. Also last night, Councilman Douglas G. Connor Jr. introduced a proposal to examine possible consolidation of the school system's auditing department, under the city auditor's department. Connor said Dalal's office needs to hire a few people, and that moving the schools' auditors could help save money.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Richmond Times- Dispatch  
February 9, 2008

**City Council panel backs off subpoena**

Author: Kiran Krishnamurthy

A Richmond City Council investigative committee yesterday decided to ask -- rather than subpoena -- top members of Mayor L. Douglas Wilder's administration to answer questions about the failed eviction of school administrators. "For all I know, they may simply refuse," said Council President William J. Pantele, who suggested the step. "But I think there are consequences for that as well, and I don't think the people of Richmond will tolerate refusal."

In another development related to September's botched eviction, Richmond Circuit Judge Margaret P. Spencer yesterday postponed signing a final order formalizing her finding last fall that Wilder and Chief Financial Officer **Harry E. Black** violated a council ordinance requiring the city to lease City Hall space to the schools for \$10 per year. She also delayed deciding whether the mayor should sign a new lease with those terms now, or whether he can wait until the Virginia Supreme Court rules on the expected appeal in the case.

After the morning's committee meeting, Councilman Chris A. Hilbert, the panel's chairman, ruled out asking the mayor to appear but said he would like to hear on March 7 from **Black** and others responsible for finance and budget matters. Sheila Hill-Christian, the city's chief administrative officer, issued a statement saying she had furnished information to the committee and had received no request for clarification or more information. "We agree the public has a right to know the questions as well as the answers," she wrote. "I ask that the investigative committee put their specific questions in writing and I will be happy to respond. This should save considerable time and effort."

Chief among the committee's questions is who specifically instructed budget officials to transfer \$500,000 from a fund intended to repay a loan to buy flood-damaged properties in Battery Park. The money was transferred to a previously empty fund, then used to cover eviction costs. Hill-Christian earlier wrote in answer to the committee's Jan. 4 subpoena that city Budget Director Rayford L. Harris Jr. and **Black** decided to use the empty fund. The panel's decision came after it wrestled with whether and how to interview city employees in a confidential setting. Although Hilbert said appearances before the committee or a subcommittee apparently would have to be public, the committee's staff cited a Virginia Freedom of Information Act provision that it asserted would allow an auditor to interview people privately.

Committee members have said they are concerned some employees might feel intimidated or fear reprisals. Yesterday in court, an attorney for the mayor and **Black** urged the judge not to force Wilder to sign a lease for the school system to remain at City Hall, saying the Wilder administration could win on appeal. "It'd just be an indignity on the office of the mayor" to make Wilder sign a lease at this stage, attorney E. Duncan Getchel Jr. told the judge. He also said there

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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would no harm by not entering the order until the case is resolved by a higher court. But Everette G. "Buddy" Allen Jr., representing the council and the School Board, said there should be an order to keep the school offices in City Hall until the case is resolved. "With this administration, you never know," he told Spencer. The judge gave the lawyers 10 days to file proposed orders for her to consider.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmond Times-Dispatch (VA)

February 6, 2008

**Auditor: Richmond is still open to fraud  
Report blames poor record-keeping and inadequate controls**

Author: Kiran Krishnamurthy & David Ress

The way the city of Richmond buys things and pays its bills is ripe for fraud, with officials doing more rubber-stamping than scrutinizing, a new audit finds. The city could save at least \$5.6 million a year, City Auditor Umesh Dalal wrote in a blistering report issued yesterday. He has already referred to the U.S. Attorney's Office one case of potential fraud by an unidentified top official making a change order that doubled the cost of a construction contract. He said the case was under investigation and declined to comment further. Five years after a former Richmond assistant city manager embezzled more than \$1 million, the auditor wrote that the same thing could happen again. "It appears that both Finance and Procurement Department management have not taken adequate actions to address these issues and left the city vulnerable for the risks of embezzlement," the report states.

The 115-page report found inadequate controls over blank checks in an open safe and the signature stamp needed to sign them. Record-keeping is so poor, the audit found, that duplicate payments can't be tracked, nor can large-scale, emergency purchases. The subject of emergency spending has come up separately over the money expended on the failed eviction of the school system offices from City Hall. Dalal, asked to comment on the findings, said: "The report speaks for itself."

Richmond Chief Financial Officer **Harry E. Black** called it a typical procurement audit. "It is not describing anything we didn't know ... that we're not already looking at," he said. "We're doing all that we can. We're making progress." **Black** said he agreed with some findings, including one that city officials stop ordering goods before purchase orders are approved. But **Black** said some of the suggestions were unrealistic because he does not have the support from the City Council to carry out the changes. City Council President William J. Pantele called the audit's findings "disturbing," and he questioned whether Mayor L. Douglas Wilder's administration has made any progress during the past three years after a panel that the mayor established also identified problems in procurement. "These kinds of findings diminish the confidence of the taxpayers in their government," he said. Pantele, a possible contender for mayor in this fall's elections, said he will push the council to make changes to the city's procurement laws.

