



Finalist Candidates

For

City Administrator

Spring Hill, TN

May 2025



Slavin Management Consultants

3040 Holcomb Bridge Road, Suite A-1, Norcross, GA 30071 (770) 449-4656

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May 19, 2025

Honorable Matt Fitterer, Mayor
Members of the Board of Mayor and Aldermen
City of Spring Hill
199 Town Center Parkway
P.O. Box 789
Spring Hill, TN 37174

RE: Finalist Report – City Administrator Search

Dear Mayor Fitterer and Members of the Board of Mayor and Alderman:

This report contains the names of the four finalist candidates to be interviewed for the position of City Administrator for Spring Hill, Tennessee. These candidates, in our professional opinion, are among the best qualified individuals for the position.

The candidates are:

Larry Burks

Bradley Gotshall

A.J. Krieger

Carter Napier

The candidates have not been ranked as all are well qualified to meet the minimum requirements of the position. At this point the chemistry between the Board of Mayor and Aldermen and the candidates will be an important factor in the interview and selection process.

The candidates are aware that the salary is open and that the present salary and qualifications may influence the starting salary. We suggest that when you become seriously interested in a candidate, you settle salary and related matters as quickly as reasonably possible. As you know, to the extent it is applicable, it is normal practice for the organization to pay actual relocation expenses and related items for executive level employees.

The candidates have been informed of the process at this stage, and the range of possible options for the interview process. The direction we are requesting at this stage is your preferred

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interview process (i.e., number and type of interviews: individual, panel(s), community involvement, etc.); and 2) the Date(s) for Finalist Interviews. Attached, are options that will be presented for the BOMA's feedback and possible direction at the May 19 regularly scheduled meeting.

Also included in this report is detailed information about the candidates, a summary on each candidate, their letter of interest, resume and answers to the Supplemental Questionnaire we require of each candidate that has reached this phase of the process. We have also included selected publicly available information on candidates and a rating sheet. The final in-depth background reports are still in process as we are still awaiting information from several sources. The background summary information on all finalists will be provided prior to the date(s) for the final interviews. Also contained in this report, are tips for interviewing and selecting candidates, sample interview questions, and candidate ranking and tabulation forms. We have also included a guide to assist in avoiding asking inappropriate questions.

Once the BOMA agrees on an interview process and date(s) to conduct them, John Kross will be in attendance for all the candidate interviews and be available to assist as needed. Finally, we thank you for the opportunity to work with you on this very important assignment. We will continue to work for you until the process is complete.

Sincerely,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin and John Kross

City Administrator Finalist Interview Options

- **Date(s) for Finalist Interviews: TBD;** possible options: Friday, 6/6 and/or Sat. 6/7; Friday, 6/13 and/or Sat. 6/14.

Interview Option 1: Individual Aldermen Interviews, BOMA Group Interview, Executive Team Interview, Tour of Community and Community “Meet and Greet”. [2-day time commitment]

Individual Aldermen Interviews: One-on-one interviews with each member of the BOMA. Candidates are rotated from each Alderman for one-on-one interviews. Time: 45 mins to 1 hour each interview.

BOMA Group Interview: Each candidate is interviewed (independent of the other candidate) by the entire BOMA. Time: 1 ½ hours per candidate. This is a public meeting.

Executive Team Interview: Each candidate is interviewed by a panel of all Department Heads. It is recommended that there be one interview scheduled per candidate including all the Executive Team. Candidates are not ranked by the Executive Team but feedback is provided to the Consultant which will be shared with the BOMA. Time: 1 to 1 ½ hours per candidate.

Tour of the Community: Spring Hill Staff member provides a single tour of the community with all four candidates. Final tour locations and logistics to be determined. Time: 1 ½ hours.

***Community and Employee Meet and Greet:** Unstructured, informal conversation, scheduled at the end of the day or early evening with light refreshments. All four candidates are introduced either by consultant or themselves, then members of the public mingle among the four candidates. Candidates are not ranked by members of the public, but feedback cards are provided for the public’s use and input. Consultant will share information provided by the public with the BOMA. Time: 1 hour.

Total Time Commitment Estimated: **1 ½ to 2 days.** With this option, it is generally advisable that the BOMA Group Interview be conducted on day 2, after all other interviews and meet/greet has concluded.

Interview Option 2: BOMA Group Interview, Executive Team Interview, Community Panel Interview and Community Tour. [1 day time commitment]

BOMA Group Interview: Each candidate is interviewed (independent of the other candidate) by the entire BOMA. Time: 1 ½ hours per candidate. This is a public meeting.

Executive Team Interview: Each candidate is interviewed by a panel of all Department Heads. It is recommended that there be one interview scheduled per candidate including all the Executive Team. Time: 1 to 1 ½ hours per candidate. Candidates are not ranked by the Executive Team, but feedback is provided to the Consultant which will be shared with the BOMA.

***Community Panel.** A citizens panel is assembled, or perhaps one of the standing Committees, Boards or Commissions are asked to serve as an interview panel. Like the BOMA group interview, the Community Panel would interview each candidate separately and provide feedback to the Consultant which will be shared with the BOMA. This interview would also be subject to the Tennessee Open Meetings Act and be a public meeting. The Committee would also not rank the candidates. Time: 1 to ½ hours per candidate.

Tour of the Community: Spring Hill Staff member provides a single tour of the community with all four candidates. Final tour locations and logistics to be determined. Time: 1 ½ hours.

Total Time Commitment Estimated: 1 day. This option contemplates concurrent panel interviews in the interest of time.

****Note:** There are elements of both options that can be “mixed and matched” based on the interest of the BOMA. For example, if the group prefers Option 1, the Community Meet and Greet can be interchanged with the Community Interview Panel as noted in option 2. Additionally, if the BOMA prefers, the Executive Team Interview Panel can be consolidated to include all candidates interviewing concurrently with the team; conversely, the Department Head interview panel can be replaced to expand the Community Meet and Greet to include the Department Heads. Both options will require multiple conference rooms to facilitate concurrent interviews; logistics to be determined.*

INTERVIEW AND SELECTION TIPS

Interviews are often not as effective as they should be for the following reasons:

- Human errors are made.
- Final decisions are frequently made too early in the interview.
- Judgements are based on characteristics that are unrelated to subsequent job performance (i.e., race, gender, age, etc.)
- Insufficient weight is often given to favorable information of job applicants – most interviewers look for reasons to reject applicants. To the extent that interviewers prejudge applicants, their decisions tend to be inaccurate.
- Interviews may not be as carefully prepared for interviews as they should be.

In considering the candidates presented, we feel it is important to remember:

1. Interviews should be viewed as learning experiences for the interviewers. For example, you may learn about approaches or techniques that may be of value to the organization.
2. Some candidates did not seek out this position but rather were encouraged by us to apply. With time, their enthusiasm will wane, and there is ample evidence to show that delay can be detrimental to both the prospective employer and the candidate. For that reason, we encourage the hiring group to establish a plan for completing this process within a short period of time.
3. The interview is a two-way process. Just as you are making an important decision for the organization, so too is the candidate making important career, personal and family decisions. All candidates have been provided with background information concerning the position, but many will have questions that can only be answered by you during the interview. Try to set aside time during the interview for these questions to be raised and explored.
4. If you are unable to reach a decision on a candidate immediately, keep all candidates clearly and frequently informed on your progress. It is appropriate for you to be the primary point of contact with the candidates after they have been interviewed. We will, however, be pleased to serve as a go-between should there be a need for negotiations with a final candidate.
5. Once a decision has been reached and an offer made to a candidate, we suggest that you obtain acceptance in writing. At the same time an appointment is made you should contact the other interviewed candidates and inform them of your decision. We will, of course, notify all other applicants of your decision.
6. We are committed to the Board until the process is complete. Please feel free to contact us at any time.



Invites your interest in its next
City Administrator

First Review of Applications:
April 18, 2025



SLAVIN MANAGEMENT
CONSULTANTS





Spring Hill, Tennessee - Middle Tennessee's Community of Choice

One of the fastest growing communities in the country, Spring Hill (est. pop. 62,000), about 35 miles south of Nashville, within the metro Nashville region, is experiencing its moment and is the community of choice for many new companies and families. Spring Hill is located off Interstate 65 and has many state routes and highways providing convenient access. From 2010 to 2020, Spring Hill was in the top ten of the nation's fastest growing communities with a minimum population of 50,000. From 2010 to 2020, Spring Hill's population grew by nearly 50% and an astonishingly 276% from 2000 to 2010. The near-term forecast for growth indicates a growth rate of 78% by 2030 and by 2050, the City is expecting a population of nearly 110,000. Today, the trajectory of growth continues with large mixed-use master plan developments in the development pipeline. Spring Hill's proximity to Nashville makes it an attractive destination and provides a convenient location near Nashville's diverse array of dining, entertainment, cultural attractions and professional sports.

Spring Hill was incorporated in 1837 and today is approximately 29 square miles and located in two counties (Maury and Williamson). According to historical records, early settlers moved into the area as early as 1809. One of those early settlers built a cabin near a natural spring which would later become the Town's namesake. Later, the Civil War played a role in the history of the community. In November of 1864, the town was the location of a major battle between Union and Confederate soldiers. The Battle of Spring Hill as it was named, was an important period in the war when Union forces prevailed, moving towards Nashville that would later lead to the fall of the Confederate capital in Richmond, Virginia (source: American Battlefield Trust). Spring Hill has many historic sites with the notable Rippa Villa, built in 1855. The 160-year old Rippa Villa home is owned by the City and operated by the Battle of Franklin Trust. Rippa Villa is on 98 acres and open for daily tours.

A Great Community with a Healthy Economy

Spring Hill historically has been known for its picturesque setting, comprising of rolling hills, rich pastures and agriculture. In the mid-1980's the Spring Hill area became the Middle Tennessee ground central for the automotive industry, and arguably the nation. In 1985, General Motors began construction on a new \$3.5 billion Saturn manufacturing plant on 2,400 acres. Production of the first vehicles occurred in 1990. At the start of the Saturn vehicles production in 1990, Spring Hill's population was only 1,464. The ever evolving nature of the automobile industry led to a new vehicle production lines of the Cadillac XT5 and XT6 SUV's and more recently the all-electric Cadillac Lyriq, in 2022. A joint venture with LG Energy Solution also has led to the construction of the Ultium Cell batteries at the Spring Hill manufacturing site. GM has constructed over 7.9 million square feet on its 2,400-acre campus and employees nearly 4,000 people, making this manufacturing site GM's largest in the nation. Having base manufacturing jobs from GM has resulted in a substantial supply chain within Spring Hill and the general area resulting in estimates of nearly 15,000 related supply chain jobs.

From the housing perspective, the City issued 307 single family building permits in 2024. However, over the last couple of years, the City has experienced more residential growth in multifamily development, providing a diversity of housing options. The current high interest rates and housing needs have resulted in a shift toward more rental housing activity. For the current fiscal year, staff estimates that an additional 700 multifamily units will be constructed. The median housing price continues to fluctuate with the area's rapid growth but estimates as of the end of 2024 are approximately \$550,000. Despite the increasing trend of single family housing prices, Spring Hill continues to be highly competitive for housing affordability. It is notable that new residents and companies' attraction to the region has likely taken notice of the Tennessee Legislature's 2021 repeal of the state's income tax. The State levies a gross receipts tax, with the State rate at 7%. Spring Hill levies a local sales tax rate of 2.75%. Tennessee is one of just eight states with no income tax. Spring Hill is also a relatively young community (median age, 35) and affluent community with a high median household income of \$106,658 according to the U.S. Census Bureau.

