



CITY OF CHARLOTTESVILLE, VA
CITY MANAGER

ROUND 2 INTERVIEWS

March 2019

MICHAEL MALLINOFF

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Email mdmallinoff@gmail.com

PROFESSIONAL EXPERIENCE

2015 - 2019 **Charles County Government**, La Plata, MD
County Administrator

2014 - 2015 **State of Maryland**, MD
Chief Operating Officer

2002 - 2014 **City of Annapolis**, MD
City Manager (2010-2014)
Director, Department of Neighborhood and
Environmental Programs (2002-2010)

1995 - 2002 **City of Newport**, RI
City Manager

1989 - 1995 **City of Annapolis**, MD
City Administrator

EDUCATION

1987 J.D., The University of Baltimore, School of Law, Baltimore, MD
1981 B.S., Geography, minor in Government and Politics, The University of
Maryland, College Park, MD

Michael D. Mallinoff, Esq., ICMA-CM

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Glen Arm, Maryland 21057
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Employment History:

May 2015 to January 2019, County Administrator, Charles County Government, La Plata, Maryland: Chief Administrative Officer for a Washington, D.C. metropolitan area County with a population of 162,000, operating budget of over \$600 million and over 1,300 employees. Financially AAA rated government. Rapidly growing County facing development pressures while attempting to preserve rural and historical character of community. Current County Commissioners' were elected to address development pressures, enhance environmental preservation and quality of life, to expand commercial economic development and to professionalize staff. The authority of the CAO was expanded to handle all administrative functions to include the hiring and supervision of all directors, and to improve transparency and promote data driven government. Facilitated the County's first High Performance Organization retreat, and National Citizens Survey; Implemented performance measurements; published the Charles County Administrator's Monthly Report and Dashboard; hired 6 department directors; and facilitated Commissioners and director's team building, goal setting and planning retreat.

February 2014 to May 2015, Chief Operating Officer, State of Maryland, Department of Information Technology: State Agency with approximately 150 employees and over \$50 million operating budget. Responsibility for over \$1 billion in major IT and telecommunication procurements and resulting project management oversight, staff recruitment and training, and the operating and capital budgets. Proposed department team building and training program, department outreach and promotion, directed the hiring of over 25 long vacant positions, the direct lead of a statewide initiative to update the terms and conditions of IT contracts and created a weekly briefing document for tracking various agency programs, projects and priorities.

August 2010 to January 2014, City Manager, City of Annapolis, Maryland: First City Manager for State Capital, full service City with 9 departments, over 600 employees and a \$94 million operating budget and \$100 million capital budget. Facilitated budget and management plan to help to correct operating deficits and service delivery deficiencies; created comprehensive monthly department reporting, Manager's Monthly Report; created a parallel organization that completely revised and adopted 5-year Capital Improvement Program; recruited and hired 7 new professional directors; facilitated and implemented a rate study of the water and sewer enterprise funds; outsourced solid waste collection; implemented installation of Tyler-Munis. Financial software; facilitated Interest Based Bargaining with all unions resulting in a 4 year agreement to address under-funded Police/Fire pension and unfunded post-retirement health benefits; and

produced 2014 Annual Report and Organizational Scorecard, strategic planning, National Citizens Survey and performance measurement projects.

July 2002 to August, 2010, Director, Department of Neighborhood and Environmental Programs, City of Annapolis, Maryland: Recruited to reorganize and direct a new department responsible for all building and housing permitting, inspection and code enforcement, and environmental regulation. Annually processed up to 5,000 building permits, 7,000 rental inspection licenses and 25,000 inspections for over \$500 million plus in construction value. Doubled permit fees to \$5 million in 2008, while decreasing the time for permit turnaround with roughly the same staff size. Expanded municipal code enforcement; instituted monthly reporting; telephonic (IVR) and computer permit (Trakit) technology; implemented Sustainable Annapolis Plan and annual reporting; Green Building Code; Clean Air Initiatives; and environmental purchasing policy.