\* \* \*

The audit found the city did not take basic steps to ensure it gets what it pays for:

- There were 34,000 payments totaling \$100 million where no invoice numbers were recorded to show what the vouchers were meant to pay.
- In other cases, officials authorized payments on the basis of a vendor statement that included no information about what the city bought.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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- City officials routinely circumvented a standard document check that matches invoices with purchase orders that show what was bought and the paperwork that confirms the items were received.

\* \* \*

The audit also determined the city ignores bidding procedures and doesn't always shop for the best price. Among those findings:

- City officials regularly get around requirements for competitive sealed bids on purchases of more than \$50,000. At least nine cases were uncovered in which no bids were sought for purchases exceeding that level.
- In smaller purchases examined, there was no sign officials obtained the required three price quotes in more than 30 percent of cases.
- Even in checking the smallest orders, where only one quote is required, 29 percent involved five or more purchases of the same items from the same vendors, suggesting an effort to avoid shopping for the best price.
- In 83 percent of purchase orders examined, the description of what was bought was filled in after the purchase was made.

\* \* \*

In what Pantele called "abusive transactions," the audit said emergency powers were used to avoid purchasing regulations in several cases where Dalal deemed there was no emergency. Among the seven purchases Dalal found weren't really emergencies were the Wilder administration's contracts last year for consultants to review the school system and the assessor's office, at a combined cost of nearly \$536,500. The audit said city officials don't have a way to identify goods or services bought under the emergency provision, although **Black** said one attorney advised the purchases could be made on an emergency basis. Still, Dalal said, "There is no way to know the magnitude or the nature of these types of purchases and evaluate the appropriateness of the use of the exemption."

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The report recommends the city implement state bidding software that the auditor estimates could save about \$5.1 million. But the city administration is resisting the system, called eVA, which is already being used by other local governments. In the eVA system, about 32,000 vendors compete for contracts, far more than those competing under a system, called Richmond Supply Schedule, that **Black** has started. The state system, **Black** said, could steer the city's business to out-of-town firms, which he doesn't want to do.



**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmond Times- Dispatch  
September 26, 2007

**Council: Order Wilder to repay**

Author: David Ress

Richmond City Council is asking a judge to make Mayor L. Douglas Wilder and top aide **Harry E. Black** repay hundreds of thousands of dollars of funds the council said they spent illegally. That includes a \$550,000-a-year lease **Black** signed for the offices he tried -- and failed -- to move Richmond Public Schools' central offices into over the weekend. But the request is not limited to that. The council's complaint asks Richmond Circuit Judge Margaret P. Spencer to declare that all actions **Black** has performed while using the powers of the chief administrative officer of the city be declared null and void. **Black** has been acting as if he held that office since March and has done so at Wilder's illegal direction, the complaint alleges. "Who knows how many things are out there," said Brian L. Buniva, the council's lawyer.

The council is joining the School Board's effort to bar Wilder and **Black** from evicting the schools administration's central offices from the top floors of City Hall, and its request to hold the two officials financially responsible is part of its legal filings. Spencer will hold a hearing on the School Board and City Council requests today at noon. Scott C. Oostdyk, one of the lawyers representing Wilder and **Black**, said the complaint is improper since it was filed without enough notice. Defendants in a case like this need time to challenge their opponents and dig into the facts they allege, he said. "This was already on a fast track Friday," he said, referring to the midnight injunction that stopped the eviction and ordered city officials to return the school system's belongings to its space in City Hall. "Now it is in hyperdrive."

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Style Weekly  
September 19, 2007

**Wilder's office moves forward on its purge of City Hall**

Author: Amy Beigelsen

Sept. 21 may well have been Black Friday. Beginning with a morning news release by Mayor L. Douglas Wilder's press secretary that stops just millimeters from directly accusing City Council President William Pantele of "a pattern of 'porn site' visits" from his city office, the Wilder administration appears to be embarking on a Soviet-style purge of its enemies. The press release -- which was not sent to Pantele's office and which he was not informed of prior to its publication -- comes on his 16th wedding anniversary. Despite repeated attempts by Style, Pantele could not be reached for comment. The day had just begun.

Just after noon, City Council liaisons began receiving calls from an assistant for Wilder's appointed acting chief administrative officer, **Harry Black**. The caller requested that the council liaisons schedule appointments with **Black** to re-interview for their jobs. According to one liaison who asked not to be identified for fear of reprisal, **Black** informed him that failing to schedule the interview would remove him from consideration for the position. It would also result in termination from city employment. No indication was given whether that termination would be immediate, the liaison says.

Earlier this summer, **Black** informed City Council employees that they would have to reapply for their jobs or be terminated. All but one employee, who was fired, reapplied on the advice of City Council's lawyer. That lawyer, according to some liaisons who received today's notice, advised them to set an interview appointment, but to remind the CAO's office that the matter is being litigated. Earlier this summer, City Council filed a lawsuit against Wilder, **Black** and the city's human resources director over the attempt to exert hiring control over Council employees. A court hearing date for Nov. 20 and 21 was announced earlier this week, leading some city employees to speculate on the timing of **Black**'s latest notification.