Recreation and Events

Local festivals are also active in Spring Hill, with Hill Fest in June and "Campin' in the Park" in September. In the fall, the Whole Hog festival is held and includes children's events, a tractor show, crafts fair, live music, and local food options. Spring Hill is home to World Wide Stages solidifying its entertainment connection with Nashville where the 32,000 square foot facility provides an attractive venue for the music, film and television industry.

The City owns and operates five City parks and has cooperative relationships with both Williamson and Maury Counties for convenient access to County parks and facilities. Within the City and region, is planned an extensive 36-mile greenway network that will provide alternative connectivity options for the community. The City recently acquired 48-acres for a new park and currently included in the City's park system is, the 30-acre Fischer Park at Port Royal which is the largest and City's newest park. A fully A.D.A. accessible park, it includes active play areas, splash pad, pavilions and an amphitheater for movie nights. Other parks, include the Walnut Street Skate Park is designed for skateboards, inline skates, BMX, freestyle scooters and non-motorized scooters. Spring Hill's remaining three parks (Harvey, Evans and McLemore) include traditional playgrounds, athletic fields, picnic areas, basketball courts, with Evans Park also including a dog park. The City also operates a very busy full-service library with dynamic programming for all ages and abilities to Williamson and Maury County residents.

Within the Spring Hill region are fishing, hunting and kayaking recreation opportunities. The 290 mile Duck River winds through Maury County and is also the City's main source of potable drinking water. According to regional sources, the Duck River is known as the most biologically diverse river in North America, with 151 species of fish, 60 freshwater muscle species and 22 species of aquatic snails. Additionally, there are four State parks within the region. The State of Tennessee does not charge entrance fees to any of their State parks.

Today, Spring Hill is a full-service community and home to over 62,000 in population. The community is experiencing significant non-residential investment adding to the diversity of shopping and dining opportunities in the community. Spring Hill has the benefits of a smaller community and the regional benefits of a major urban center within the Nashville metropolitan area making the quality of life exceptional.

Schools and Higher Education

Spring Hill's school system is a leader within the state. Both Maury and Williamson County Schools are highly performing districts with Williamson County Schools receiving a Tennessee Department of Education "Advancing" designation. Maury County schools educate over 13,000 students while Williamson County Schools, the larger of the two county school system, educates over 42,000. There are over 4 private schools serving the region as well. Higher education opportunities within the region include Columbia State Community College, Middle Tennessee Research and Education Center, Williamson College, Tennessee State University and Vanderbilt University, Middle Tennessee State University in Murfreesboro, Lipscomb University, Belmont University, and Fisk University.



About the City Government

The City of Spring Hill is a Board-City Administrator form of government, virtually identical to the Council – Manager form of government. The City Administrator reports to a nine (9) member Board of Alderman (BOMA), including a directly elected Mayor. All members serve four-year staggered terms with elections every two years. Despite being a high growth community, with a lot of new residents, Spring Hill residents are engaged with its local government with interests in service and in support of a long-term perspective of the best interests of the community. There is an election on April 10, 2025, in which the Mayor and four Aldermen seats are on the ballot for election. Two Aldermen are not running for reelection. It is anticipated that City Administrator semifinalists will be reviewed and presented to the new BOMA after the April 10, 2025 election allowing them the opportunity to provide input and direction on the process appointing their next City Administrator. It is also expected that a new City Administrator would be available to take office by the start of the new fiscal year on or about July 1, 2025.

Along with the City Attorney and City Judge, the City Administrator is one of three positions appointed directly by the Board. The City Administrator oversees all remaining staff, has authority over all personnel decisions and advises the Board on all policy matters. Spring Hill does have an adopted charter. Although there is currently not a residency requirement in the City charter the two previous City Administrator contracts included a residency provision and it is the BOMA's expectation to remain in the City Administrator's contract.

The City Administrator's office includes two Assistant City Administrators who have varying degrees of responsibility and oversight. The current fiscal year 2024/25 budget of \$249.2m supports fifteen (15) departments and 362 full time equivalent positions. Primary operating fund revenues are split nearly evenly between two sources: sales taxes and property taxes of approximately \$32m in total. The City receives state shared revenues of \$6.8m based on an adopted statutory formula. Including all other funds, the total operating budget is \$94.7m and a capital improvements program budget of \$155.5m. As expected, most of the City's total budget is prioritized in the capital improvements program due to infrastructure needs accommodating new growth. The City enjoys a strong AA+ bond rating, which was reaffirmed during a recent ratings review. The City's fund balance represents approximately 68% of general fund expenditures also indicative of prudent and fiscally responsible budgetary best practices.





Essential Duties of the City Administrator as prescribed in the City Charter

- Administer the business of the municipality;
- Make recommendations to the Board for improving the quality and quantity of public services to be rendered by the officers and employees to the inhabitants of the municipality;
- Keep the Board fully advised as to the conditions and needs of the municipality;
- Report to the Board the condition of all property, real and personal, owned by the municipality and recommend repairs or replacements as needed;
- Recommend to the Board and suggest the priority of programs or projects involving public works or public improvements that should be undertaken by the municipality;
- Recommend specific personnel positions, as may be required for the needs and operations of the municipality and may propose personnel policies and procedures for approval of the Board; and,
- The City Administrator shall oversee, manage and supervise the duties of all employees of the City, including department heads, the Chief of Police, the City Recorder, the Building Inspector, the Superintendent of Public Works and the Superintendent of the sewer disposal system;
- Pursuant to the City Charter § 63-106(b)(2) and by this subsection (B)(3), the Board of Mayor and Aldermen has designated the City Administrator as having responsibility to employ, promote, discipline, suspend and discharge all employees and department heads. Nothing in the city's Personnel Policy, Charter or city code shall be construed as granting a property interest to employees or department heads in their continued employment;
- The City Administrator may suspend any employee of the city, including department heads, for dereliction of duty or failure to perform duties prescribed by him or her, the Mayor or the Board of Mayor and Aldermen;
- The City Administrator may act as purchasing agent for the municipality in the purchase of all materials, supplies and equipment for the proper conduct of the municipality's business;
- The City Administrator shall prepare and submit the initial proposed annual budget and capital programs to the Board of Mayor and Aldermen.

Notable Public and Private Sector Projects

As referenced in the City's 2023 Comprehensive Annual Financial Report, the Nashville metropolitan area has experienced a remarkable 22% growth in jobs and employment over the past 5 years. The current high interest rates have reduced the demand for new owner-occupied single-family housing, leading to a significant increase in the need for rental properties, Spring Hill is no exception to what the Nashville region has experienced by way of type of housing currently under development. Additionally, the strategic importance of Nashville as a logistics hub, driven by the demand for just-in-time inventory, has fueled a boom in logistics warehouses and light manufacturing spaces. Spring Hill is also benefiting from City-driven economic initiatives as noted below.

- In response to these economic shifts, Spring Hill has seen a shift in the type and number of permits. While developers previously focused on single-family dwellings, there is now a more complex mix of industrial, commercial, and multi-family housing. This diversification is essential for broadening the City's property tax base and simultaneously presents some challenges.
- Legacy Pointe is underway, developing a commercial mixed-use district. The project includes 600,000 square feet of commercial space, as well as 1,000 hotel rooms, a 17.37-acre dedication of historical battlefield lands, and approximately 2,150 residential dwelling units. In total, this is a \$30 million capital investment in Spring Hill.
- June Lake mixed-use project, associated with a new I-65 interchange opened in 2024, is making significant progress with its residential units and holds exciting commercial potential. Currently, this singular project in Spring Hill represents the most significant private sector investment in the Nashville metro area.
- Additionally, the Spring Hill Commerce Center has received zoning approval for a 5 million square foot industrial complex on the east side of I-65. This marks the first significant development in that area.
- Spring Hill is also active with over 40 active development sites under construction. Alongside the new hotels mentioned earlier, three more hotels are planned, providing visitors with convenient lodging options, and boosting the City's sales tax revenue.
- Several major road projects are in progress throughout the City.
- Construction of the new Police Station is underway and slated to open in a couple of months.
- Construction is underway of Fire Station #4.



**A TOP
RANKED
CITY**

Thousands of new residents are moving to Spring Hill every year. Here are a few reasons why.

- WalletHub ranked Spring Hill in the **Top 100 of Best Small Cities in America**;
- According to Yahoo.com, Spring Hill was the 8th fastest growing city in Tennessee in 2024

Niche has ranked Spring Hill is in the **Top 25 Best Cities in Tennessee** in the following categories:

- Best Suburbs to Raise a Family
- Best Suburbs for Young Professionals
- Best Suburbs to Live
- Suburbs with the Best Public Schools

Issues, Opportunities and Challenges

The City is forward-thinking, creative yet reflective of the importance of its history. The Board of Mayor and Aldermen recognize the value in understanding the history of the community allows it to strategically connect to the future. As leadership changes at the political and executive levels, there remains a continuity of a philosophy to maintain levels of service but evaluate new ways, methods, and systems to deliver services to adjust to an ever changing environment. The next City Administrator will be expected to have an understanding and demonstrated success in managing or working at an executive level, in a community experiencing population growth and has worked with and through similar challenges. Spring Hill recognizes that there are significant infrastructure needs to accommodate its current pace of growth and development by exploring new water delivery sources, options for treatment of wastewater and addressing traffic congestion within the community, as the first tier priorities. The organization has a strong and very capable executive team that should be properly consulted and empowered to use their talents as entrepreneurial, forward-thinking and reliable advisors to the City Administrator.

Preferred Characteristics and Demonstrated Experience of the Ideal Candidate

- Visible demonstration of honesty, integrity, and trust.
- Politically astute but not politically active.
- Fair, balanced and leads with diplomacy, tact, exhibits empathy and professionalism in every interpersonal interaction.
- Exceptional communicator with the Board of Mayor and Aldermen, staff and the community, with the ability to adapt communication style to the message. Ability to speak with clarity on expectations and outcomes.
- Takes the necessary time to develop relationships with community stakeholders and members of the community particularly with those who traditionally may have not had as much interaction, support or focus by the City.
- Have ability to distill complex information on projects or program updates, with transparency, and generally, be available when needed.
- Places organizational culture as a priority and who recognizes the value of the existing staff as part of the team, highly competent in contributing to the overall mission of the organization; exhibits a servant leader philosophy, “first among equals” and a mentor to the staff.
- Clear ability and willingness to delegate assignments and not micromanage executive team.
- Active listening skills with an open-door policy where employees should feel welcomed and approachable, providing a safe space to openly share thoughts, ideas, concerns; exhibiting emotional intelligence.
- Expertise in finance, budget with an emphasis on creating financial and strategic plans pertaining to infrastructure, including wet utilities, public safety and parks.
- Expertise in negotiations, completing development agreements with fair outcomes for the community.
- Ability to articulate a vision for the future of the City; can develop a strategic plan and establish a path that elevates Spring Hill to the next level.
- Is calm under pressure, unflappable to criticism.
- Demonstrates the importance and understanding of the need for a healthy work/life balance both personally and for staff.
- Serve as an ambassador and champion representing Spring Hill within the region and state.
- Demonstrated success working in a first-tier suburban community within a major metropolitan region.
- Recognizes the critical value and importance of recurring, routine communication updates, oftentimes using varying methods and strategies with the City Council.
- Demonstrates independence, and professional approach to elected officials by treating all fairly, in a nonpartisan manner.
- Demonstrates humility and the professionalism, tact and diplomacy when having to say “no” or make a negative recommendation.