1995 to 2002, City Manager, City of Newport, Rhode Island: Chief Executive Officer for a full service City with six departments and over 400 permanent and 100 seasonal employees with a \$60 million plus operating budget. Newport has an independent School system that is funded in the operating budget and was approved by the School Board and City Council. Facilitated a financial plan that resulted in a bond rating upgrade, increased cash reserves from (\$1.6) million in FY96 to \$10.3 million in FY02, fully implemented a 5-year capital improvement program, and developed a schedule to pay into an unfunded pension liability. Facilitated, with full AFSCME participation, a \$100 million design, build and operate privatization of Wastewater Treatment. Negotiated with 4 trade unions; created a human resource award and training program; monthly department reporting to the Council, Mike's Monthly Memo; developed annual City Council and staff planning and budget retreats; citizen surveys and service performance card; biannual newsletter; community-department forums; north-end plan; Harbormasters and inter-model waterways docking facilities; deputy zoning officers to address party houses; and clean city program which was modeled after the NYC broken window policing.

1989 to 1995, City Administrator, City of Annapolis, Maryland: Administrative officer for State Capital. Duties included the responsibility for the hiring and supervision of department directors and the preparation, adoption and management of the operating and capital budgets.

Education and training:

Senior Executive Institute

Weldon Cooper Center for Public Policy
University of Virginia, Charlottesville, Va.
May 2013

Gettysburg Leadership Institute

Gettysburg National Battlefield
Gettysburg, Pa.
April 2012

The University of Baltimore, School of Law

Juris Doctorate, 1987. Member Maryland Bar 1988

Appointed by faculty as Judge, Honor Court, 1986-1987

Member, National Moot Court Team, 1987

Staff, The Law Forum, 1987

Published, *Yolo v. McDonald*, The Law Forum, 1986 (Inverse Condemnation)

Founding member: The Environmental Law Society, 1986

The University of Maryland, College Park

Bachelors of Science, 1981, Geography (emphasis in land use planning and urban studies), minor in Government and Politics

Legislator, Student Government and Commuters Association

Photographer, Student newspaper and yearbook

Memberships, Speaking and Organizational Involvement:

- ICMA Credentialed, 29-year full member. Member of the 2018 and 1996 Conference Planning Committee, and International Committee 1996 and 1997. Host, 2000 Best Practices Symposium, Newport, Rhode Island.
- Member, Board of Directors, Hoffberger Center for Professional Ethics, University of Baltimore, Baltimore, Maryland. Event Supervisor, Judge and Moderator, University of Baltimore Hoffberger Center for Professional Ethics, High School, 2 year College and Undergraduate College Ethics Bowl, November 2007 to present.
- Trained in Climate Change Presentation. Vice President Gore, Nashville, Tennessee, 2007 – 2008. Made numerous presentations on Inconvenient Truth.
- Featured Speaker Ethical Leadership and the Fight against Government Corruption: A True Story, Ethics Week, University of Baltimore, March 2006. Featured Speaker, Ethics and Climate Protection, Ethics Week, University of Baltimore, March 2007.
- Member, Governor's Environmental Transition Team, Water Resources Subcommittee, Authored section on budget and audit reports, 2006.
- Vice Chairman, Governor's Transition Team, Efficiency and Effectiveness in Government, 1995.
- Member, Board of Directors for the Annapolis Economic Development Corporation.
- Team leader and presenter in the 2009 LivCom Livable Cities Awards in Pilsen, Czech Republic. Won Silver Award for whole Cities.
- Featured Panelist, Sustainable Organizations, ICLEI North American Conference, Albuquerque, N.M., May 2008.
- Featured Speaker, Air & Waste Management Association, Developing a Climate Change Reduction Plan for State and Local Governments, January 2008.
- Speaker Best Practices in Local Government Green Programs, Washington Council of Governments, Green Building Conference, October 2006.

- Published, North-end Redevelopment and New Urbanism. The Newport Daily News 1998.
- Founding Chair of the Anne Arundel Challenger Space Education Project.
- President, July 1999 to June 2000, Rhode Island City and Town Management Association.
- Vice President, 2000, Rhode Island League of Cities and Towns. Board member 2000 to 2002.
- Past President, Newport Rotary Club, July 2000 to June 2001. Paul Harris Fellow. Member Annapolis and Newport Rotary 1989 to 2002.

DR. TARRON RICHARDSON, PH.D.