Meanwhile, rumors began swirling around noon that Wilder would order the city's Department of Public Works to enter Richmond Public Schools offices on the top floors of City Hall at 7:30 p.m. and begin moving the school system's administrative offices from there to offices for which **Black** signed a lease agreement earlier this month. That lease is for 3600 W. Broad St., and **Black** confirmed to news media earlier this week that he's already paid more than \$90,000 to the company that owns the building.

Antoinette Essa, the Department of Public Works' provisional spokeswoman, was unable to comment on whether city workers had received orders to begin moving schools offices. Schools spokeswoman Felicia Cosby says she received a call at 4:30 p.m. from a woman in Wilder's press secretary's office. "She said we have to be out of the building at 5 p.m. today," Cosby says. "She said the building would not be accessible to anyone -- any city employees -- and the offices would be locked until 7:30 Monday morning."

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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The caller advised Cosby to inform employees to remove personal effects and any items they might need to work on over the weekend. "I asked her why and she said she didn't know," Cosby says. "I asked if this was just public schools and she said she didn't know and that the whole building would be locked." School Board member Carol Wolf was on her way out of City Hall at a few minutes before the 5 p.m. deadline and says schools administration has placed "No Trespassing" signs around their 14th through 17th floors of City Hall. "There are signs up all around that are notices to trespassers -- that you're not allowed on this property unless you are a Richmond Public Schools employee or unless you have written permission from the Superintendent's office," Wolf says. "Signs have been put on all the file cabinets that they contain confidential information. They promise prosecution for trespass."

Wolf says that some of the schools employees she spoke with are not packing their belongings and anticipate being back in the office Monday morning. "I've heard of a lot of things going on today," Councilman Bruce Tyler says. "Fortunately, my name hasn't been associated with any of them yet. Who knows what's been going on on my computer." He refers to the mayor's press release, which indicated an investigation had found "a pattern of 'porn site' usage on City Hall computers" in Pantele's office, and that the information had been forwarded to the Richmond Police Department.

Immediately after receiving a copy of the press release, City Council spokesman Steve Skinner went to Pantele's City Hall office. "His door was wide open his computer was on and logged on and he hasn't been in in three days," Skinner says. "We will expect the fullest cooperation from Mr. Pantele," **Black** says in the press release, "as he himself has been quoted as saying that such behavior is inexcusable." Earlier this month, Wilder's office announced it had discovered city contractors had used city telephones to place "sexy calls" to singles lines found in the classified advertising section of Style Weekly.

Pantele was only told of the accusations when he received a call from a local reporter, according to someone who works in his City Council office. An employee in his office says Pantele's log-in password is no secret and that his and other City Hall computers are far from secure. Pantele's password is posted on a Post-It note on his computer monitor, the employee says. Councilman Tyler declined to speculate on whether Wilder's latest moves were politically motivated, but he did say that there was a clear attempt to move the focus away from more important city business.

"No one elected anyone on council or the mayor to create this kind of havoc," Tyler says. "They elected us to move this city forward and it's extremely unfortunate that one person has chosen not to go forward with that mandate. I hope when another day comes forward and we have an opportunity to elect new officials for the city of Richmond, I hope the voters will think long and hard about who they are electing and why. "Maybe it is a black Friday," Tyler says. "You might want to talk to Mr. **Black** about it." **Black** had not returned calls for comment by press time.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Style Weekly

July 4, 2007

**Wilder's Top Brass Thwarts City Auditor**

Author: Chris Dovi

The administration of Mayor Doug Wilder has joined Richmond Public Schools among city government entities resisting attempts to open their accounting books to the light of day. In an ongoing audit of the city's procurement services, Wilder officials are obstructing attempts to obtain information, says City Auditor Umesh Dalal. But administration officials counter with claims that some audit requests have been politically motivated. Dalal says that access to information needed for his audit has been curtailed by the city's Deputy Chief Administrative Officer **Harry Black** and by Mayor Doug Wilder's senior policy adviser, Kim Neal.

For Dalal, it's a flashback to his first attempt to audit the city's school system. "This is very parallel to what schools did," Dalal says. "As a result in the schools audit, the data got delayed beyond reason. Following this type of protocol will hamper the validity of the information, and that is certainly not good for the city." Dalal's complaints of resistance from school officials became political fodder for Wilder, who used the school system's lack of cooperation in the audit as justification for nixing schools from his City of the Future funding plans. Wilder also authorized the hiring of an outside auditing firm at a cost of hundreds of thousands of dollars to conduct a more thorough audit, and cited the lack of cooperation with city auditors in his decision to tightly regulate school spending — at one point refusing to honor routine school funding requests.

The city charter allows the auditor's office unrestricted access to all books and records of city departments, Dalal says: "However, more recently, administration has asked us to go through the mayor's policy adviser for everything we need." In addition to having to first obtain clearance from Neal, Dalal says he's allowed to receive information only directly through city department heads. "I cannot go to the employee directly," Dalal says, calling the process time-consuming and also potentially damaging to the integrity of his work. "If I tell you I'm coming to look at your x-y-z, it's different if I say I'm coming now than if I say I'm coming next week," he says. "Doesn't that delay give you time to do something with the evidence? That's the issue."