POSITION REQUIREMENTS

Education and Experience :

Requires a combination of education and experience equivalent to attainment of an MPA or MBA combined with at least 5 years of increasingly responsible local government management experience gained in a community or other public agency similarly situated in population (or larger) and complexity to Spring Hill is preferred. Experience in budget, finance, capital improvement programs relating to water, wastewater, economic development, and/or development services is desired. This opportunity would be ideal for an individual who is an existing City Manager or City Administrator with similar experience in the issues and opportunities identified herein. However, an experienced Assistant City Manager/Administrator in another jurisdiction with a comparable or larger organization may be considered and with experience as stated.

COMPENSATION AND BENEFITS

Compensation for the position will be highly competitive. Beginning compensation is negotiable based on qualifications and experience. The City provides excellent employee benefits which include generous paid time off, medical, dental vision, prescription drug, a flexible spending account, life/AD&D, long term disability, retirement benefits, an educational savings program and more.

TO APPLY

The recruitment will remain open until the position is filled. The first review of applications is scheduled for April 18, 2025. To apply, please send a letter of application, detailed résumé, and current salary to:

Robert E. Slavin, President or John Kross, Southwest Regional Manager.

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

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www.slavinmanagementconsultants.com

John Kross Contact Information: (480) 797-4487 or johnkross@psmconsulting.us

Electronic submissions are preferred.

THE CITY OF SPRING HILL IS AN EQUAL OPPORTUNITY EMPLOYER



SLAVIN MANAGEMENT
CONSULTANTS



CITY OF SPRING HILL, TN

CITY ADMINISTRATOR

SEMIFINALIST CANDIDATE QUESTIONNAIRE

Name:

Home Address:

Home/Work/Cell phone numbers:

E-mail address:

1. What major factors motivated you to apply for the City Administrator position? How does this position fit your overall career goals?
2. Describe your leadership style. How do you communicate your expectations? Is your style more results oriented or process oriented?
3. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating a utility.
4. Please describe any experience you have had in developing and implementing a strategic plan(s) that resulted in the establishment of priorities or organizational work programs related to growth of the community?
5. Provide any information about the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.
6. Describe your experience developing a fiscally constrained budget and your approach to prioritizing programs and projects. Have you initiated any budget and/or financial innovation strategies such as developing new revenue and expenditure options to enhance a local government's fiscal condition? What strategies have you implemented that provided opportunities for additional revenue and/or cost containment?
7. If not addressed in your answer to #6 above, describe your experience developing capital improvement programs/plans, recurring maintenance plans related to streets, Tax Increment Financing and/or other infrastructure financing tools.
8. Please describe any experience you have had in working with the development community, whether residential, non-residential, or mixed-use projects? Please include any experience you may have with negotiating development agreements (or managed staff who negotiated development agreements); wet utilities and transportation implications of the proposed development on the community's overall system; and, ensuring that the proposed project(s) are properly planned and complementary to existing development and/or neighborhoods.
9. Please describe any experience you may have in developing communications and technology strategies that articulate Board or Council initiatives with the community, advancing transparency and efforts involving public facing technology (e.g., social media platforms, website, other).

10. Thorough, timely and even-handed communications between the City Administrator, the Board of Mayor and Aldermen (BOMA), staff and the community are highly valued. What techniques have you utilized to ensure effective communications between/among all stakeholders?
11. The Spring Hill staff is generally comprised of competent, dedicated, and several long-term employees. The BOMA is supportive of a collaborative, supportive culture within the organization that promotes professional development, continuous improvement, and excellence in fiscal management. As their new City Administrator, describe (1) How you would implement a supportive, team centered environment within the organization that advances the BOMA's goals; (2) Advance internal department communications and collaboration; and (3) How you would cultivate a standard of excellence throughout the organization and engage your department heads to support your initiatives?
12. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.
13. Should you become a finalist candidate, we will perform education, credit, civil, criminal, and motor vehicle court records, along with internet search and reference checks on you. In doing so, will we find anything that you would like to explain in advance?
14. Do you have any personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.
15. Is the resume you submitted accurate and current? If not, please explain any discrepancies.
16. Are you currently employed? If so, where?
17. Are you currently a semifinalist or a finalist for other positions?
18. Have you ever been alleged to have committed any acts of discrimination, sexual harassment, or creation of a hostile work environment? If so, please explain.
19. Have you ever been fired or resigned under pressure from a job? If so, please explain.
20. Have you ever sued a current or previous employer? If yes, provide details.
21. What are your expectations regarding salary and benefits should you be offered this position?

City Administrator Finalists Summaries
Spring Hill, TN City Administrator – Finalist Report - May 19

| Selected Finalists | | |
|-----------------------------|--|--|
| Candidate | Current Position | Abbreviated Information and Notables |
| Larry Burks, ICMA-CM | Manager in Transition | 7 yrs with Westchester Township, OH; A full-service city; Resigned in February 2025; 2025 Budget \$84.9M (\$31.2M CIP); 300 FTEs; (City Manager, Onawa, IA (4 years); Westchester is in the Cincinnati area. Growing area within the region. Westchester not a full service community - Townships in Ohio do not operate/manage utilities – Butler County manages all design and installation of wet utilities, for example. Mr. Burks most applicable utilities oversight is from Onawa, IA. “Abruptly resigned” in Westchester as characterized in a recent media report and allegedly due to a performance evaluation issue involving lack of movement on a redevelopment plan; one Trustee quoted as providing poor evaluation; prior years evaluations were positive according to Mr. Burks. Mr. Burks has a BS and MPA from the University of Nebraska. He is a Credentialed Manager in the International City County Management Association (ICMA-CM) and a Certified Economic Developer (CED). |
| Bradley Gotshall | Township Manager (similar to City Manager), Township of Lower Paxton, PA (6 ½ years) | A finalist in Brentwood, TN. Lower Paxton Township, 2025 Budget \$57M; (CIP \$13.5M approx.); 175 FTEs + 60 PT; A mostly full-service community 9 miles north of Harrisburg, PA; water not provided by the Township, but private (Viola). Growing area, but slowly (.25% annually); From 2016 to 2018 held three different positions as Borough Manager-Secretary in Millersville, Indiana (PA), and Red Hill. A February media story reports on a supervisor (elected) who claims the reasons behind her resignation was the poor treatment by Mr. Gotshall. Allegations made by this supervisor were not substantiated with any other input from other sources, including elected officials. Follow-up interview with Mr. Gotshall notes that there is considerable fallout with partisan local elections and the national perspective, may be influencing the tensions in the Township. Mr. Gotshall has a BS and MA from Pennsylvania State University. |
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| <p>A.J. Krieger, ICMA-CM</p> | <p>Town Manager (similar to City Manager), Firestone, CO (5+ years); (20k pop);</p> | <p>Firestone, 2025 Budget \$68.7M (CIP \$24.9M); 143 FTEs (currently 120 FTEs); largest staff managed in Erie, CO 215 FTEs. Firestone is not a full-service city (wastewater provided by a district; water treatment by an authority). Firestone is a founding member of the water treatment authority but provides the distribution system to its residents. Firestone is considered within the Denver-Boulder metro area and growing; Firestone is 30-miles from Denver; Prior CM experience in Erie, CO (6 years; pop 34); Sheridan (pop. 6k); Northglenn (38k) and Ferguson, MO (23k). Firestone embarking on a \$200M “water action plan” addressing treatment, capacity and supply; another \$150M capital plan for a central parks plan is underway. In a follow-up with Mr. Krieger, he focused on his involvement in Firestone’s water strategy and diversification of supply. Mentioned innovation in selling water credits resulting in significant net revenues allowing for more strategic debt financing of water infrastructure and limiting long-term debt service. Firestone has approved over 10K in housing units which has compelled focus on transportation and other infrastructure planning; Mr. Krieger has a B.S. from Southern Illinois University and an MPA from Saint Louis University. Mr. Krieger is a Credentialed Manager in the International City County Management Association (ICMA-CM).</p> |
| <p>Carter Napier, ICMA-CM</p> | <p>City Manager, Casper, WY (8+ years) (59k pop);</p> | <p>Casper, 2025 Budget \$194M (CIP \$46M); A full-service city of approximately 500-600 FTEs; Casper is the county seat and 178 miles north of Cheyenne. Some growth is occurring in the city but not located in an urbanized area similar to Nashville; Prior experience includes City Admin., Gillette, WY (6+ years; pop 32k); CA in Riverton, WY (7 ½ years; pop 11k). Casper’s annual budget typically includes a significant CIP due to growth issues; Now under consideration is a major upgrade to their WWTP (\$50M-\$60M); Currently evaluating financing options, including rate payer implications; Mr. Napier is overseeing developing a water rights inventory that will help stabilize and address growth need and stability of water resources. While Manager in Gillette, WY oversaw w/staff, installation of a 45-mile water transmission line to address community’s growth; Wyoming and local communities are closely tied energy economy creating challenges to stable revenue streams at times; Mr. Napier initiated some investment strategies that allowed for greater returns on Casper’s local investments, while keeping safety as a priority. Mr. Napier has a BA and an MPA both from Brigham Young University. Mr. Napier is a Credentialed Manager in the International City County Management Association (ICMA-CM).</p> |

FINALIST BACKGROUND CHECK TABLE

(STILL UNDER REVIEW BY SOURCES; TABLE WILL BE PROVIDED PRIOR TO INTERVIEWS)

Larry Burks, ICMA-CM



March 28, 2025

City of Spring Hill, TN
199 Town Center Parkway
Spring Hill, TN 37174

Subject: Application for City Administrator – Larry D. Burks, MPA, CED, ICMA-CM

Dear Mayor Hagaman and Leaders of Spring Hill,

I am excited to apply for the position of City Administrator for the City of Spring Hill. With over two decades of experience in public administration and municipal leadership, including my tenure as Township Administrator for West Chester Township, I bring a strong foundation in governance, strategic planning, and community engagement. My leadership philosophy is rooted in servant leadership, teamwork, transparency, and collaboration—qualities that align closely with the values and expectations of the City of Spring Hill.

Throughout my career, I have demonstrated unwavering integrity and professionalism in every aspect of municipal administration. I have successfully built trusted relationships with elected officials, staff, and community stakeholders through open communication and tactful diplomacy. My ability to simplify complex matters into clear, actionable strategies has been instrumental in advancing infrastructure projects, economic development initiatives, and long-term financial planning. I prioritize inclusivity, ensuring that all stakeholders are heard and that decisions reflect the essential needs of the community.

As a strategic thinker, I am adept at crafting and executing financial and operational plans that enhance public safety, infrastructure, and municipal services through collaboration and consultation with subject matter experts in the field. My leadership in West Chester Township has resulted in economic growth, modernized systems, and sustainable budgeting practices, securing long-term fiscal health for the community. I also possess expertise in negotiation, successfully brokering development agreements that balance community interests with responsible growth.

After consulting with a trusted colleague from the City of Franklin, I determined Spring Hill and I may be an ideal fit for each other due to the fact I am deeply committed to fostering an organizational culture that empowers staff, encourages innovation and upholds accountability. My empowerment approach entrusts department heads with decision-making authority within their scope and creates a more responsive team and efficient operations. I am keenly aware that I must simultaneously provide guidance and mentorship to ensure decisions and actions align with the city's vision. Furthermore, my extensive experience working within first-tier suburban communities has equipped me with the insight to navigate the unique challenges and opportunities that come with managing a growing and evolving municipality.