912 N. Hampton Road #212, DeSoto, TX 75115, Home (804) 517-5333

Email tarronrichardson@hotmail.com

PROFESSIONAL EXPERIENCE

- 2009 - present **City of DeSoto, TX**
City Manager
- 2006 - 2009 **City of Richmond, VA**
Deputy Director
- 2005 - 2006 **City of Coatesville, PA**
Acting City Manager (2006)
Assistant City Manager (2005-2006)
- 2002 - 2005 **City of Richmond, VA**
Assistant to the Chief Administrative Officer (2004-2005)
Project Manager (2002-2004)

EDUCATION

- 2008 Ph.D., Public Policy and Administration, Virginia Commonwealth
University, Richmond, VA
- 2001 M.A., Education, Temple University, Philadelphia, PA
- 1999 B.S., Lincoln University, Lincoln University, PA

Dr. Tarron J. Richardson, Ph.D.

912 N. Hampton Road, #212

DeSoto, Texas 75115

Home: (804)517-5333

E-mail: Tarronrichardson@hotmail.com

EDUCATION

Class of 2008 **Virginia Commonwealth University, Richmond, VA**

Doctorate of Philosophy Degree, Public Policy and Administration

Class of 2001 **Temple University, Philadelphia, PA**

Master of Education Degree

Class of 1999 **Lincoln University, Lincoln University, PA**

Bachelors of Science Degree

WORK EXPERIENCE

06/09-Present **City of DeSoto (All-America City), DeSoto, TX**

Office of the City Manager—City Manager Responsibilities for this position involve the management of personnel and the administration of a multi- million dollar annual budget, as well as the daily operations of the Departments of Public Works, Public Utilities, Public Safety, Tri-City Jail, Tri-City Animal Shelter, Fire and Emergency Services, Tri-City 911-Emergency Communications, Economic Development, Community Development, Planning, Facilities Management, Code Enforcement, Fleet Management, Customer Service Call Center, Budget and Finance, Parks and Recreation, Library Services, Human Resources, Municipal Court, Public Information and Information Technology.

Significant Accomplishments:

Developed a balanced annual budget for the past eight (8) fiscal years, with stable fund reserves and unqualified (“clean”) audit opinions; achieved bond rating upgrades for GO and CO issued debt (AA- to AA status); initiated the reorganization of City departments that improved operational/financial efficiency and effectiveness; received national and state accreditations (Parks and Recreation, Library, Information Technology, Public Safety, Budget, Finance and Fire and Emergency Services); and increased the number of new economic development projects that created employment opportunities, as well as additional revenues from sales and property taxes.

**** Assistant City Manager (06/09-04/11)**

07/06-06/09 **City of Richmond, Richmond, VA**

Department of Public Utilities—Deputy Director Responsibilities for this position included, but were not limited to managing the operations and maintenance of the Storm Water Maintenance Program; served as the administrator of the Capital Improvement Program and Operations/Maintenance Budgets; and implemented the operational process and structure for a Storm Water Utility.

Related Responsibilities:

Served as the administrator of the City’s legislative team and process for the advocacy of State public policies during the General Assembly; and prepared executive reports for the Mayor and Chief Administrative Officer on State legislation that would positively or negatively impact the City.

10/05-07/06 *City of Coatesville, Coatesville, PA*
City Manager's Office—Assistant City Manager Responsibilities for this position involved managing the Departments of Code Enforcement, Finance, Public Works, Community- Arts & Recreation, Human Resources, Information Technology, Fire and Emergency Services, and Public Safety; and prepared and served as the administrator of the City's annual Capital Improvement Program and Operations/Maintenance budgets.

****Acting City Manager (03/06-06/06)**

10/04-10/05 *City of Richmond, Richmond, VA*
Office of the Chief Administrative Officer—Assistant to the Chief Administrative Officer (Formerly the City Manager's Office) Responsibilities for this position involved managing long-and-short term projects for the Chief Administrative Officer and Mayor that included Capital Improvement Projects for nine (9) City Council districts; reported on the status of City Council District projects at public forums; reviewed legislative documents prepared by department directors' for Chief Administrative Officer and Mayor approval; Presented and defended ordinances on behalf of the administration during City Council meetings; and served as the administrator of the City's legislative team and process for the advocacy of State public policies.

Related Responsibilities:

Department of Public Works-Solid Waste Management Division Provided oversight of the Solid Waste Management Division of the Department of Public Works that included supervising refuse collection, bulk and brush services, property maintenance inspections, vegetation management, personnel recruitment process and budget administration.

