

MEMORANDUM #180612

COLIN BAENZIGER & ASSOCIATES

TO: Mayor and City Commission
Gainesville, FL

FROM: Colin Baenziger

DATE: August 28, 2019

RE: City Manager Search Update: Recommended Candidates

Below are summaries of the credentials of the thirteen candidates (from the approximately 57 who applied) that we are recommending the City consider to be its next City Manager. It is a very strong field and we are reasonably pleased with the diversity of the field. Approximately 31% of our recommended semi-finalists represent minority groups and 15% are female. The numbers would have been a little higher but one of our candidates dropped out a few days ago. We believe all the candidates are very strong and that any one of them would do an excellent job for Gainesville.

The Recommended Candidates

- **Harry Black:** Mr. Black was most recently the City Manager for Cincinnati, OH (population 298,800) for four years. Prior to this employment, he was the Finance Director for the City of Baltimore, MD (population 619,493). He also spent three years as the Deputy Chief Administrative Officer for the city of Richmond, VA (population 204,256). Mr. Black's management style is participative. He clearly articulates goals and objectives, and seeks input and participation from all levels of the organization. This approach creates a collaborative environment where all team members understand they are valued, relevant and important participants in the process. As CFO for Baltimore, he led the creation and implementation of a ten-year financial plan for the City. It helped close a more than \$500 million post-recession budget shortfall. Today, as a result, 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 a structurally balanced budget while being tax competitive, investing in infrastructure, and reducing 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 an additional nearly \$400 million over an eight-year period. Mr. Black has a bachelor's in public administration from Virginia State University and a master's in public administration from the University of Virginia.
- **Patrick Burtch:** Mr. Burtch has been the City Manager for Jackson, MI (population 32,704) since 2011. Prior to that, he was the Village Manager of Dundee, MI (population 3,946) for 23 years. Mr. Burtch subscribes to three basic theories of leadership. The first, conceived by Fiedler, suggests that leadership style is contingent on situational pressure (Contingency Theory). The second is Hersey/Blanchard's Situational leadership model. Under this model, managers choose the leadership strategy that more closely reflects the subordinate's relational style. The last approach is the LMX theory or leader/member exchange whereas the leader focuses on building high quality relationships. One achievement that Mr. Burtch is

proud of is reorganizing and reinvigorating the Jackson's administrative structure and all its departments. The result of that effort was a responsive government that helped move the City's economic resurgence forward. Jackson's downtown was rejuvenated through a myriad of large urban core downtown redevelopment projects that included, among others, two new downtown, mixed-- use market rate residential loft projects, a senior housing project, a downtown mixed-- use low income housing tax credit (LIHTC) project, and a \$15,000,000 residential property. Coming soon is a new \$23,000,000 world headquarters for Commonwealth Associates. Mr. Burtch has a bachelor's in political science and a master's in public administration from the University of Toledo, and a PhD in Public Policy & Administration from Walden University.