But **Black** says credibility may be more an issue for the auditor's office than for the departments it investigates. He says that the protocol requirements Dalal has been asked to operate under are normal and do not constrain his ability to conduct the audit. Rather, **Black** claims the chafing between Dalal's office and his own is largely caused by "one or two employees" in the auditor's office whom **Black** says are "holdovers from the old regime" acting in a politically motivated fashion. "They're out of control," **Black** says of these alleged rogue auditors. "They're putting [Dalal's] office in jeopardy from a credibility standpoint." The city's procurement department falls under the supervision of **Black** in his role as the city's chief financial officer. Asked by Style whether **Black**'s involvement with the audit had the appearance of impropriety, Dalal says that perception cannot be ignored: "You make the judgment," he says.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Richmond Times- Dispatch  
May 30, 2007

**Council refuses to budge on Black**

Author: Michael Martz

**Harry E. Black** still does not have the Richmond City Council's permission to act as the city's chief administrative officer. But he continues to do the job, whether council approves him or not. The drama over the city's top administrative job took a new twist yesterday. The council refused to reconsider its opposition to **Black's** appointment, and Mayor L. Douglas Wilder announced that **Black** can perform the duties anyway because he is already the city's deputy chief administrative officer. **Black** was confirmed as deputy at the same time the council approved his nomination to become the city's chief financial officer and finance director in late 2005. "He will continue to serve in that position, requiring him to do any action required of the CAO," Wilder said.

The mayor's pronouncement came at the end of a special meeting with the City Council that Wilder had demanded to have **Black's** nomination as acting chief administrative officer formally considered. First District Councilman Bruce W. Tyler's reaction to Wilder's move was blunt. "It's obvious that he doesn't care what council thinks," Tyler said. Wilder nominated **Black** in mid-March to replace William E. Harrell, whose resignation led to a political standoff between the executive and legislative branches of the city's government. Under Richmond's new form of government, Wilder said, the City Council's job is to "advise and consent" regarding the mayor's nominee for acting or permanent chief administrative officer. "That legislative role does not mean pick and choose," the mayor said.

The council already had rejected **Black's** nomination once, and it refused to reverse course yesterday. "I'm ready to just get on with the business of the city," said 4th District Councilwoman Kathy C. Graziano. Wilder challenged the council's decision to act on **Black's** nomination on May 18 instead of waiting until yesterday's regular council meeting, as it had earlier agreed to do. As a result, the mayor said, people who wanted to speak in support of **Black's** confirmation were not able to do so because the council acted without letting them know in advance. "Wouldn't an element of fairness and fair play afford even a person you disagree with [to have] a full hearing on the matter?" asked Wilder, who was seated next to Council President William J. Pantele, 2nd District, one of **Black's** opponents.

Yet, while council members said they were willing to hear the public's comments yesterday, the mayor said there was no sense in doing so if they already had made up their minds about **Black's** confirmation. "I want you to be able to speak to a live audience," he told **Black's** supporters, "to an issue that is alive." Council members reminded Wilder that they had been prepared to act on **Black's** nomination on May 14. They delayed their vote then at his request, and then only by a 5-4 vote. Four days later, a majority of the council reconsidered the delay and voted down **Black's** nomination 6-3.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Pantele put the issue back on the table by making a motion to reconsider the council's May 18 decision so it could receive a public airing, but he also stated his reasons for opposing **Black's** confirmation. Among them were **Black's** role in declaring an emergency in an effort to issue two no-bid contracts to a Washington accounting firm to conduct outside audits of the Richmond school system and the assessor's office. Councilman Chris A. Hilbert of the 3rd District also restated his belief that **Black** had proven himself unfit for the job by acting as chief administrative officer without the council's consent when he fired legislative-services director Ellen Bowyer on April 30.

Bowyer was the only one of 54 employees to refuse Wilder's order to reapply for their jobs or lose them. The mayor claimed he had hiring authority over offices that had been reporting directly to the City Council. The council disagreed. Wilder said the council should blame him, not **Black**, for the decisions to order the emergency audits and to require Bowyer to submit to his hiring authority. "I'm the bad guy, not Mr. **Black**," he said. In the end, no one's vote changed. **Black** had support from three of the council's nine members. "I don't think we've been fair to Mr. **Black**," said 8th District Councilwoman Reva M. Trammell. "I don't think we've been fair to the mayor."

Also supporting **Black** were E. Martin Jewell of the 5th District and Douglas G. Conner Jr. of the 9th. Wilder was unperturbed by the council's decision. Under state law, he said, the deputy can carry out the duties of the chief administrative officer. "Council's action today strengthens our continuing to have Mr. **Black** serve as the deputy CAO and undertake all of the requisite duties as the law requires," Wilder said in a statement later.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmondmag.com

May 3, 2007

**The Mayor's Man**

**Harry E. Black, a man of many titles, has become Wilder's top lieutenant**

Author: Greg Weatherford

**Harry E. Black**, 44, has been in Richmond for just 18 months, and he's already gained his share of nicknames — “the mayor's pit bull” and “Baby Wilder” among them. Hired as the city's chief financial officer in 2005, he now is the acting chief administrative officer. He runs the day-to-day operations of the city and reports directly to Mayor L. Douglas Wilder. **Black** quickly has gained a reputation for being blunt — too blunt, some say — and for loyally serving the mayor. “Stubbornness is the dark side of determination,” says Richmond School Board member Carol Wolf in describing her impressions of **Black**.