06/02-10/04 *City of Richmond, Richmond, VA*
City Manager's Office—Project Manager (Doctoral Practicum) Responsibilities for this position included, but were not limited to managing defined City Council District projects; conducted legislative research of public policies for the City Manager; managed budgets and special projects for community development initiatives; served as a liaison between elected officials and the administration; worked in collaboration with department directors' to oversee Capital Improvement Projects; prepared reports and executive briefings for the City Manager as it related to departmental performance and City-wide strategic initiatives; and presented reports for the administration at business, civic and community meetings.

PROFESSIONAL AFFILIATIONS

2004 *National Forum for Black Public Administrators (NFBPA)-Former Board Member*
1998 *Kappa Alpha Psi Fraternity, Incorporated (KAPΨ)*
2012 *North Central Texas Housing Finance Corporation (NCTHFC)-Vice President*
2017 *Texas Association of Local Housing Finance Agencies (TALHFA)-Board Member*

PROFESSIONAL TRAINING AND CERTIFICATES

2004 *Department of Homeland Security (DHS) and the Office for Domestic Preparedness (ODP)*
-Preparing for and Responding to Terrorism/CBRNE Incidents and WMD
Basic Concepts
2006 *Federal Emergency Management Agency (FEMA)*
-National Incident Management System (NIMS) an Introduction (IS-00700)
2007 *Federal Emergency Management Agency (FEMA)*
-Introduction to the Incident Command System (ICS 100/IS-00100)
-ICS Single Resources and Initial Action Incidents (IS-00200)
2012 *Department of Homeland Security (DHS)*
-Intermediate ICS for Expanding Incidents for Operational First Responders (ICS-300)
2012 *Government Treasurers' Organization of Texas (GTOT)-Investment Policy Certification*

***Dr. Tarron J. Richardson, Ph.D.
912 N. Hampton Road, #212
DeSoto, Texas 75115-3939***

January 2, 2019

Honorable Mayor and Members of the City Council
P.O. Box 911
Charlottesville, VA 22902

Reference: City Manager

Dear Honorable Mayor and Members of the City Council:

It is with great enthusiasm that I submit application materials for the position of City Manager. My interest to serve in this capacity was generated after reviewing the employment announcement and related responsibilities. I am extremely excited about this opportunity to advance your strategic vision, goals and objectives for the City of Charlottesville.

In my current professional capacity as City Manager, as well as my previous employment experience has provided me with opportunities to manage budgets and professionals from various professions. Prior to assuming my current position as City Manager, I have served in the capacities of Assistant City Manager (DeSoto, TX), Deputy Director of Public Utilities (Richmond, VA), Assistant/Acting City Manager (Coatesville, PA), Assistant to the Chief Administrative Officer for Legislation (Richmond, VA), and Project Manager for Council Relations (Richmond, VA). During my collective service with the aforementioned entities, I have held responsibility for the management of Public Works, Public Utilities, Public Safety, Tri-City Jail, Tri-City Animal Shelter, Fire and Emergency Services, Tri-City 911-Emergency Communications, Economic Development, Community Development, Planning, Facilities Management, Code Enforcement, Fleet Management, Customer Service Call Center, Budget, Finance, Parks and Recreation, Library Services, Human Resources, Municipal Court, Public Information, Information Technology and a Public Housing Finance Corporation (Vice President-local chapter and State board member).

As a result of my educational credentials and work experience in local government, I am convinced that my achievements in those aforesaid areas will bring an innovative and creative perspective to those who serve under my leadership. I would like to thank you in advance for your review and consideration of my application materials.

Sincerely,



Tarron J. Richardson, Ph.D.

THEODORE VOORHEES

3950 Olde Links Court, Powhatan, VA 23139, Cell (910) 391-7463

Email voorhees.ted@gmail.com

PROFESSIONAL EXPERIENCE

- 2017 - present **Powhatan County, VA**
County Administrator
- 2016 - 2017 **Developmental Associates, LLC, NC**
Senior Consultant
- 2012 - 2016 **City of Fayetteville, NC**
City Manager
- 2002 - 2012 **City of Durham, NC**
Deputy City Manager
- 2000 - 2002 **City of Wilmington, NC**
Assistant City Manager
- 1995 - 2000 **City of King, NC**
City Manager
- 1993 - 1995 **Town of Bowling Green, VA**
Town Manager
- 1989 - 1993 **Fairfax County, VA**
Administrative Aide to member of the Board of County Supervisors
- 1987 - 1989 **Office of the Secretary of the Army, Washington, D.C.**
Principal Staff Assistant (1988-1989)
Management Analyst (1987-1988)
- 1986 - 1987 **Chairman of the House Armed Services Committee, United States
House of Representatives, Washington, D.C.**
Congressional Intern

EDUCATION

- 1991 M.P.A., George Mason University, Fairfax, VA
- 1986 B.S., Political Science, American University, Washington, D.C.