Spring Hill is at an exciting juncture in its development and I am eager to bring my relevant education, training, experience and leadership to continue its trajectory of sustainable success.

It is difficult to exhibit one's knowledge, skills and abilities in a few sheets of paper. As such, I welcome the opportunity to present and discuss how my skills and leadership style align with the needs of Spring Hill and its leadership team. I look forward to learning more about Spring Hill's qualities and opportunities.

Thank you for your time and consideration.

Best wishes,

A handwritten signature in cursive script that reads "Larry D. Burks". The signature is written in dark ink and is positioned above the printed name.

Larry D. Burks, MPA, CED, ICMA-CM

Email: Mr.LarryBurks@Yahoo.com

PH: 402.305.3599



Larry D. Burks, ICMA-CM, MPA, CED
Professional Public Administrator
Experienced – Ethical – Credentialed



6352 New Market Ct. West Chester, OH 45069
 402.305.3599
 Mr.LarryBurks@Yahoo.com
 www.linkedin.com/in/larryburks/

Professional Summary

As the Township Administrator of West Chester Township, I have cultivated a high level of expertise in public administration and managerial oversight, ensuring the seamless operation of multiple departments.

My career as a servant leader is marked by numerous collaborative achievements and awards recognizing each respective team's contributions to community growth, development, prosperity, and quality of life. Looking ahead, I am dedicated to fostering a culture of success through innovation, outreach, teamwork, management best practices and strategic planning while simultaneously enhancing the vitality of the community I serve. After a remarkable seven years in West Chester, Ohio, I am seeking my next challenge and gainful employment in an outstanding community needing my skillset.

Municipal Experience

West Chester Township, Ohio (pop. 67,000)

Township Administrator

February 2018 – February 2025 (7 years)

As the Township Administrator (TA), I supervised all day-to-day operations of West Chester Township. My responsibilities include administrative and managerial oversight of the various departments and functions of the township. I perform the functions and duties as specified in the Ohio Revised Code 505.032 under the general direction of the West Chester Trustee Board. This position requires knowledge of contemporary public administration concepts and intergovernmental relation skills.

During my remarkable seven-year tenure I fostered a culture of trust and empowerment, creating a workplace characterized by collaboration, transparency, and accountability. Through open communication and inclusive decision-making, I engage employees and stakeholders, driving innovation and efficiency. Through great teamwork, we have modernized systems, policies, and agreements, streamlined operations and ensured regulatory compliance while enhancing service delivery. We have updated infrastructure and public spaces through facility upgrades, improving functionality and community appeal. A new branding initiative has enhanced the township's identity and visibility. Under my leadership, economic growth has increased, attracting new businesses, expanding job opportunities, and strengthened relationships with local industries and within the community. These developments, along with innovative financial management and sustainable budgeting practices, have improved financial stability, ensuring long-term prosperity for the township and its residents.

City of Bellevue Nebraska (Pop. 55,000)

Assistant City Administrator - Economic Development Program Administrator

September 2012 - February 2018 (5 years 6 months)

While working under the direction of the City Administrator and in accordance with professional and administrative standards, municipal ordinances and general policy established by the City Administrator and City

Council, I assisted with directing and controlling the overall operations of the Bellevue to assure optimum services to the community. Including direct oversight of departmental activities or staff when appropriate. Responsibilities also included assisting the City Administrator with various administrative tasks through supervision, coordination and direction of these duties and acting as the City Administrator in the City Administrator's absence. The Assistant City Administrator position provided a flexible resource in the professional support of the City Administrator for a wide range of programs and special projects as well as community and economic development activities. The prescribed work assignments and focus changed significantly based on the City Administrator's determination of priorities such as economic development program establishment, succession planning and resource optimization.

City of Onawa, Iowa (Pop. 3000)

City Administrator

February 2008 - September 2012 (4 years 8 months)

As the City Administrator for Onawa, I was responsible for the direct administration of all operations including all utilities, personnel management, budgeting, purchasing, economic development, and public relations. As Onawa's City Administrator I had a wide variety of responsibilities. Simply put, I did what needed to be done . . . from grant writing and administration to personnel investigations to cleaning dog kennels. Onawa was truly a great place to test my knowledge, skills and abilities.

City of Hickman, Nebraska (Pop. 1600)

Administrative Assistant

August 2006 - October 2007 (1 year 3 months)

As an intern and part time administrative assistant working for the fastest growing community in Nebraska, I had a variety of duties at the City of Hickman, Nebraska. Financial record keeping, community planning and procurement are just a few of the tasks assigned and completed.

Related Service & Experience

Butler County Transportation Improvement District

Statutory Board Member

February 2018 – February 2025

Established in 1993 by the Butler County Board of Commissioners, the BCTID includes the Townships of Liberty, West Chester and Fairfield, as well as the Cities of Hamilton and Fairfield. The BCTID capitalizes on local government funding to administer and implement regional roadway projects which benefit Butler County and Southwest Ohio that have become too expensive for local dollars.

Ohio Petroleum Underground Storage Tank Release Compensation

Appointed Board Member and Vice Chair

January 2021 – February 2025

Westerville, OH

The "Petro Board" consists of nine members appointed by the Governor with the advice and consent of the Ohio Senate, and three ex-officio members. The State Treasurer and the directors of the Department of Commerce and the Ohio Environmental Protection Agency serve as ex-officio members. The Board provides financial management, establishes annual tank fees and deductibles, reviews its rules, establishes program policies, considers appeals, and reviews Linked Deposit and Hardship applications.

West Chester – Liberty Chamber Alliance

Board of Directors

October 2021 – February 2023

It was a pleasure to serve on the governing board of the region's third largest Chamber, representing the interests of businesses and their employees in West Chester and Liberty Townships and along the I-75 Growth Corridor. As a regional community leader, The Chamber's mission is to establish our area as the region's business epicenter that is inclusive and globally competitive. Our member companies work together to promote a prosperous economy and quality of life.

Nebraska Community Energy Alliance

Board Member - Secretary

July 2014 - February 2018 (3 years 8 months)

The Nebraska Community Energy Alliance formed for Nebraska's communities to promote transportation and housing choices that include life-cycle cost of ownership, retained energy value, and economic competitiveness coordinating and leveraging federal and state policies and investments to community projects demonstrating direct high impact. I was one of the founding members and I was elected to the position of Secretary for the organization in 2015.

Bellevue University

Adjunct Professor

September 2013 - May 2017 (3 years 9 months)

Bellevue, Nebraska

I enjoyed teaching the following MPA program courses to students at Bellevue University in Bellevue, Nebraska: Public Administration Foundations, Communications in the Public Sector, Strategic Planning and Policy Development & Finance for Public Administration. Classes were taught online and in a blended setting where students learn in class and online. I would enjoy teaching again someday.

Heartland 2050

Executive Committee Member

July 2015 - February 2018 (2 years 8 months)

Greater Omaha- Council Bluffs Metropolitan Area (Bellevue, NE)

Heartland 2050 is an unprecedented effort to develop a long-term vision for the future of the greater Omaha-Council Bluffs metropolitan area that is based on the core values of area residents. This vision will guide community leaders, giving them a roadmap to our common future while identifying a long-term strategy to maximize public investments, promote economic growth and help everyone prosper well into the 21st century. The project encompasses eight counties: Cass, Douglas, Sarpy, Saunders and Washington counties in Nebraska; and Harrison, Mills, and Pottawattamie counties in Iowa.

Degrees

Master of Public Administration: Public Management Option

University of Nebraska - Omaha 2007 - GPA 3.78

Bachelor of Science in Environmental Studies: Geography and Planning Option

Certifications

Harvard Kennedy School – Public Narrative: Leadership, Storytelling and Action 2024

Harvard Kennedy School – Sr. Executives in State and Local Government 2024

Professional Development Academy - Masters Certificate in High Performance Leadership 2022

International City/County Managers Association - ICMA Credentialed Manager 2015

NeighborWorks®America - Community Economic Development (CED) Professional 2011

FEMA NIMS certificates – ICS 100, 200, 300, 400, 700, 800

Many training certificates through ICMA, OCMA, IaCMA, NCMA, Ohio State University, Xavier University & more

Skills & Abilities

Over the course of 20 years, I have exhibited proficiency in the following key areas of servant leadership:

- AI Readiness Strategy
 - Team Building
 - Economic & Community Development
 - Organizational Development
 - Strategic Planning
 - Policy Formation, Implementation & Evaluation
 - Conflict Resolution & Negotiations
 - Brownfields Redevelopment
 - Public Finance & Fiscal Administration
 - Local Government Financial Condition Analysis
 - Performance Management & Benchmarking
 - Succession Planning & Leadership Development
 - Computer Technology
 - Process Mapping
 - Public Speaking & Teaching
 - Grant Writing & Administration
 - Technical Writing
 - OpenAI Prompt Engineering
 - MS Office
 - Adobe
-

References

Dr. John Bartle, Professor & Past Dean, University of Nebraska – Omaha

President of American Society for Public Administration

 402-554-3989  jbartle@unomaha.edu

Arun Hindupur, Deputy Director – Stormwater Management Utility, City of Cincinnati, OH

 515-807-9914  arun.hindupur@gmail.com

Don Crain, Retired Partner – Frost Brown Todd Attorneys

 513-870-8221  dcrain@fbtlaw.com

Ken Keim, Finance Director – West Chester Township, OH

 513-316-1711  kkeim@westchesteroh.org

Yasmen Brown-Jones -- Director of Membership Services, West Chester – Liberty Chamber Alliance

 513-728-0805  ybrown-jones@thechamberalliance.com

CITY OF SPRING HILL, TN

CITY ADMINISTRATOR

SEMIFINALIST CANDIDATE QUESTIONNAIRE

Name: Larry D. Burks, MPA, CED, ICMA-CM

Home Address: 6352 New Market Court, West Chester, Ohio 45069

Home/Work/Cell phone numbers: 402.305.3599

E-mail address: Mr.LarryBurks@Yahoo.com

1. What major factors motivated you to apply for the City Administrator position? How does this position fit your overall career goals?

The City of Spring Hill meets all of my key criteria in a community I would target for employment. As part of the Nashville Metropolitan Statistical Area, Spring Hill is especially appealing due to its mild climate, diverse recreational activities, and stable economy.

The community offers a strong business environment, high-performing schools, quality housing options, and an outstanding overall quality of life.

I am seeking a community where I can build a long-term career, serve with and for a great team and great leaders, where my children can complete their education and find meaningful career opportunities, and where my wife can also thrive professionally. Spring Hill stands out as an excellent place for all of those goals.

2. Describe your leadership style. How do you communicate your expectations? Is your style more results oriented or process oriented?

My leadership style is collaborative and empowering. I enjoy working with talented professionals in organizations where excellence is the standard. I place a strong emphasis on clarifying expectations with employees, encouraging their input in the decision-making process and documenting those expectations when appropriate.

I believe in empowering each team member to take ownership of their work. While achieving results is essential, the approach taken to reach those results matters less than results. The approach only matters if it violates policy, laws, leads to mistakes, unnecessary expenses, or other negative impacts on performance. I would only be concerned with the approach if decisions having a negative impact on performance or the organization in general were repeated and the value of learning from previous mistakes was lost or forgotten.

3. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating a utility.