- **Craig Coffey:** Mr. Coffey was most recently the County Administrator for Flagler County, FL (population 110,510) for twelve years. Previously, he was the County Administrator for DeSoto County, FL (population 35,409) for two years, and the City Administrator for Hawarden, IA (population 2,405) for six years. Mr. Coffey has a flexible, friendly management approach with a core belief that every employee is important. He is responsible for developing leadership depth and for setting the table for success by providing staff with the necessary resources, training, guidance, and organizational culture. Mr. Coffey is most proud of playing a leading role in the turnaround of the Flagler County Airport. When he arrived, the Airport had multiple vacancies, high interest debt, outdated infrastructure, an economic grant default, and, heading into the 2007-2008 downturn, no director. Mr. Coffey hired and retained a great airport director, refinanced debt, and constructed over \$35 million in infrastructure improvements. The \$35 million was primarily funded through grants of which the County provided just over \$1.5 million. They paid back the economic grant with zero interest in seven years, renegotiated fuel contracts, and built numerous new revenue generating hangars. The pride comes from the fact that the success arose not from a single easy solution but involved many different solutions over time and included a team approach, hard work, innovation from County staff, and the strong support of the Board. Mr. Coffey has a bachelor's degree in land use analysis from Eastern Michigan University and a master's in public administration from the University of Central Florida.
- **Lee Feldman:** Mr. Feldman was most recently the City Manager for Fort Lauderdale, FL (population 180,072) for seven years. Previously, he served as the City Manager for Palm Bay, FL (population 103,343) for nine years and as the City Manager of North Miami, FL (population 59,120) for six years. Mr. Feldman's management style is to always question why the organization does things one way and not another. He has been called an "out of the box" thinker, and the result has been the creation of innovative, efficient, and responsive governments. Mr. Feldman is most proud of his ability to change the nomenclature of governance. Officials often refer to the population as "residents", "taxpayers", "constituents", "voters" and "customers". That leads to a transactional relationship with the City. Mr. Feldman much prefers the word "neighbor." He feels this term stresses the relationship they should have in working with the public. In Fort Lauderdale, they provided Neighbor Services, hosted Neighbor Support Night, conducted Neighbor Surveys, and held Neighbor Leadership Academies. Mr. Feldman received a bachelor's in public policy from

Washington and Lee University and a master's in governmental administration from the University of Pennsylvania.

- **Anne Fritz:** Ms. Fritz has been the CFO for the City of St. Petersburg, FL (population 260,999) since 2010. Prior to this employment, she was the Finance Director for the City of Westlake, OH (population 32,689) for ten years and the Finance Director for Willard, OH (population 6,806) for ten years. Ms. Fritz's management style is service based. In particular, she creates a specialized team that serves the City like an outside firm. Her area of personal expertise includes extensive experience in budgeting, finance, utility billing, and technology management. She is most proud that the financial management of her cities has been recognized by the bond rating agencies. While in Westlake, they achieved Aaa/AAA/AAA ratings from the three national rating agencies. In St. Petersburg they have maintained a Moody's AA2 rating throughout the financial crisis as well as with the city's challenges with the water and sewer infrastructure. In addition, they were able to achieve an AA+ from Fitch for their Public Utility Tax issue used to finance the City's new Pier and Pier approach project. Ms. Fritz has a bachelor's in business and accounting from Heidelberg University and a master's in public administration from Cleveland State University. She has also completed all the coursework for a PhD in urban affairs and public policy from Cleveland State University.
- **Janice A. Jackson:** Ms. Jackson was most recently the Administrator for Augusta, GA (population 201,800) for five years. Prior to that employment, she was the General Manager (equivalent to Assistant County Manager) for Mecklenburg County, NC (population 917,017) for four years. She also worked in Albany, GA (population 76,505) for eleven years, spending the last eight years as the City Manager. Ms. Jackson's goals and actions are always geared toward the betterment of the organization, its people and the service they provide to the public. Her greatest success is building public trust and confidence in the governments that she served. Coming to both Albany and Augusta, she was faced with a situation where the public had lost faith in their government. Initially, she took it with the proverbial grain of salt only to find out it was true. Her response has been to improve communication via television, radio, social media, neighborhood meetings, and every other possible means. The best example of her work was rebuilding the public's trust during the Flood of 1994 in Albany. It was and remains the largest natural disaster in the City's history. She was one of the City's primary spokespersons. She told the public what she knew and admitted what she did not know. Homes were devastated, but people came to understand the government was responding and doing what it could for them. Her honesty and forthright nature helped restore confidence in the government. While nothing since has been as intense, she has found the same approach/principles apply in other circumstances. Honesty and directness work. Ms. Jackson has a bachelor's in public policy with a minor in English from the College of William and Mary and a master's in public policy from Duke University.
- **Odis O. Jones:** Mr. Jones has been the City Manager for the City of Hutto, TX (population 25,367) since 2016. Previously, he was the CEO for the Public Lighting Authority Detroit, MI (population 675,480) for three years, the Executive Director of Economic Development

for Cincinnati, OH (population 197,451) for three years, the Director of Real Estate & Economic Development for the State of New Jersey for two years, the President of Columbus Urban Growth Corporation for three years, and the City Manager for Obetz, OH, (population 4,085) for four years. Mr. Jones has an open, collaborative, and results oriented approach to management. He is a mentor and coach that empowers staff to accomplish the goals. His greatest achievement was completely rebuilding the electric grid and streetlighting system in his hometown of Detroit, and doing so two years earlier than anticipated while being \$12 million dollars under budget. Mr. Jones has a bachelor's in sociology from Central Michigan University and a master's in public administration from Western Michigan University.