Theodore L. Voorhees, ICMA-CM

3950 Olde Links Court
Powhatan, Virginia 23139
(910) 391-7463
voorhees.ted@gmail.com

EXPERIENCE

May '17 – Present Serving as county administrator of Powhatan County, Virginia, a picturesque bedroom community of approximately 30,000 in the Richmond metropolitan region. With excellent schools, an entrepreneurial culture, and convenient access to the medical, cultural and entertainment assets of Virginia's capital city, Powhatan is poised for the region's western expansion. Lead an organization of more than 160 employees in preparing for growth, implementing sustainable organizational development and strategic planning processes, promoting economic development, implementing performance management systems, expanding access to broadband, upgrading technology, and developing resilient public safety functions. Develop annual budget and capital improvement program, liaison to regional organizations, and clerk to the board of supervisors.

July '16 – May '17 Senior Consultant with Developmental Associates, LLC a full-service executive recruitment and consulting firm serving local government and higher education clients primarily in North Carolina. Assisted clients with developing appropriate job analysis and screening criteria, developed advertising and recruitment strategies, interviewed and evaluated candidates, designed assessment center exercises, administered assessment centers to finalists. Additional company projects included developing 21st Century Policing change management program and creating customized executive development and coaching curriculum for organizational succession planning.

Aug. '12 – Apr. '16 Served as city manager of Fayetteville, North Carolina, home of the nation's largest military installation, Ft. Bragg. With a diverse population of approximately 210,000, Fayetteville is North Carolina's sixth largest city and is the retail, medical and service industry hub of the Sandhills region. Lead an organization of more than 1400 employees in providing innovative municipal services that improved the quality of life for residents and visitors. Initiated key staff realignments to improve public safety, develop organizational capacity, and institute performance measurement systems across all functions. Assisted City Council in developing strategic planning goals and developing targets for action. Improved financial position through sound fiscal management policies to maintain AA+/Aa1 bond rating. Set the tone for collaborative and creative problem solving including: working to leverage municipally owned utility assets to benefit the entire organization; multiple technology projects to improve processes for staff and provide mobile service requests to residents (National Rank #4, Digital Cities Survey 2015); collaborated with County and Chamber officials to realign and repurpose industrial recruitment program; established first Intergovernmental Service Agreement with Ft. Bragg under new National Defense Authorization Act authority; expanded transit service; participated in US Department of Justice Collaborative Police Reform Initiative and 21st Century Policing Task Force receiving U.S. Attorney General national recognition; received ISO Class 1 fire department rating; earned ICMA Certificate of Excellence in Performance Management; proposed and passed first bond referendum in 20 years; and was recognized by The Fiscal Times as eighth in the country in terms of fiscal strength, out of 116 cities with populations of 200,000 or more.

May '02 – Aug. '12 Served as deputy city manager (operations) of Durham, North Carolina, a diverse, progressive, rapidly growing full-service city of approximately 230,000 residents that serves as one of the three major population centers in North Carolina's Research Triangle region, the high technology bio-medical research capital of the southeastern United States, and home of Duke and North Carolina Central universities. Assisted with leadership, general management, administrative affairs and service delivery operations as part of the city manager's executive team. Provided oversight of 2000+ employees in ten major operating units including public works, fire, police, transportation, solid waste, water/wastewater, parks and recreation, general services, fleet management, and

city/county emergency communications (E-911) departments. Served as city executive liaison to the city/county emergency management department. Key leader in developing Durham's values-driven organizational change, including integrated succession planning and external facing strategic planning accountability dashboard. Helped to shape the public policy agenda in our community to emphasize downtown redevelopment and the backlog of deferred maintenance for public buildings, streets, utility infrastructure, and fleet assets while protecting coveted AAA bond rating from all three rating agencies. Executive sponsor of the national award-winning Enterprise Resource Planning technology project and the Capital Improvement Program team. Chair of Jordan Lake regional water supply partnership; a 12 local government collaboration. Member of 9-1-1 Communications Advisory Board and NC League of Municipalities General Government Legislative Advisory Committee. Served as acting city manager in the absence of the city manager.