City Council President William J. Pantele says this reputation for “demeanor issues” — “You know, he has a temper,” he explains — has proven to be a sticking point as Council considers whether to confirm **Black** as the city's full-fledged CAO. For the time being, **Black** holds the job only in an interim capacity; until he is approved by a majority vote of Council, he is unable to execute certain official duties of the position. The soonest that **Black** could be confirmed, says Pantele, would be May 14. **Black** concedes that his directness sometimes bothers people, but he says he's simply trying to enact the mayor's agenda. “I'm a manager,” he says. “I'm an administrator. My objective every day is to make sure that we do things in the right way.”

He characterizes Council members' criticism of his performance as “personal attacks” and “petty.” He says he helped the administration orchestrate a financial deal in April that will save the city \$20 million in debt service. He also takes credit for cutting city spending by curbing employees' use of gas cards and reducing the city's vehicle fleet. “I've cleaned that up. ... That's what we've done on my watch,” he says. **Black** became the city's acting top manager in March when his predecessor, William Harrell, was hired as city manager in his hometown of Chesapeake. Those familiar with City Hall and the mayor's office say Harrell was nudged out of Richmond by an impatient Wilder. The mayor swiftly appointed **Black** to the role.

The CAO is the main conduit through which Wilder has managed to control city government in the face of other elected bodies — City Council and School Board. The position's control over procurement, finances, personnel practices and general administration allows Wilder to enforce most of the ideas he can't implement through sheer force of personality. **Black** has proved useful. When Wilder wanted to force the city School Board to accept an outside audit of its finances, he instructed **Black** to withhold half of its non-payroll funds. **Black** complied; soon afterward, the School Board sued (and eventually lost). When Wilder wanted to hire out-of-town auditors to do the inspection of the real estate assessor's office and the school's books, **Black**, as the city's chief procurement officer, was the one who signed both “emergency” orders to pay more than \$200,000 for each job. (**Black** says the outside firm will be paid most of the \$269,000 for its work on the assessor's audit and about half of the \$224,000 for the schools audit contract.)

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Considering the authority of the CAO position, **Black** may seem like an unusual pick. His career has spanned several specialties. After gaining his bachelor's in public administration from Virginia State University and a master's in the same field from the University of Virginia, he worked in various public-sector administrative jobs in New York City and Washington, D.C., before coming to Richmond in late 2005. His resumé© lists 11 positions since 1985.

**Black**'s tenure in the administration of D.C. Mayor Marion Barry was cut short — simple politics, he says. After a time as budget director for the D.C. City Council, **Black** worked from 2000 to 2005 as a consultant; among his clients was the Washington, D.C., government. In 2005, his company landed \$214,000 worth of consulting jobs from the city's procurement department. The award of those contracts was criticized in a Washington Post article about lax oversight of this department, where **Black** once worked at the deputy chief procurement officer. In all, the Post reported, **Black** and his company, McKissack & McKissack, received \$550,000 in no- or low-competitively city contracts between 2003 and 2005. **Black** scoffs at any implication that he received favorable treatment from his former staff: "They didn't like me because they actually had to work when they worked for me. They ... did not want to do me any favors."

**Black** was born in Jersey City, N.J., the son of a corrections officer and a nurse's aide. Soon afterward, his parents moved to Baltimore, where they lived in the poor, primarily African-American neighborhood of Lower Park Heights. In high school, **Black** walked his mother to work at 6:30 a.m., went to school and did his homework before the morning bell. After school, **Black** changed into his running clothes — he was on the school's cross-country team — and ran to his job cooking at a Rustler's Steak House, five miles away. When he finished work around 9 p.m., he'd change back out of his uniform and run home again. That regimen, he says proudly, made him undefeated in cross-country his senior year; he placed 15th in his graduating class.

As acting CAO, **Black** now effectively controls the city's almost \$1 billion in budgets, property, and finances. Some question his experience — he has no degree in business administration or finance and has never managed a city before. But **Black** points to his radical overhaul of the city's procurement policies as a sign of his passion for efficiency and his willingness to implement new ideas. "People say they want change, and they believe they want change," he says. "But they're not prepared to do what's necessary to achieve change." Whether **Black** ultimately gets approval as CAO is a dilemma not only for the nominee but also for Council, Pantele says. "We understand fully that this is a big decision, that the CAO decision has to be dead-on right," he says, "and if we vote against the person who's been nominated, there will be hell to pay, and Wilder will be very upset that his nominee might not be, or would not be, confirmed — and we wouldn't have a CAO."



**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Style Weekly  
October 4, 2006

**Dismantling of CDA Still Premature**

Author: Scott Bass

It's still too soon to determine the fate of the Broad Street Community Development Authority, a city official says. Despite reports of the CDA's planned dissolution, Richmond Chief Financial Officer **Harry Black** says questions remain about how the city will cope with its exposure to financial risks relating to the quasi-governmental agency. The revenue needed to repay the \$66.7 million in construction bonds issued by the CDA in 2003 is coming up short, which could eventually force the city to fork over as much as \$3 million a year to cover the difference.