- **Howard Lazarus:** Mr. Lazarus has been the City Administrator for Ann Arbor, MI (population 120,782) since 2016. Previously, he was the Public Works Director for Austin, TX (population 947,890) for eight years and the Engineering Director for Newark, NJ (population 273,671) for four years. Mr. Lazarus' management approach is centered on building trust in decision-making based upon a strong set of shared values and core competencies. The key is to hire well, encourage continued learning, empower employees, manage resources, prioritize, and be a good example. Mr. Lazarus is particularly proud of the development of the Neighborhood Partnering Program (NPP) in Austin and the Sustaining Ann Arbor Together (SA2T) initiative in his current position. These programs provide opportunities for community and neighborhood organizations to affect public improvements and sustainability programs by sharing in the costs of these efforts. The NPP has been nationally recognized by the American Public Works Association, the American Planning Association, and the Harvard Kennedy School. Mr. Lazarus has a bachelor's in civil engineering from West Point and a master's in engineering from The Johns Hopkins University.
- **JJ Murphy:** Mr. Murphy has been the Assistant City Manager for the City of Palmdale, CA (population 157,519) since 2018. Previously, he was the City Manager for Hobbs, NM (population 37,118) for six years. He also worked for the City of Wilkes-Barre, PA (population 40,814) for eight years, two years as the Deputy City Administrator and six years as the City Administrator. Beyond that, he served in the United States Air Force for five years. Mr. Murphy's approach to management is coaching and leading by example. He believes, like a sports team, good local government organizations have personnel who do their jobs extremely well. He is there to inspire them, to provide them with the tools and training to be successful, and to build a culture of service. The project Mr. Murphy is most proud of is called A Healing Field to honor those who lost their lives on September 11th and afterwards in fighting the War on Terror. At one time, it was the largest Healing Field in the country, with 4,000 flags spread across a few acres of beautiful city park land. Through this process, he learned that the work done in local government can positively impact community members in ways that are not always visible. Mr. Murphy has a master's in public administration from Marywood University and a bachelor's in arts from King's College. He is an ICMA Credentialed Manager. It should be noted that Mr. Murphy has some bloggers

who have not always appreciated his work and who may contact you with any number of unfounded allegations against him. He was also a finalist when we conducted Gainesville's City Manager search in 2016.