Apr. '00 – May '02 Served as assistant city manager of Wilmington, North Carolina, a rapidly growing coastal community of approximately 100,000 residents that serves as southeastern North Carolina's regional hub for commerce, education, industry, tourism and medical services. Assisted with the general management, administrative affairs and service delivery operations as part of the city manager's direct staff and as part of the overall city management team. Responsible for city manager's office oversight of planning, engineering and community development activities. Supervised the public information office to include public information officer, media relations activities, government television station, and citizen information and assistance program. Served as chairman of the strategic planning steering committee. Led cross-departmental work teams. Supervised the development of the annual communications plan. Served on the information technology steering committee and downtown revitalization task force. Responsible for guiding the communications plan for a major annexation of approximately 10,000 residents. Project manager for riverfront development. Served as acting city manager in the absence of the city manager and deputy city manager.

Dec. '95 – Apr. '00 Served as city manager of King, North Carolina, the commercial, institutional and cultural center of Stokes County. Responsible for the general management, administrative affairs, and service delivery operations for a growing, full service city in the Winston-Salem metropolitan area. Duties include supervision of human resources management, community planning and environmental management, zoning, building inspections and code enforcement, parks maintenance and development, solid waste collection and recycling, street maintenance and transportation planning, police services, fire and rescue services, public buildings maintenance and development, economic development, downtown revitalization programs, information systems development, tax administration, and financial management. Managed regional municipal water system operations for a population of over 21,000 in a three-county area, and municipal sewer collection system within, and adjacent to, city limits. Through department heads, planned, directed and reviewed the work of 52 full-time and 6 part-time employees. Developed agenda for city council, drafted ordinances in consultation with city attorney, worked with state agencies to advance municipal goals, supervised the administration of federal, state, and inter-local grants. Served as budget officer for \$5 million combined funds budget.

June '93 - Dec. '95 Served as town manager of Bowling Green, Virginia. Responsible for the general management, administrative affairs, and service delivery operations for a small town and county seat of Caroline County. Managed water and sewer services to 1500 customers. Planned, directed and reviewed the work of fourteen employees, including police auxiliary. Developed town council agendas, drafted ordinances and administrative regulations. Provided construction administration for completion of \$2 million sewer plant expansion. Initiated the town's first successful annexation effort. Developed Chesapeake Bay Protection program. Served as zoning administrator. Developed and implemented combined funds budget of approximately \$1 million. Initiated Main Street revitalization effort and expanded annual community festival.

May '89 - June '93 Served as administrative aide to member of the Board of County Supervisors, Fairfax County, Virginia. Provided continual legislative analysis and oversight of local government service delivery to a population of over 80,000. Provided administrative and analytical support to the board member regarding budgeting, tax policy and administration, transportation planning and operations, consumer affairs and public works programs. Provided constituent services on these and other issues. Served as key contact for a variety of multi-million-dollar programs, including commercial

revitalization of the Springfield Central Business District, County Road Bond Construction Program, Community Improvement Program, and Metrorail construction. Responded to media inquiries, prepared newsletter articles and drafted editorial correspondence.

Aug. '88 - May '89 Served as principal staff assistant for transition in the Office of the Administrative Assistant to the Secretary of the Army, Washington, DC. Responsible for the staffing, coordination, and assembly of key departmental briefing materials for incoming Presidential appointees. Responded to requests for information from the Office of the Secretary of Defense. Edited departmental policy documents on a variety of administrative functions. Provided guidance on departmental organizational structure and procedures.

July '87 - Aug. '88 Served as management analyst in the Office of the Secretary of the Army, Washington, DC. Conducted business process redesign and automation surveys to identify opportunities for improved organizational efficiency. Made recommendations regarding cost accountability and work flow. Developed procedures to implement initiatives from senior managers. Participated in the evaluation and selection process for management information systems contracts.

Sept. '86 - Jan. '87 Served as Congressional intern for Chairman of the House Armed Services Committee, United States House of Representatives, Washington, DC.