Parking revenue projections have been off partly because of the stalled performing arts center, which was expected to generate significant special events parking, and delays in construction for the new Hilton Hotel at the former Miller & Rhoads department store. In addition, the owner of the Marriott Hotel has refused to pay \$256,000 in special yearly tax assessments, sparking a lawsuit with the city that hasn't been resolved. "Right now, the CDA represents a financial risk to the city," says **Black**, adding that the city is looking at alternatives. "We're studying it at this point, and we expect to have a more definitive solution within the next 30 days."

City officials are disappointed that the CDA doesn't have the revenue to build two additional parking decks downtown as originally promised, although **Black** says he's looking at solutions that would solve overall "transportation" issues, including increasing on-street parking capacity. The city has enough debt capacity to reissue the bonds and lower interest rates, says **Black**. To maintain its favorable bond rating on Wall Street, Richmond can't afford to issue debt that exceeds 10 percent of its total budgeted revenues. Three years ago, the city's high debt-to-revenue ratio forced the creation of the Broad Street CDA in the first place, but now **Black** says that's no longer a primary concern.

City officials hailed the creation of the CDA in 2003 as a creative financing tool that allowed it to fund key infrastructure improvements on East Broad Street off the city's books. But the price was steep — in exchange, bondholders received a 7 percent interest rate and Richmond ultimately agreed to back the bonds if the payments fell short. **Black** says the city is "way ahead" of the financial risk proposed by the CDA, but says it's unclear how much demand there is for two new parking decks. Richmond is bringing in a parking consultant within the next 60 days to help it determine how much it can afford to build in preparation of a new federal courthouse, a planned Hilton Hotel and a revamped Carpenter Center. Overestimating parking demand downtown got the CDA in financial trouble in the first place, **Black** concurs. "Nothing definitive has been decided with respect with what the city's going to do," he says. "We have not analyzed the possibilities."

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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[CB&A Note: Only the information relevant to **Harry E. Black** is listed below]

Article found here: [https://eimltd.com/wp-content/uploads/EIM\\_MR\\_Vol\\_20\\_3.pdf](https://eimltd.com/wp-content/uploads/EIM_MR_Vol_20_3.pdf)

EIM Members Report

June 2006

**11 Members Name 13 New Representatives**

Eleven Members—City of Richmond, Connecticut Yankee Atomic Power Company, Dynegy, Enbridge, Great Plains Energy, Nicor, Ontario Power Generation, Peoples Energy, Portland General Electric, Southern Union Company, and Targa Resources Investments—have named 13 new EIM representatives.

City of Richmond

**Harry Black**

**Harry E. Black**, chief financial officer, City of Richmond, VA, is this Member's new EIM Member Representative. A native of Jersey City, NJ, **Harry** received in 1985 a bachelor's degree in public administration from Virginia State University, Petersburg, and in 1987 a master's, also in public administration, from the University of Virginia, Charlottesville. Prior to joining the City of Richmond, **Harry** had worked as vice president for McKissack & McKissack, the oldest minority-owned professional design and construction company in the U.S., as well as for the Government of the District of Columbia, New York State Insurance Fund, and the Mayor's Office of Contract, New York City. He joined the City of Richmond in 2005.

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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Richmond Times-Dispatch (VA)

October 26, 2005

**Richmond taps its first Chief Financial Officer**

**He was Deputy Chief Procurement Officer for D.C. in late 90's**

Author: David Ress

Richmond is getting its first chief financial officer -- and he's a veteran from places where city hall politics can get really rough-and-tumble. **Harry E. Black**, formerly a top financial executive for Washington, takes over as Richmond's top financial official on Nov. 21, the city announced yesterday. **Black** will oversee the city's finance, budget and procurement departments. As deputy chief procurement officer for Washington in the late 1990s, **Black** introduced new management systems that saved the city millions of dollars. He helped turn around the District of Columbia's Child and Family Services Agency, shortly after a court stepped in to oversee its finances. The agency, projected to have a \$13 million annual deficit, ended up with a \$3 million surplus his first year there. "It's nothing like rocket science," he said yesterday. "Just the basics."

**Black** earlier helped the New York State Insurance Fund claw its way back from near insolvency and was a leader in the effort to write Washington's first balanced budget. At one point, he found himself in the middle of a standoff between then-Mayor Marion Barry and Anthony Williams, then the district's chief financial officer and now the city's mayor. "I've had a lot of lessons learned, let me tell you," he said. "I've been a political appointee more than once. ... A strong mayor system, that's what I know."

Richmond restructured its government to the strong-mayor form as of the start of this year. As Mayor L. Douglas Wilder and City Council have tried to hammer out the balance of power in the new system, one of the biggest battles has been over the budget. "I think the fact that he's used to strong mayors and strong council is a big plus," said Councilwoman Kathy C. Graziano, referring to **Black**. Kenneth N. Harris Sr., who grew up with **Black** in Baltimore and now is a city councilman there, said **Black's** style is collaborative -- though the former cross-country and track star isn't all give and no take. "We had a mutual competition; when he got a 90 in English and I may have scored 88, I'd come back with a 95 in chemistry to his 92," Harris said. "We helped each other that way."