West Chester, Ohio is a Township with 67,000 people. However, the number of employees is approximately 270. The township does not have any utilities or an established Parks and Recreation Department. Townships typically run very lean and focus on public safety, roads, stormwater and cemeteries. This narrow focus is due to the fact township responsibilities are outlined in state statutes. Since West Chester was a Limited Home Rule township, the scope of responsibilities broadened to include many services seen in most municipalities if the funding was available.

4. Please describe any experience you have had in developing and implementing a strategic plan(s) that resulted in the establishment of priorities or organizational work programs related to growth of the community?

I am a subject matter expert in strategic planning. In every community I have served, we have implemented strategic plans on a regular three-year cycle at a minimum. I have facilitated strategic planning processes for several smaller communities in Iowa and Nebraska, and I have developed and copyrighted a strategic planning framework specifically designed to support the unique needs of small municipalities.

In Bellevue, Nebraska, our strategic planning process resulted in the creation of the city's economic development program. This included the establishment of incentives through the LB 840 program, which enabled the city to support and attract development within targeted areas.

At West Chester Township, our strategic planning efforts led to major updates across several core functions, including public safety, finance, and human resources software systems. These upgrades laid the foundation for our recent AI readiness initiatives. By aligning technology upgrades with strategic objectives, the Township positioned itself to be both future-ready and AI-ready.

Also at West Chester, our strategic planning process led us to an enhanced understanding of employee wellness. Specifically, mental health. As a result, we implemented wellness programs benefiting all employees. The programs had unexpected benefits in the form of improved relationships with the collective bargaining units.

5. Provide any information about the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

In my most recent role with West Chester Township, I managed a total annual operating budget of approximately \$61 million. Of that, the general fund comprised about \$11 million. The budget structure was strategically designed to allocate resources efficiently across service areas. Public safety functions, including police, fire, EMS, and 911 communications were each funded through dedicated levy streams, allowing for targeted investment in critical services while maintaining general fund flexibility.

Capital expenditures were primarily funded through tax increment financing (TIF) to minimize the burden on the general fund and preserve operational capacity and maximize the roads funding by allocating dollars outside the TIF districts. This approach supported significant infrastructure and facility upgrades while aligning with long-term financial sustainability goals. The use of TIF also provided flexibility to

invest in key economic development projects that contributed to the Township's growth and future readiness.

6. Describe your experience developing a fiscally constrained budget and your approach to prioritizing programs and projects. Have you initiated any budget and/or financial innovation strategies such as developing new revenue and expenditure options to enhance a local government's fiscal condition? What strategies have you implemented that provided opportunities for additional revenue and/or cost containment?

I have extensive experience developing fiscally constrained budgets that reflect both short-term realities and long-term sustainability. My approach begins with a clear understanding of organizational goals, community needs, and available resources. I prioritize programs and projects by aligning them with strategic objectives, legal mandates, service delivery impacts, and return on investment. This allows decision-makers to clearly see the trade-offs involved and make informed, priority-based allocations.

When developing constrained budgets, I emphasize conservative revenue projections and apply disciplined cost controls. I deliberately avoid overestimating revenues and instead build in contingencies for economic variability. On the expenditure side, I evaluate historical trends and future obligations to avoid underestimating costs. This disciplined forecasting creates a more resilient financial plan and helps mitigate mid-year adjustments or emergency reallocations.

In terms of innovation, I have consistently pursued strategies that enhance the fiscal condition of local government. This includes the creation of diversified revenue streams, such as implementing new service fees, exploring PILOT (payment in lieu of taxes) agreements, and expanding use of special assessments where appropriate. At West Chester, these strategies were rejected but were appreciated as options in needed in the future. I have also pursued the monetization of underutilized assets and initiated cost-sharing partnerships with neighboring jurisdictions and regional agencies. These strategies were less intended for revenue generation and more intended to cover expense and costs incurred due to use and administration.

One of the most impactful strategies has been the alignment of capital planning with economic development efforts, using tax increment financing (TIF) to fund infrastructure improvements while supporting private investment. This approach not only contained general fund obligations but also created long-term revenue growth through increased property valuations. The West Chester Trade Center is an excellent example of this approach.

In every case, my focus has been on ensuring financial integrity, maximizing available resources, and positioning the organization for long-term fiscal health.

7. If not addressed in your answer to #6 above, describe your experience developing capital improvement programs/plans, recurring maintenance plans related to streets, Tax Increment Financing and/or other infrastructure financing tools.

I have significant experience developing capital improvement programs (CIPs) and long-range infrastructure financing strategies that are fiscally responsible and strategically aligned with priorities.

My approach to capital planning emphasizes lifecycle asset management, multi-year forecasting, and leveraging external funding sources to the greatest extent possible.

In every organization I have served, I have worked closely with department heads to assess infrastructure needs, prioritize investments, and integrate recurring maintenance into the capital plan, particularly for high-impact areas such as streets, stormwater, and public facilities. I emphasize the importance of not only funding new infrastructure but also adequately maintaining existing assets to avoid deferred maintenance costs and ensure long-term service reliability.

Recurring maintenance plans for streets and roadways have been a particular focus. I have implemented pavement condition indexing (PCI) tools and data-driven asset management systems to objectively assess street conditions and guide funding allocations. This has allowed us to shift from reactive to preventative maintenance strategies, extending the life of infrastructure and optimizing limited resources.

Tax Increment Financing (TIF) has been one of the most effective tools I have used to fund capital projects without overburdening the general fund. In West Chester Township, we strategically deployed TIF to fund infrastructure that supported private development and public benefit such as roadway improvements, utility extensions, stormwater upgrades and other public infrastructure. By aligning TIF investments with our comprehensive plan and economic development objectives, we created a self-sustaining model that attracted private investment and increased long-term revenue capacity.

Every community I have worked for pursued state and federal funding sources including transportation grants, revolving loan funds and infrastructure-specific appropriations to supplement local funds and increase our ability to deliver on capital priorities. My approach is always to integrate capital planning with overall financial strategy, ensuring that infrastructure investments are both affordable and aligned with community vision.

8. Please describe any experience you have had in working with the development community, whether residential, non-residential, or mixed-use projects? Please include any experience you may have with negotiating development agreements (or managed staff who negotiated development agreements); wet utilities and transportation implications of the proposed development on the community's overall system; and, ensuring that the proposed project(s) are properly planned and complementary to existing development and/or neighborhoods.

In Onawa, Iowa, I developed the Residential Rebuilding Program to incentivize the demolition of dangerous and dilapidated residential structures. The program offered a five-year, transferable waiver of residential building permit fees for the same lot where a condemned structure had been removed. This approach provided a meaningful incentive for property owners and developers to reinvest in vacant lots, thereby accelerating neighborhood revitalization and improving overall community safety and aesthetics.

In Bellevue, Nebraska, I was responsible for coordinating the preliminary planning of a 1,000-acre rail-served industrial site located south of the city, near Offutt Air Force Base in the designated LB 840 incentive area. The plan encompassed full road infrastructure and utility design, including a sewer

vacuum system to serve the development. Notably, approximately 300 acres of the site included a federally designated Superfund area. Environmental cleanup and mitigation were integral components of the master plan.

In West Chester, Ohio, I collaborated with a team of developers on the 113-acre West Chester Trade Center, which includes approximately 2.3 million square feet of technology, manufacturing, and warehouse space. A major focus of this project was floodplain mitigation, which improved stormwater runoff retention and enabled the redevelopment of previously underutilized land. The township provided modest TIF incentives and worked with developers on infrastructure, access, and sustainability improvements, resulting in a balanced and environmentally responsible development.

Also in West Chester Township, I supported planning efforts for the 100-acre Gateway Project, a mixed-use development that incorporated the realignment of the East Fork of Mill Creek. This realignment, along with the creation of a green space corridor, not only addressed environmental considerations but also enhanced the site's marketability as a destination location. The project is permitted and shovel-ready, demonstrating success in aligning environmental stewardship with economic development.

In all cases, incentives were for target industries and met strict zoning codes established to enhance and protect the area's character and cultural dynamics.

9. Please describe any experience you may have in developing communications and technology strategies that articulate Board or Council initiatives with the community, advancing transparency and efforts involving public facing technology (e.g., social media platforms, website, other).

I have consistently prioritized communications and technology strategies as essential tools for advancing transparency, building public trust and effectively conveying Board or Council initiatives to the community. My approach integrates both strategic messaging and the deployment of public-facing technologies to ensure that residents are informed, engaged, and confident in their local government.

In West Chester Township, we modernized the Township's communications and digital infrastructure to better align with organizational priorities and public outreach expectations. By partnering with Laserfiche, Granicus and OpenGov, we improved the Township's website accessibility, streamline navigation, and provided real-time updates on major projects, finances, public meetings, and community events. We also went paperless and implemented a centralized digital document repository, giving residents, elected officials and employees easy access to agendas, minutes, budgets, and public documents reinforcing transparency and accountability.

To support Board initiatives, I worked with staff to develop messaging strategies that connected policy actions with community impact. This included the use of visual content, project dashboards and interactive maps that explained complex topics such as capital improvements, TIF-funded developments and infrastructure planning in a user-friendly format. Many of these messages were also part of our strategic plan progress updates every 6-months.

Social media platforms were also integrated into the communication strategy to broaden reach and improve responsiveness. We implemented content calendars, established engagement protocols, and used analytics tools to monitor performance and adapt messaging to better meet community interests.

These platforms became vital during emergency communications, public safety updates, and economic development announcements.

Additionally, I served as the thought leader for the implementation of digital engagement tools, such as The National Citizen Survey or other online surveys and virtual town halls to facilitate public input on key initiatives. These tools provided a more inclusive platform for community members who may not attend in-person meetings but wish to participate in civic dialogue. Not to mention a great deal of feedback from the community.

Overall, my experience reflects a commitment to transparency, inclusivity, and innovation. Using technology is not only a communication tool, but also a reliable bridge between governing bodies and the communities they serve.

10. Thorough, timely and even-handed communications between the City Administrator, the Board of Mayor and Aldermen (BOMA), staff and the community are highly valued. What techniques have you utilized to ensure effective communications between/among all stakeholders?

Throughout my career, I have prioritized open, transparent and timely communication among elected officials, staff and the community. I believe effective communication is fundamental to sound governance, building trust and ensuring alignment across all stakeholders. I am also of the opinion that communication is the most difficult area to master due to the variety of communication modes preferred by individuals – text, phone, face to face, emails and DMs in social media apps.

Additional complexities arise when you compound the fact communication is a 2-way action where participation by all necessary stakeholders on matters of significance can be difficult. And, above all else, adhering to the open public meetings laws is paramount.

In my role as Township Administrator, I conducted regular briefings with elected officials both individually and in group settings to ensure they were well-informed and had the opportunity to provide input before critical issues appeared on meeting agendas. These conversations were always grounded in objective, fact-based information and designed to foster informed and balanced decision-making.

Internally, I promoted a culture of communication through regularly scheduled department head meetings, cross-departmental collaboration, virtual meetings and the use of shared digital tools to improve project visibility and transparency. These methods helped to prevent silos, encouraged information sharing, and ensured that staff remained aligned with organizational goals. My use of virtual meetings was used with efficiency in mind, however I am always aware of the fact virtual meetings, if overused, could create a detachment. In person meetings are equally important to team building and innovative creativity. It is about balance.