EDUCATION

Certificate, Senior Executive Institute, Weldon Cooper Center for Public Service, University of Virginia, Charlottesville, Virginia

Graduate, Municipal Administration Program, School of Government, University of North Carolina, Chapel Hill, North Carolina

Master of Public Administration, George Mason University, Fairfax, Virginia

Bachelor of Science, American University, Washington, DC

Alumnus, United States Military Academy, West Point, New York

Graduate, George C. Marshall High School, Falls Church, Virginia

Alumnus, Punahou School, Honolulu, Hawaii

PROFESSIONAL CREDENTIAL

ICMA-CM, International City/County Management Association – Credentialed Manager

AFFILIATIONS – CURRENT AND FORMER

International City/County Management Association

(Advisory Board on Graduate Education, Strategic Planning Committee, Next Generation Task Force, 2008 Conference Planning Committee, and Small Communities Task Force)

Virginia Local Government Management Association

(Professional Development Committee, Co-chair, Summer Conference Planning Committee)

North Carolina City County Management Association

(Chair, Communications Committee, Ethics Education Committee)

Guest Lecturer on Collaborative Governance, UNC School of Government MPA Program

Guest Lecturer on Service Delivery Management, NC State University MBA Program

Virginia Association of Zoning Officials

(Virginia Certified Zoning Administrator)

United Way of Cumberland County, Board of Directors

Fayetteville Area Convention and Visitors Bureau, Board of Directors

Airborne and Special Operations Museum, Board of Directors

North Carolina Museum of Life and Science Board of Directors

(Strategic Planning Committee, Governance Committee)

Lions International

(Bowling Green, King and Durham)

Kiwanis International

(Fayetteville)

Boy Scouts of America
(Pack 17 Committee, Cubmaster, Mawat District, Occoneechee Council)
Youth Soccer Coach, Triangle United at Woodcroft
(North Carolina Youth II License)
American Society for Public Administration
(Board Member, Northern Virginia Chapter Council)
Association of the United States Army
(Braxton Bragg Chapter; Chapter President, Ft. A.P. Hill - Rappahannock Area)
Vice Chairman, Virginia's Potomac Gateway Welcome Center Board of Directors
Clean Fairfax County, Inc., Board of Directors
National School Boards Association
(Student Representative, Fairfax County School Board, 1981-82)

AWARDS

Special Act Award - Department of the Army, 1989
Special Achievement Award, Northern Virginia Chapter, ASPA, 1994
Central-Springfield Area Revitalization Council Award, 1994
New Public Administrator of the Year Award, Northern Virginia Chapter, ASPA, 1995
ICMA Certificate of Distinction in Performance Management, 2015

ABILITIES

Excellent writing and speaking skills. Proven personnel and organizational management skills. Decentralized, goal-oriented management style with demonstrated aptitude for distilling problems and developing solutions. Work comfortably with diverse populations.

PERSONAL

Born May 13, 1964, in Charlotte, North Carolina. Son of career Army officer. Lived in Virginia, North Carolina, Hawaii, New York, Colorado, Georgia, Pennsylvania, California, and the District of Columbia. Wife Michele is an elementary school teacher. Enjoy golf, skiing, hiking, reading, travel, and raising my four children.

ORGANIZATIONAL RECOGNITION

As a result of my leadership initiatives from 2012 - 2016, the following recognitions occurred regarding Fayetteville, NC:

<http://www.governing.com/topics/urban/gov-fayetteville-best-managed-city-equipt-innovate-lc.html>

<http://www.governing.com/topics/urban/gov-living-cities-equit-innovate-report.html>

<https://www.justice.gov/opa/pr/department-justice-releases-new-report-attorney-general-s-twelve-city-community-policing-tour>

<https://www.charlotteobserver.com/news/politics-government/article79530207.html>

<http://www.thefiscaltimes.com/2017/01/09/How-Strong-Are-Your-Citys-Finances-116-US-Cities-Ranked>

<https://www.mlb.com/news/astros-buy-minor-league-club-in-fayetteville/c-205029026>

3950 Olde Links Ct
Powhatan, Virginia 23139
December 6, 2018

S. Renée Narloch & Associates
2910 Kerry Forest Pkwy
Suite D4-242
Tallahassee, FL 32309

Dear Ms. Narloch:

Please accept my online application with the attached resume and this cover letter as my application for the position of City Manager of Charlottesville, Virginia. I have 29 years of relevant local government experience that prepares me for this position, including service as a town/city manager, county administrator, or deputy/assistant city manager for 24 years in Virginia and North Carolina, and experience as an aide to a member of the Board of Supervisors in Fairfax County. I am an active member of ICMA having received the Credentialed Manager designation in 2002. I have lived and worked in Fairfax County's high growth environment, as well as in the diverse communities of Wilmington and Durham, North Carolina, both with high expectations for quality of life and social equity. As an alumnus of the Senior Executive Institute at the Weldon Cooper Center for Public Service, I am committed to the continuing professional development of myself and others in local government.