**Black**, 42, is married with a 3-year-old daughter and 9-year-old son. He and the city are still negotiating his salary. He's a graduate of Virginia State University and has a master's degree from the University of Virginia. He has been working as a private consultant in Washington. Separately, the city of Hampton announced yesterday that Richmond City Assessor Richie McKeithen will become Hampton's assessor. McKeithen was named deputy assessor in Richmond in 2001 and city assessor in 2004. City Council will name a new assessor.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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Article found here:

<https://fcw.com/articles/1998/10/11/prism-software-aids-procurement-work-flow.aspx>

Fcw.com

October 11, 1998

**Prism Software Aids Procurement Work Flow**

Author: Meg Misenti

The District of Columbia's Office of Contracting and Procurement recently tapped Compusearch Software Systems Inc., McLean, Va., to provide a procurement management software system dubbed Prism. Taking cues from the federal government, D.C. will use the product to jump-start a central buying program that mirrors the schedules program at the U.S. General Services Administration. More than 140 city agencies, commissions and small offices soon will use Prism for purchasing. "We're not just implementing a system, we are placing programming in it with catalog items [that] people can order directly from the catalog. We will create our own version of the GSA schedule," said **Harry Black**, deputy chief of procurement.

Compusearch has a strong federal customer base, which the 1-year-old company is looking to leverage in the state and local government market. Prism handles procurement, contract development and management in client/server and Web-based environments. D.C. settled on Prism because it incorporates many aspects of centralized purchasing, **Black** said. "Most products out there do either contracts or purchasing, and we didn't want to have to interface two packages." The product automates procurement from requisitioning to closeout and archiving. It can accommodate blanket purchase agreements, online catalogs and supplier price schedules. It also lets users communicate electronically with vendors and within the procurement office.

"We're trying to make the whole procurement cycle as short and efficient as possible to cut down on costs," said Brock Lending, chief technology officer for Compusearch. The software contains an electronic workflow component that allows documents to be routed for approval electronically, with a full audit trail of all people who have seen the documents. "This allows the originator to keep track of what's happening with the document, where it is in the [approval] process and what's happening at each step of the way," he said. Users also can attach supporting documents such as spreadsheets, drawings and correspondence to the procurement information so that people on the approval list also have access to them.

Prism includes Web-based modules that link requisitioners, legal personnel and others who may not have a direct network connection to the procurement office. And because the Web modules share the same centralized database as the client/server module, "requisitioners don't have to be physically connected to the same [metropolitan-area network or wide-area network] that buyers are connected to," Lending said. "Requisitioners can submit via Internet or intranet, and the procurement office would have immediate access to them." Prism was developed for government and public-sector agencies and includes more than 50 system switches that users can turn on and off to fit their workflow needs and procurement policies. "That's important because no two procurement offices do procurement the same way," Lending said. The software also allows

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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users to set up security groups to customize which modules can be accessed by users. Compusearch is pursuing state and local opportunities through partnerships with major consulting firms such as Booz-Allen & Hamilton Inc. and PricewaterhouseCoopers (formerly Price Waterhouse and Coopers & Lybrand). The company also has started working with Datamatix Inc. and IBM Corp. on the National Institute of Governmental Purchasing Inc.'s master contract for electronic commerce services. More than 6,000 state and local agencies now order directly from the NIGP contract.

**Internet – Newspaper Archives Searches****Harry E. Black***(Articles are in reverse chronological order)*

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The Washington Post  
January 19, 1997

**Incident Renews Criticism of D.C. Foster Care Chief**

Authors: Vernon Loeb and Michael Powell

The office of D.C. foster care receiver Jerome G. Miller erupted in controversy this week when a top agency official called police after she was locked out of her office by a superior. The incident has renewed criticism of Miller's management style by co-workers, child welfare advocates and D.C. officials who say the office is in chaos. Dianna Tafazoli, the agency's personnel director, reported to work Tuesday and found her office locked and her personal effects scattered in a reception area. She called police and filed a report when she discovered a \$300 bottle of perfume was missing, police said. **Harry Black**, Miller's chief financial officer, acknowledged feuding with Tafazoli and took responsibility for changing the locks. He said they were changed to protect auditors who had been working in the office and experiencing hostility from staff members.

Miller, in a lengthy interview this week, dismissed the incident as a regrettable but minor "yelling match" between staff members "that's been blown out of proportion." But Pablo Ruiz-Salomon, a social work supervisor in the agency, said the office is in deep trouble and that staff morale has bottomed out -- "it's the worst," he said. Miller has failed to consult front-line workers and supervisors on his staff as he moves rapidly to create a community-based foster care system, according to Ruiz-Salomon. "All we want is to provide the best services for children and families," he said. "And we would be willing to participate in any effort to achieve that goal."

Ruiz-Salomon's concerns are being echoed across the spectrum of public and private officials charged with providing and monitoring child welfare services in the District. Many are questioning Miller's management style and reliance on favored private contractors -- including the company he founded, the National Center on Institutions and Alternatives -- without public bids. John W. Hill Jr., executive director of the D.C. financial control board, said the board has concerns about Miller's contracting, performance and spending. "We've offered to help their contracting operation," Hill said. "Understandably, it's quite in need of assistance. They really have to determine the direction of the organization, and it has to be toward lower cost and greater performance. I hope they are taking the steps to do that."