Externally, I made it a priority to engage the public through accessible and proactive communication strategies. Executive leadership led efforts to modernize our website, revise and renew our brand, expand our presence on social media, and introduce tools like public-facing dashboards to better explain project timelines, budgets, and objectives. For more complex or high-impact initiatives, I organized town halls, issued community newsletters, and held direct neighborhood meetings to ensure stakeholders had a clear understanding of the work being done and an opportunity to ask questions or raise concerns. Pickleball updates are an excellent example of each of these initiatives.

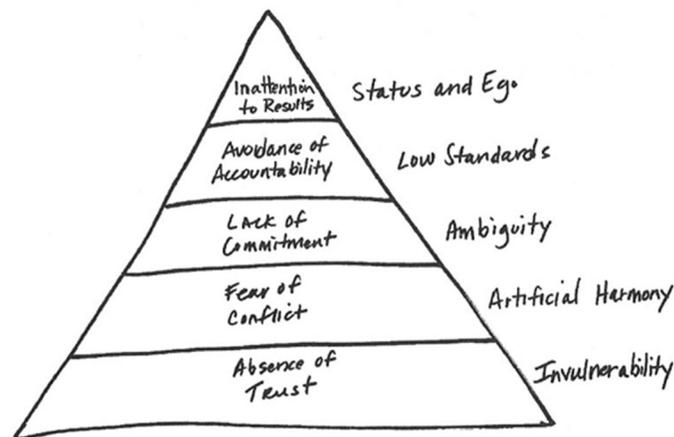
When challenging or high-profile issues emerged, I responded with transparency and proactive outreach. I've

found that managing expectations early and providing clear, honest communication, even in uncertain situations, is key to maintaining trust and credibility.

Additionally, I supported staff training in public engagement and customer service to reinforce our organizational commitment to professionalism and responsiveness. By modeling clear, respectful and balanced communication, I've been able to build strong, collaborative relationships with boards, employees, and the broader community.

11. The Spring Hill staff is generally comprised of competent, dedicated, and several long-term employees. The BOMA is supportive of a collaborative, supportive culture within the organization that promotes professional development, continuous improvement, and excellence in fiscal management. As their new City Administrator, describe (1) How you would implement a supportive, team centered environment within the organization that advances the BOMA's goals; (2) Advance internal department communications and collaboration; and (3) How you would cultivate a standard of excellence throughout the organization and engage your department heads to support your initiatives?

To implement a supportive, team-centered environment aligned with the Board of Mayor and Aldermen's (BOMA) goals, I would begin by fostering trust across all levels of the organization. Trust is the foundation of Patrick Lencioni's 5 Dysfunctions of a Team and building it requires a commitment to consistency, transparency, and vulnerability-based leadership. I would model open communication, invite constructive feedback and encourage department heads to share both challenges and successes openly. By normalizing this culture, we create the psychological safety necessary for authentic teamwork.



To advance internal department communications and collaboration, I would establish structured cross-functional forums that focus on shared problem-solving and long-term planning. These would include regular leadership team meetings, interdepartmental working groups and facilitated strategy sessions tied to key city priorities. These structures help eliminate silos and prevent the dysfunction of fear of conflict by providing a safe space for healthy, productive debate. Department heads will be expected and encouraged to voice differing perspectives, aligning on collective decisions while maintaining a unified front in implementation.

To cultivate a standard of excellence throughout the organization, I would work with department heads to establish clear, measurable goals tied to Spring Hill's strategic objectives. A formal strategic plan would be helpful in doing so.

By clarifying expectations and holding teams accountable for results, we address the dysfunction of avoidance of

accountability. I may also implement a continuous improvement framework that recognizes performance, supports professional development, and uses data-driven decision-making to elevate standards citywide.

Engagement with department heads would be ongoing and deliberate. I would involve them early in key initiatives to foster buy-in and ensure they are equipped to lead with clarity and conviction. Through routine one-on-one meetings, shared leadership development opportunities and recognition of team and individual accomplishments, I would reinforce the culture of commitment and results that supports both individual growth and collective success due to the development of trust and teambuilding.

By addressing each layer of Lencioni's model, from trust to results, I would attempt to ensure the organization is not only aligned with BOMA's vision but also positioned for sustained excellence, high performance and collaborative decision-making and transformative innovation. The application of Lencioni's principles sounds and may appear to be easy, but I have found most organizations find this a major cultural shift. As such it takes commitment and patience.

Trust is the key and there is one caveat, changes will be made only where needed and only if needed. Spring Hill appears to be a well run organization with great internal leadership. Evaluation and my own personal adjustments to Spring Hill will take place prior to any major shifts in expectations.

12. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.

Yes, I regularly evaluate the performance of department heads and senior staff through a structured, transparent process that aligns with organizational goals and promotes continuous improvement.

The evaluation process begins with a ranking of the employee's performance in core competency areas. An additional section to be evaluated includes clear, collaboratively developed performance objectives that are tied to organizational and community strategic priorities and agreed upon goals. These expectations are documented and discussed at the outset of the review period to ensure alignment and mutual understanding.

Mid-year check-ins provide an opportunity to assess progress, offer assistance or coaching and recalibrate goals if needed. These are not formal reviews but are critical for maintaining engagement, addressing challenges early and reinforcing accountability.

At year-end, I conduct formal performance evaluations that include:

- A self-assessment of the established measurement criteria completed by the employee.
- A review of quantitative metrics and qualitative outcomes related to core competencies such as strategic initiatives, budget management, personnel leadership and interdepartmental collaboration – to name a few.
- Optional leadership behavior assessment, focusing on trust-building, communication and alignment with cultural values.

Feedback is delivered in a two-way dialogue, with the goal of recognizing achievements, identifying areas for growth, and creating a professional development plan for the upcoming year. This process not only drives individual performance but also reinforces a culture of excellence and shared accountability.

Finally, any performance evaluation used at Spring Hill should be approved by the HR Department and incorporated into the personnel policy.

13. Should you become a finalist candidate, we will perform education, credit, civil, criminal, and motor vehicle court records, along with internet search and reference checks on you. In doing so, will we find anything that you would like to explain in advance?

Nothing for me or Spring Hill to be concerned about.

14. Do you have any personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

“Personal considerations” is a broad topic and may need some clarification. However, at this time I have nothing hindering a quick decision and needing 2 weeks to prepare for a move.

15. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes.

16. Are you currently employed? If so, where?

I am providing some contract consulting services related to AI readiness strategies and strategic planning. Otherwise, no current employer.

17. Are you currently a semifinalist or a finalist for other positions?

Yes.

18. Have you ever been alleged to have committed any acts of discrimination, sexual harassment, or creation of a hostile work environment? If so, please explain.

No.

19. Have you ever been fired or resigned under pressure from a job? If so, please explain.

Yes. On February 20, 2025, I was asked to meet with the Law Director’s firm, where I was joined by the Chair of the Board of Trustees to discuss what was described as an urgent matter. I was blindsided by a request for my resignation. I was given until 12:00 noon on Monday, February 25, to accept the terms of a resignation agreement or face termination without cause at the regularly scheduled Trustee meeting on Tuesday, February 26.

The only explanation provided was that the Board “wanted to go in a different direction.” The Law Director did not permit any further discussion or elaboration on the decision. While I may have had a chance to preserve my position at the Tuesday meeting, both legal counsel and my own judgment led me to conclude that it was in everyone’s best interest to exit on my own terms. A unanimous vote was required for termination, and I did not want to place additional pressure on the one trustee who may have opposed the action. I believe my decision spared both the staff and the trustees unnecessary stress and disruption. In the end, I viewed it as the most professional course of action.

Any specific reason behind the request would be speculative. However, I am willing to share additional context regarding the political environment in West Chester and Butler County, Ohio, should that be of interest.

20. Have you ever sued a current or previous employer? If yes, provide details.

No.

21. What are your expectations regarding salary and benefits should you be offered this position?

Based on my research and experience, I believe the appropriate salary range for a community with the size and complexity of Spring Hill is between \$185,000 and \$240,000. Given my background, education and professional training, I would expect a starting salary in the range of \$200,000, which allows room for performance-based increases and/or market adjustments for several years.

A comprehensive benefits package would be essential, including full health insurance coverage with dental and vision care. Retirement benefits are also a priority. Tennessee's PERS tends to be less generous than many other defined benefit plans.

For comparison, Ohio has a 7% employee contribution and 10% employer match. Some Texas plans include a 10% employee contribution with an 18.5% employer match, while others offer a basic two-for-one match up to an annual cap. Cities and counties set their own employee contribution rates, vesting schedules, retirement age and employer match through TMRS and TCDRS. If retirement contributions become a concern, an ICMA 457 plan could help bridge any gaps.

Additional considerations include sick and vacation starting levels, life insurance policy, vehicle allowance, cell phone, portable computer, clothing allowance, and budgetary support for ongoing professional development.

West Chester trustee was 'unsatisfied' with administrator before he resigned, records show – March 17, 2025 -Cincinnati Enquirer

A [West Chester Township](#) trustee said she was "unsatisfied" with the former township administrator's work performance [days before he resigned](#), public records show.

[Larry Burks](#) unexpectedly resigned as township administrator on Feb. 25. Trustees of Ohio's most populous township accepted Burks' resignation at their meeting that night but did not say why he resigned.

Burks had served in the role since 2018 and earned [\\$158,282 annually as of 2023](#). Trustees appointed Lisa Brown, whom Burks hired as assistant administrator in 2018, to the position.

Burks' personnel file, obtained by The Enquirer, shows board of trustees Vice Chair Ann Becker said she was unsatisfied with Burks' work performance on Feb. 11. In her evaluation, Becker said not enough progress had been made on certain development and community plans, including revitalization of [the township's](#) U.S. Route 42 corridor. A [plan to invest in the corridor](#) was proposed in 2022 but stalled.

"We have no redevelopment plan for Rt 42. I have been asking for that since I came on the board and made it explicit during the strategic planning," wrote Becker, who was first elected in 2017. Before she joined the board, [Becker led Cincinnati's Tea Party](#).

Becker also listed the redevelopment plan as a goal for the year in Burks' 2022 evaluation. In an email to The Enquirer on Friday, Becker said she couldn't comment on personnel issues.

Burks' previous evaluations from Becker and board Chair Mark Welch were positive. In a statement Friday, the board of trustees said about Brown: "We could not find a more highly qualified and experienced professional to execute on our vision and to lead our team."

West Chester administrators get 4% raises May 27, 2023 Journal - News

The West Chester Twp. trustees doled out \$10,696 in raises to their two top leaders saying they have earned their keep during very challenging times and moved the township in a positive direction.

Township Administrator Larry Burks, who is in his fifth year at the helm of the state's largest township, received a 4% pay bump of \$6,088, bringing his annual salary up to \$158,282. Assistant Township Administrator Lisa Brown got a \$4,608 raise — also a 4% hike — making her annual earnings \$119,826.

West Chester preparing for AI integration in partnership with local tech company

West Chester Township Administrator Larry Burks said the government wants to be proactive in the face of waves of technological change. WCPO/CONTRIBUTED
[NEWS Journal - News](#)
Jan 22, 2025

A Mason-based technology company will guide West Chester toward artificial intelligence integration after a [vote by the board of trustees](#) green-lit a \$50,000 contract with CybrCastle.

Sabrina Donley, CybrCastle's practice leader of Secure AI, said the company's role would be to "future-proof" the government in a rapidly changing tech environment.