I currently serve as County Administrator in Powhatan County where I recently completed lease-revenue bond financing for several capital projects, continue to develop a performance management culture, have transitioned emergency communications into a free-standing agency with modernized facilities, equipment and applications, work to finalize a comprehensive plan update, and reinitiated a dedicated economic development function following a year-long strategic study. More importantly, I am working to develop the bench strength of my team and prepare the organization and the community for the impact of growth in the years ahead.

Having worked for Fairfax County and the City of Durham, both with AAA bond ratings, I have a great appreciation for the high value placed by the Charlottesville City Council on sustaining the City's excellent financial position. Throughout my career I have been a key leader in establishing sound strategies, practices and policies that have resulted in successful bond referenda for a wide range of public improvements, establishing "pay for performance" employee evaluation systems, overhauling Capital Improvements Program processes, and implementing award-winning programs. Examples include Durham's county-wide Comprehensive Land Use Plan for "smart growth" and a companion Unified Development Ordinance with an emphasis on Transit Oriented Development; and Fayetteville's data driven performance management system which recently earned ICMA's Certificate of Excellence in Performance Management, and Governing Magazine's Most Innovative City Award. I have also been instrumental in initiating fleet replacement programs, consolidating a water and sewer utility system, achieving multi-agency accreditation of a 911 center, participating in a US Department of Justice Collaborative Reform Initiative for community policing, upgrading 800 MHz radio communications systems, replacing enterprise resource planning/management information systems, designing and implementing an automated land development process tracking system, and completing major downtown revitalization improvements projects. All these things have

been accomplished through leading and empowering teams of dedicated and creative people committed to high ideals of community service.

In Fayetteville, I focused on culture change to build collaboration and teamwork across multiple departments and to establish an integrated succession planning model throughout my organization. Community engagement was also a significant focus of my effort to create transparency and accountability in local government. Similarly, Durham developed a reputation as a local government leader over the last several years. Both organizations are engaged in continuous improvement and endeavor to attract talent who are leaders in their respective fields. The commitment to excellence has paid off over the years as Durham continues to receive accolades as a great place to live, work and play. When moving to Fayetteville, I set the bar high to develop the same level of commitment to excellence and progress. Using a strategic planning framework, I helped the Fayetteville City Council set strategic priorities that moved the community forward in key areas such as crime reduction, economic development, place-making, infrastructure development, transit expansion and organizational sustainability.

Throughout my career, I have been key leader in driving organizational change. Through the “Durham First” and “Culture of Service” initiatives, we put in place corporate values that drive employees’ everyday performance. Fayetteville’s R.E.S.P.E.C.T. program and Core Values Award recognition drives home the importance of employee engagement and creativity in everyday work. Serving in Fayetteville and Durham, I experienced meeting the needs of a diverse community that is economically successful yet is also home to many who are disconnected from the workforce and require services to fill the gap. Having the necessary empathy and cultural competencies to work with diverse community stakeholders and residents is critical to the success of any local government. I understand and embrace the power of community engagement strategies to solve complex social and neighborhood issues by building trust with our community partners.

In addition to my strategic planning work in Fayetteville and Durham, I chaired the strategic planning efforts for the City of Wilmington, served on a past strategic planning committee of the International City/County Management Association and strategic planning committee of the NC Museum of Life and Science Board of Directors. These experiences continue to strengthen my creativity and vision, and develop my ability to collaborate with a variety of stakeholders.

As you can see from my resume, I possess an ideal mix of experience and qualifications for the advertised position. Furthermore, I have strong family ties to Virginia where I completed high school (including service as student representative to the Fairfax County School Board), and graduate school. My wife and I began our married life together in Northern Virginia, and we have family who reside in McLean and suburban Maryland. Accordingly, I would be looking to make a long-term commitment to service with City of Charlottesville. I look forward to the opportunity to interview with the City Council, and I would be pleased to provide further information and references upon request.

Sincerely,

Theodore L. Voorhees

Theodore L. Voorhees, ICMA-CM