- **Fred Murry.** Mr. Murry has been an Assistant City Manager of Gainesville, FL (population 128,460 and 1,300 employees) since 2007. During his career, he has also served as Director of Family Success Administration, Broward County, FL (population 2.3 million), for ten years and the Director of Youth and Family Services for Loudoun County, VA (population at the time of 116,000), for fifteen years. His management style is to be honest, open and accessible as well as being responsive citizens and to his staff. The success of any organization lies with its employees and their ability to perform the work while accomplishing the goals of the citizens and the City Commission. Mr. Murry considers his biggest achievement to be the development of the remediation plan for the Cabot Koppers Superfunds site in Gainesville. The City and its community partners had been working for 20 plus years on developing a plan for the site without success. With his help, the Record of Decision was approved in 2011 and a contract between the Department of Justice and Beazer's East, Inc. was reached. Remediation work has been completed on the offsite areas and work now has begun on the property itself. Ideally, remediation will be completed in 2020. Mr. Murry has his bachelor's degree from Talladega College in pre-law and his master's in public policy and public administration from Mississippi State University.
- **Tony O'Rourke:** Mr. O'Rourke was most recently the City Administrator for Canon City, CO (population 16,539) for three years. Prior to this employment, he was the City Manager for Yakima, WA (population 93,476) for four years, the City Manager for South Lake Tahoe, CA (population 21,307) for two years. He also served as the Assistant City Manager for Tallahassee, FL (population 134,366) for one year and he worked for Coral Springs, FL (population 99,914) for six years, with three of them as the City Manager. Mr. O'Rourke's management style is proactive, collaborative, strategic, customer focused and results oriented. Some of his achievements are leading the cities of Coral Springs, South Lake Tahoe, and Yakima through the transformation of traditional government bureaucracies to ones that work better and faster while costing less. He does so by creating a shared vision, a strategic plan, and a commitment to an entrepreneurial business model. As a result of these efforts, Coral Springs was awarded the State of Florida Sterling Award for creating a quality-driven, high performance organization. [Note: The Sterling Award is based on the Malcolm Baldrige National Quality Award criteria, and some years later, the City also won the Baldrige Award]. In 2015, the National Civic League awarded the City of Yakima the All-America City Award for creating a community partnership to address at-risk minority youth challenges – in particular, those youth who might be susceptible to gang lifestyles. Mr. O'Rourke has a bachelor's in political science from the University of California and a master's in urban and regional planning from Cornell University.
- **Bill Shanahan:** Mr. Shanahan was most recently the County Manager for York County, SC (population 266,439), serving in that role for six years. Previously, he was the Deputy Administrator for Augusta, GA (population 201,142) for two years, the City Manager for St. Marys, GA (population 17,139) for seven years, and the County Manager for Habersham

County, GA (population 38,815) for two years. Mr. Shanahan manages by allowing the experts to be experts. He ensures they have the resources and training to do the job and then lets them do it. He is available when they need him and believes a manager accomplishes more using a team approach. Mr. Shanahan is very proud of being able to manage and reorganize three departments that were in trouble when he arrived in Augusta. In the case of the Fire Department, the staff complained publicly at a commission meeting that the Department was being mismanaged. An investigation validated the complaint and the Fire Chief and his two deputies quickly retired. Working with the battalion chiefs and the training director, they were able to identify areas of weakness in staffing, facilities, training, and equipment. Over the next three months, working as a team, they were able to move equipment where it was most needed, staff to where they were needed based on their skills, abilities, and education (rather than friendships), and reduce the number of battalions from 5 to 3. His ability to guide and create consensus allowed what started as a major issue to become a complete reorganization that benefited the City. Mr. Shanahan has a bachelor's in vocational education studies from Southern Illinois University and a master's in public administration from City University. He is an ICMA Credentialed Manager.

- **Leonard Sossamon:** Mr. Sossamon most recently served as the County Administrator for Hernando County, FL (population 186,553) for seven years. Previously, he was the County Administrator for Newberry County, SC (population 37,808) for two years, and worked for the City of Concord, NC (population 48,050) for eighteen years, serving as the City Manager for the last eleven years of his tenure there. Mr. Sossamon's management style is marked by adaptability and resiliency as well as leading by example. A good manager will observe, evaluate and adopt strategies with staff to move the organization forward. No one person has all the answers, so collaboration is a key to success. Mr. Sossamon considers his biggest achievement to be the development of the Concord Regional Airport. The City and Cabarrus County had discussed building an airport since the 1940s. The North Carolina DOT projected that it would take ten years to build. Mr. Sossamon put together a great team, used some of the City's very healthy reserves, and built the airport in thirty-three months. This airport's annual contribution to the North Carolina economy is now approaching \$1 billion dollars annually. Mr. Sossamon has a bachelor's in political science and a master's in urban geography from the University of North Carolina.

Next Steps

I plan to reach out to you over the next few days to discuss the candidates. We will select finalists on September 5th. The finalists will come to Gainesville for a tour, public reception and formal interviews on September 25 and 26 with a possible decision then or on September 27th. If you have any questions, please do not hesitate to call me.