CEO Steve Dong said artificial intelligence can streamline redundant tasks that often take weeks or months to accomplish like reviews of building proposals or zoning variances. "It can actually process a large amount of data very quickly, faster than any human can, and also be able to take data from everywhere and culminate very quickly," Dong said. Township Administrator Larry Burks said the government wants to be proactive in the face of waves of technological change. "I don't want to be overwhelmed," Burks said. "If we have the technology or a system to put into place, to help my team perform better, I'm all for that." Donley said the AI could assist the municipality and people who need to interact with it in a number of ways. She said, for example, that the police force could use it to better track and maintain the police fleet, or road workers could use AI to track road condition complaints in the wake of a snowstorm. The AI could compile and prioritize information from those complaints to allow a dispatcher to better send plows to specific areas.

The latter example could help Dong and Donley personally as they live in West Chester. "I think in some ways it actually gives us perspective of, OK, we're the customers in this area too. We want to make sure it's stewarded correctly," Donley said. Dong said that the proper stewardship of an AI system would be critical to its success.

"AI can multiply what you're already good at or multiply what you're bad at," he said. "It can only multiply. It cannot create." A multi-week training and evaluation program to train staff to work with AI and establish proper protocols for its use will begin Wednesday. Burks said there was no specific timeline for AI integration, but he invited WCPO back to the township once their initial five-phase training concluded.

QUALIFICATIONS APPRAISAL GUIDE

Larry Burks

| | | | | | |
|---|---|---|---|--|---|
| Very strong evidence that skill is present (5 Points) | Strong evidence that skill is present (4 Points) | Some evidence that skill is present (3 Points) | Strong evidence that skill is not present (1-2 Points) | Very strong evidence that skill is not present (0 Points) | Insufficient evidence for or against skill (0 Points) |
|---|---|---|---|--|---|

| | | | | | | |
|--|--|--|--|--|--|--|
| GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job; poise, tact, neatness and grooming and professional maturity. | | | | | | |
| BACKGROUND: Type of and quality of experience, appropriate education and reasons for job changes. | | | | | | |
| PRESENTATION: Communication skills; ability to understand implications of questions and to make clear and direct replies; ability to select, organize and present ideas; clarity of speech and appropriate use of language. | | | | | | |
| JOB EFFECTIVENESS: Ability to perform the duties of the job; industrious, dependable and properly assertive; ability to deal effectively with practical problems of the job; interpersonal skills appropriate for the job. | | | | | | |
| ADMINISTRATION: Ability to perform in an administrative capacity; understanding of the principles and practices of management and leadership; ability to lead, direct, and coordinate the work of others; understanding of the political process and ability and willingness to work within it. | | | | | | |

Total Points _____

Comments

Interviewer Signature: _____

Date: _____



Bradley Gotshall

From: Brad Gotshall <bgotshall91@gmail.com>
To: "slavin@bellsouth.net" <slavin@bellsouth.net>
Sent: Friday, April 4, 2025 at 10:19:58 PM EDT
Subject: Spring Hill City Administrator

Good evening,

It is with delight that I extend the attached documentation as application to the position of City Administrator. I believe my background, experience, and qualifications uniquely position me to excel in this role.

I look forward to discussing my qualifications with you further if given the opportunity.

Thank you for your time and consideration.

Brad Gotshall
570-516-5913

EDUCATION

| | |
|--|------|
| Pennsylvania State University – Bachelor of Science, Public Policy | 2015 |
| Pennsylvania State University - Master of Arts, Public Administration | 2021 |

EXPERIENCE

PA Dept. of Community & Economic Development – Peer Consultant (Contracted) 2022-Present

Contracted by the Pennsylvania Department of Community & Economic Development's Governor's Center for Local Government Services to perform peer consulting services for municipalities within the Commonwealth's Southeast region. Consulting services performed include technical assistance in the functional areas of administration and financial services.

Township of Lower Paxton – Township Manager November 2018 - Present

Population: 53,000; Annual Budget (2025): \$100 million; Total Staffing: 173 Full-Time, 69 Part-Time.

Departments of the Township include Administration, Finance, Community Development, Public Safety (Police, Fire), Public Works, Sewer, Parks and Recreation, and Economic Development.

Selective achievements include: implementation of the first Capital Improvement Plan; creation and implementation of a new mixed-use zoning district ordinance at a key intersection of the Township – working with the land-owner on visioning of the parcels; ending each fiscal year of my tenure with a cash surplus; establishment of the 'Employee Engagement Committee'; executed two of the Township's largest bond issues in its history, each worth over \$55 million, two years in a row; implantation of the first CDBG Entitlement Program.

Borough of Millersville – Borough Manager, Secretary, & Treasurer January – November 2018

Population: 8,383; Annual Budget (2018): \$8.77 Million; Total Staffing: 29 Full-Time, 9 Part-Time.

The Borough of Millersville is the host municipality to Millersville University, a PASSHE system school. Departments of the Borough include Administration, Code Enforcement & Zoning, Police, Streets & Parks, and the Wastewater Treatment Department (overseeing the treatment plant).

Borough of Indiana – Borough Manager, Secretary, & Treasurer January 2017 – December 2017

Population: 13,981; Annual Budget (2018): \$12.9 Million; Total Staffing: 70 +.

The Borough of Indiana is the host municipality to The Indiana University of Pennsylvania (IUP), a PASSHE system school. Departments of the Borough include Administration, Code Enforcement, Planning & Zoning, Police, and Public Works (including a wastewater treatment plant).

Borough of Red Hill – Borough Manager, Secretary, & Treasurer 2016-2017

Population: 2,472; Annual Budget (2017): \$900,000; Total Staffing: 6.

County of Schuylkill – Office Manager, District Attorney 2014-2016

Clerk Typist, County Treasurer 2012-2014

Elected, Frackville Borough Council – President Pro Tempore & Vice President 2010-2016

INTERNSHIPS

State Senator David G. Argall (R-29) – Tamaqua, PA 2009–2010; 2013

MEMBERSHIPS

Pennsylvania Municipal League, statewide Legislative Committee; Southcentral District Alt. 2019-Present

Association for Pennsylvania Municipal Management, Vice President At-Large (Central) 2022-2024

Pennsylvania State Association of Boroughs, statewide Executive Board Alternate 2016

Schuylkill County Boroughs Association, Secretary; President 2015-2016

CITY OF SPRING HILL, TN

CITY ADMINISTRATOR

SEMIFINALIST CANDIDATE QUESTIONNAIRE

Name: **Bradley Gotshall**

Home Address: **4709 Buck Run Lane, Harrisburg, PA 17110**

Home/Work/Cell phone numbers: **570-516-5913**

E-mail address: **bgotshall91@gmail.com**

1. What major factors motivated you to apply for the City Administrator position? How does this position fit your overall career goals?

I am motivated to apply for the City Administrator position in Spring Hill because of the community's dynamic growth trajectory, its strong commitment to infrastructure investment, and the City's clear vision for sustainable development. Throughout my career managing municipalities of varying sizes, including my current role as Township Manager for Lower Paxton (population 54,000), I have built a skill set uniquely suited for managing complex organizations in fast-growing communities. Spring Hill presents an exciting opportunity to apply my experience in strategic planning, fiscal stewardship, infrastructure development, and team leadership to help guide a community that is poised for continued success. This position aligns perfectly with my career goals of leading a forward-thinking, vibrant community as its professional municipal manager, fostering both operational excellence and community engagement at the highest levels.

2. Describe your leadership style. How do you communicate your expectations? Is your style more results oriented or process oriented?

My leadership style is collaborative, transparent, and performance-driven. I prioritize clear communication of expectations, ensuring that department heads and staff fully understand not only "what" needs to be accomplished, but also the "why" behind it. I conduct regular one-on-one meetings with key staff, utilize written work plans, and maintain an open-door policy to encourage continuous dialogue. While I am ultimately results-oriented—ensuring that goals and projects are completed effectively and efficiently—I value strong processes as the foundation that enables consistent success. I believe that empowering talented staff, fostering a positive organizational culture, and aligning everyone around a shared mission leads to both excellent results and sustainable operations.

3. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating a utility.

In my role as Township Manager of Lower Paxton Township, I directly and indirectly oversee approximately 240 employees (173 full-time and 69 part-time). This staffing level is reflective of Lower Paxton's robust portfolio of services, including administration, finance, community development, public safety (police and fire), public works, sewer operations, parks and recreation, and economic development. The Township's sewer department is inclusive only of collection and conveyance (no treatment plants) and we do not

operate any other utility functions. Managing such a diverse workforce has sharpened my skills in crossdepartmental coordination, labor relations, and organizational leadership.

4. Please describe any experience you have had in developing and implementing a strategic plan(s) that resulted in the establishment of priorities or organizational work programs related to growth of the community?

At Lower Paxton Township, I led the development of the community's first Capital Improvement Plan (CIP), which functioned not only as a financial planning tool but also as a strategic framework for prioritizing infrastructure investment to support growth. Through collaboration with the Board of Supervisors, department heads, and the public, we identified and ranked critical needs in transportation, stormwater management, parks, and public safety to guide sustainable development. Additionally, I played a key role in creating a new mixed-use zoning district at a key intersection in the Township, aligning land use planning with the Township's long-term vision for economic vitality and community character. Lastly, under my leadership we implemented a strategic management plan, which identified financial projections and improvements, and provided a thorough review of departmental SOPs, administrative policies, and identified key areas of recommended evolution. These strategic initiatives ensured that growth occurred thoughtfully, with infrastructure and community services proactively aligned with expanding needs.

5. Provide any information about the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

As Township Manager of Lower Paxton Township, I manage a total annual budget (all funds) of approximately \$100 million. This includes both operating and capital budgets across various departments, as well as enterprise operations such as the Township's sewer/storm authority (which the Township staffs and I am appointed authority manager). The budget is relatively large compared to most Pennsylvania municipalities due to the breadth of services provided — including fully staffed police and fire departments, significant public works operations, parks and recreation services, and the Township's Community Development Block Grant (CDBG) entitlement program. I have extensive experience ensuring that these resources are allocated effectively, transparently, and in accordance with strategic goals and fiscal sustainability principles.

6. Describe your experience developing a fiscally constrained budget and your approach to prioritizing programs and projects. Have you initiated any budget and/or financial innovation strategies such as developing new revenue and expenditure options to enhance a local government's fiscal condition? What strategies have you implemented that provided opportunities for additional revenue and/or cost containment?

Throughout my tenure at Lower Paxton Township, I have consistently developed balanced, fiscally constrained budgets, even amid external financial pressures. My approach to prioritization begins with a comprehensive review of core services, departmental requests, long-term capital needs, and community priorities. I work closely with department heads to ensure that all proposed expenditures are missioncritical and sustainable.

To enhance the Township's fiscal condition, I successfully implemented several financial innovation strategies, including executing two of the largest bond issues in Township history (each worth over \$55 million) to strategically refinance debt at lower interest rates, freeing up operational dollars for reinvestment. I also oversaw the implementation of the Township's CDBG entitlement program, securing additional federal funding for community development projects without burdening local taxpayers. Two years ago, I implemented a significant healthcare opt-out stipend program - providing 50% of the

Township's premium cost to the employee upon opt-out - saving the Township \$500,000 in healthcare cost each year. Furthermore, I have emphasized multi-year financial forecasting and reserve fund policies to support long-term fiscal health. I would be pleased to discuss additional innovative cost-containment solutions I have implemented in an attempt to keep this response concise.

7. If not addressed in your answer to #6 above, describe your experience developing capital improvement programs/plans, recurring maintenance plans related to streets, Tax Increment Financing and/or other infrastructure financing tools.