Miller "has some great ideas, but if they remain in his head, that's all they are -- great ideas," Hill said. "The issue now is whether he can implement them." Marcia Lowery, of Children's Rights Inc. and the lead attorney in the lawsuit that ultimately led to the court-ordered receivership, agreed that Miller needs to start showing some results. She said she will be looking for specifics when Miller presents a strategic plan to U.S. District Judge Thomas F. Hogan in early February -- 16 months after Hogan appointed Miller as the receiver. "Our allegiance is to the process and the children," Lowery said. "We're going to take a look at what he produced." Added Elizabeth Siegel, counsel of DC Action for Children and a leading child welfare advocate: "All of us are aghast at his management style. Maybe he's one of those who believes chaos creates creativity. I

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just think it creates chaos." But Miller, a liberal criminologist and controversial author who has spent his life crusading against racism and incarceration without rehabilitation, said, "There's no management chaos. If anything, we're much better managed than ever before." Also, Miller said, he never promised that he was a manager. Indeed, when Hogan named Miller as receiver in August 1995, Miller made it clear that radical change was his strong suit -- not management. And he had the track record to prove it: As the brash, new commissioner of youth in Massachusetts 26 years earlier, he closed the state's reform schools not long after taking the job and ultimately replaced them with less punitive, community-based schools.

His prescription for reinventing D.C.'s much-maligned foster care system is no less sweeping. "Ultimately, this agency will be controlled by the communities in which our families live," Miller said this week. "The budget will be controlled by agencies in neighborhoods where the children live. Ultimately, {city social workers} will have to be responsible to community groups for the work they do. If we get a hot line call tonight {reporting a case of child neglect or abuse}, I would like to convene a group of people the next morning from the community in which that call originated." Miller said criticism of him is intensifying because "we're finally on the verge of being able to do what we've said we're going to do" -- turn the city's foster care system over to churches and a variety of nonprofit neighborhood organizations organized as child-welfare collaboratives.

But Lowery questioned the wisdom of that plan. "There's a public responsibility here to protect children," she said. "A public agency can't give that away." Even Miller's strongest ideological supporters say they are fearful that his weaknesses as a manager will keep the foster care system from ever delivering better services to children through a community-based model now in vogue nationally. Los Angeles and Philadelphia are among cities moving toward community-based services. "Miller is on the cutting edge, and the closer he gets to being successful, the hue and cry will be the loudest," said Thomas C. Wells, executive director of the Consortium for Child Welfare, an umbrella group of nonprofit foster care agencies under contract with Miller to help implement the community model.

Wells also said the fledgling child welfare collaboratives being formed to take over much of the system's service delivery hold tremendous promise. Many of the people now associated with them, he said, are among "the best and the brightest the city has to offer." But Wells said he has his doubts about whether Miller can pull off the transformation. "He just doesn't have the patience for management," Wells said. "He wants to make the changes and leave." Shirley Prophet, planning director at Marshall Heights Community Development Corp., which is running one of the collaboratives, shared his concern. "I can't say I'd vouch for their management style," Prophet said of Miller and his aides. "They often appear at cross hairs with each other. We've learned to ask a question and supply our own answer with the receivership."

**Internet – Newspaper Archives Searches**

**Harry E. Black**

*(Articles are in reverse chronological order)*

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The Washington Times  
October 8, 1996

**Budget chief switches jobs**

Author: John Mercurio

**Harry Black**, who became the D.C. Council's budget chief in December after the city's independent chief financial officer tried to hire him away from Mayor Marion Barry's office, will leave the city payroll next week. Mr. **Black**, 33, will head the finance division of the city's Child and Family Services agency as it continues operating under a court-appointed receiver. In that role, Mr. **Black** will oversee a \$90 million annual budget and 610 employees over the final two years of the agency's receivership. "We've slayed all the dragons that are going to be slayed here, so it's time to move on and slay some dragons somewhere else," he said yesterday. "I've maxed out on the contribution I can make here."

In August 1995, U.S. District Judge Thomas Hogan took Child and Family Services out of the hands of the District's Human Services Department and appointed Jerome G. Miller receiver of the agency. The move came four years after a lawsuit was filed against the D.C. Human Services Department, citing chronically poor foster care and welfare services. In November, Mr. **Black's** status in the government became part of a continuing power struggle between Mr. Barry and Anthony A. Williams, then the city's newly appointed chief financial officer. Mr. Williams tried to hire Mr. **Black** as his chief of staff. Mr. **Black**, a financial adviser who worked with City Administrator Michael C. Rogers in a similar post in New York City, had moved to the District to work for the city administrator in mid-1995.

In November, Mr. Williams asked the mayor to authorize Mr. **Black's** transfer, but Mr. Barry refused at the request of Mr. Rogers. After a weeklong battle, Mr. Rogers demanded Mr. **Black's** resignation, which Mr. **Black** submitted. Mr. Rogers said Mr. Barry must approve all high-level hiring in Mr. Williams' office, but Mr. Williams said Mr. Barry can't tell him who he can hire.

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