I led the implementation of Lower Paxton Township's first formal Capital Improvement Plan (CIP), which prioritized critical infrastructure investments based on objective needs assessments and available funding. This plan established a rolling five-year framework that integrates capital spending with long-term operational and financial planning.

While the Township does not currently use Tax Increment Financing (TIF) tools, I am very familiar with the concept through both academic training and peer municipal consulting. I have explored public-private partnership models and alternative funding sources for infrastructure development, particularly in the context of mixed-use redevelopment areas. In terms of recurring maintenance, I have overseen the development of asset management-based maintenance programs for streets and sewer infrastructure, ensuring that ongoing rehabilitation needs are systematically planned and budgeted.

Through my leadership, the Township implemented the RoadBotics scan system, which provides an annual analytical review of each inch of our road network to provide a data-ranked overview of our system, allowing staff to more objectively deploy resources. With this scan, we are preparing a long-term road maintenance (paving and reconstruction) plan. Additionally, we are in the process of including additional infrastructure into this maintenance plan to include sidewalks, traffic signals, and bridges, to ensure the Township adequately addresses the entire infrastructure network in a more expedited fashion.

8. Please describe any experience you have had in working with the development community, whether residential, non-residential, or mixed-use projects? Please include any experience you may have with negotiating development agreements (or managed staff who negotiated development agreements); wet utilities and transportation implications of the proposed development on the community's overall system; and, ensuring that the proposed project(s) are properly planned and complementary to existing development and/or neighborhoods.

I have extensive experience working collaboratively with the development community on a wide range of residential, non-residential, and mixed-use projects. At Lower Paxton Township, I led efforts to create and implement a new mixed-use zoning district at a key intersection, partnering closely with property owners and developers to shape a vision aligned with the community's goals. I have negotiated development agreements, often coordinating closely with legal counsel and engineering teams, to ensure that infrastructure improvements, including utilities and roadway enhancements, were adequately addressed and that developers bore appropriate responsibilities for their impacts.

Further, I worked to ensure that developments complemented existing neighborhoods by requiring context-sensitive designs, facilitating community input sessions, and promoting cohesive transportation and utility planning. I prioritize building strong, solution-oriented relationships with the development community while upholding the municipality's long-term interests.

9. Please describe any experience you may have in developing communications and technology strategies that articulate Board or Council initiatives with the community, advancing transparency and efforts involving public facing technology (e.g., social media platforms, website, other).

Transparency and proactive communication have been key pillars of my leadership approach. At Lower Paxton Township, I'm currently leading the development of an updated Township website to better highlight Board initiatives, community projects, and departmental services. I also helped expand the Township's social media presence, using platforms like Facebook and Twitter to disseminate timely updates, promote public meetings, and solicit citizen feedback. Through our GIS Manager, I have led an initiative to create a public dashboard which includes project-based information and opportunities for members of neighborhoods (or the Township at large, once fully developed) to vote on matters of public interest (such as traffic improvements or community development projects). With this system, we send out postcards with QR codes attached and a description of the project, and ask residents to log-in to the system to learn more and vote - it has been very successful.

10. Thorough, timely and even-handed communications between the City Administrator, the Board of Mayor and Aldermen (BOMA), staff and the community are highly valued. What techniques have you utilized to ensure effective communications between/among all stakeholders?

Effective communication with elected officials, staff, and the public has been a hallmark of my management approach. I prioritize regular, structured updates to elected officials through formal, weekly briefing memos (the "Items of Interest"), work session briefings, and strategic use of executive summaries in agenda materials to ensure informed decision-making.

With staff, I conduct regular executive team meetings, emphasizing cross-department collaboration and timely information sharing; additionally, I meet weekly with each department head, individually. With the community, I support transparent public engagement strategies such as town hall meetings, social media updates, and project-specific communications plans; in support of this effort, I created the Township's first-ever position of Public Engagement Specialist. I believe that good communication requires active listening, clarity, consistency, and responsiveness, and I work diligently to ensure that all stakeholders feel informed, respected, and valued.

11. The Spring Hill staff is generally comprised of competent, dedicated, and several long-term employees. The BOMA is supportive of a collaborative, supportive culture within the organization that promotes professional development, continuous improvement, and excellence in fiscal management. As their new City Administrator, describe (1) How you would implement a supportive, team centered environment within the organization that advances the BOMA's goals; (2) Advance internal department communications and collaboration; and (3) How you would cultivate a standard of excellence throughout the organization and engage your department heads to support your initiatives?

(1) To implement a supportive, team-centered environment, I would focus on building trust, transparency, and shared purpose. I would meet individually with each department head to understand their perspectives, strengths, and challenges, and collaboratively develop performance expectations that align with the BOMA's strategic goals. I would also foster a recognition culture that celebrates staff achievements and professional development milestones. At Lower Paxton, I created the first-ever Employee Engagement Committee, which aims to support this function of building trust and transparency, and ensuring our staff is engaged in the mission of excellence.

(2) To advance internal communications and collaboration, I would establish regular department head meetings that go beyond information sharing to include problem-solving discussions, joint project planning, and cross-training opportunities. I would also encourage interdepartmental workgroups to tackle major initiatives, breaking down silos and promoting innovation.

(3) To cultivate a standard of excellence, I would set clear organizational values centered around accountability, service excellence, and continuous improvement. I would work with department heads to implement professional development plans, conduct performance evaluations tied to strategic objectives, and empower leaders at every level to propose and lead improvement initiatives. Engaging department heads as strategic partners would ensure that excellence becomes part of the organizational culture at every level. Performance management programs and formal continuous improvement programs, such as Denver's Peak Academy, come to mind. It is vastly important to create a culture of innovation and one that does not shy away from failure.

12. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.

Yes, I regularly evaluate the performance of department heads and senior staff. I believe that performance evaluations are essential tools for professional development, accountability, and organizational alignment. I maintain ongoing dialogue throughout the year, offering feedback, coaching, and support to ensure continuous improvement. I also encourage self-assessment and collaborative goal-setting, helping department heads take ownership of their professional growth and contributions to the organization's success.

13. Should you become a finalist candidate, we will perform education, credit, civil, criminal, and motor vehicle court records, along with internet search and reference checks on you. In doing so, will we find anything that you would like to explain in advance?

Through separate documentation I will provide a summary and explanation as to certain recent, coordinated political mischaracterizations you will discover upon internet searches (and news coverage). Beyond this, there is nothing in my background that would require explanation or raise concerns during the background check process. I have maintained a professional career with integrity, transparency, and adherence to high ethical standards.

14. Do you have any personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

No, there are no personal considerations that would prevent me from accepting the City Administrator position if selected. I am fully prepared and committed to relocating to Spring Hill and dedicating myself to the long-term success of the City and its community.

15. Is the resume you submitted accurate and current? If not, please explain any discrepancies. Yes

16. Are you currently employed? If so, where?

Yes, as Township Manager for Lower Paxton, Pennsylvania.

17. Are you currently a semifinalist or a finalist for other positions?

Not at this time.

18. Have you ever been alleged to have committed any acts of discrimination, sexual harassment, or creation of a hostile work environment? If so, please explain.

Through separate documentation I will provide a summary and explanation as to certain recent, coordinated political mischaracterizations you will discover upon internet searches (and news coverage). This mischaracterization includes various comments alleging discrimination and my creation of a hostile work environment made by one former and one current board member, none of which have been substantiated (including by a third-party law firm that was hired to investigate these matters). Beyond these public allegations, no formal, legal allegations have been lodged or filed.

19. Have you ever been fired or resigned under pressure from a job? If so, please explain. N/A
20. Have you ever sued a current or previous employer? If yes, provide details. N/A
21. What are your expectations regarding salary and benefits should you be offered this position?

I am open to a collaborative negotiation on this matter, however, would anticipate a salary within the range of \$225,000-250,000.

Bradley Gotshall
4709 Buck Run Ln
Harrisburg, PA 17110
bgotshall91@gmail.com

For the first time within my 16 years of public service I find it necessary to pen this expository note on events recently initiated in my current community, Lower Paxton Township, Pennsylvania. As Township Manager here for the last six plus years, I have enjoyed an immense working relationship with the governing body (Board of Supervisors), staff, and residents, with not one blemish on my personnel record. Furthermore, at each of the four communities I have managed thus far in my career, I have not experienced - until now - one governing body member among the 35 that I have served that has noted privately, publicly, or within a performance review, a personal animosity or performance-related concern.

While it has long been the battle-cry within the municipal manager profession, "you're not a manager until you've been fired", - noting the documented short tenure of the manager due to a variety of factors - I have never so much as even experienced a credible negative review. Until February 2025 in Lower Paxton Township.

The following is inside baseball, and for that, please forgive me but hang in there as it describes salient detail and provides important context to some of the incomplete news you will discover upon further review of my background.

Immediately following a raucous 2024 fireworks event in the Township (wherein a number of youth were arrested for various crimes), public safety staff began preparing options for my review including a potential change of venue for the 2025 fireworks. Several times for the Board of Supervisors both verbally and through written form, I had briefed the electeds on the planning process and the fact that staff was reviewing options including a change of venue, but that eventually I would present them to the Board for final review and decision. Despite this fact, the (then) chair of the Board, Robin Lindsey, was documented within the community telling residents that I as township manager had unilaterally made the decision to change the venue of the 2025 fireworks, despite the months' long briefing (records to prove it) that no such decision had been made, and that eventually the Board would make the final call.

On February 4 during an executive session, Mrs. Lindsey again - in-person with the rest of the Board present - exclaimed her belief that I made the decision to move the fireworks, despite the fact that the following week's Board agenda included public discussion on the matter, with the week after bringing an agenda item for the Board to finally take action. Confronted with such blatant factual denial and untruth, I began to push back on Mrs. Lindsey, noting that her comments of that evening and around town were wildly false. As a result, she eventually storms out of the room for the evening and returns to the municipal center the next day, handing in her belongings and exclaiming her resignation (to our receptionists).

Separately, dating back to January 2024, the historically minority Democratic party within Dauphin County, Pennsylvania, has come to prominence, winning a number of county elected positions; and for the first time in a couple of decades, similarly won a single seat on the Lower Paxton Township Board of Supervisors. A search of news from Dauphin County will easily uncover the utter meltdown and public partisan bickering since that time. Locally, the lone Democrat on the five-person Lower Paxton Township Board of Supervisors has launched a self-described mission to weed out (non-existent) fraud and abuse within the organization. After a year on the Board without success in her mission, the sole minority (both party and race) has now capitalized on the resignation of and disagreement with the former chair.

During our February 11 Board meeting, the former chair and the minority Supervisor launched a coordinated, orchestrated effort to demonize me and assassinate my character, one labeling me a racist, and both labeling me sexist. While that distraction is damaging enough, the two individuals also decided to employ the public, coordinating many residents - through Facebook - to publicly denounce me and call for my resignation. Looking through the various news articles over the month of February, one can easily identify the lack of detail, and singular pursuit to impune me as a professional without any actual evidence other than clearly personal disdain. Beyond this, however, both members have also attacked each of the remaining three Supervisors and the Assistant Township Manager/Finance Director for a variety of falsehoods, on record (log on to YouTube if you have any sleepless nights to fill).

It is my hope that those reviewing my background are able to see this recent, unfortunate blemish to my name for what it is: the transparent politicization of local government and pursuit of personal gain. I remain excited about the opportunity to serve you and your residents. I look forward to discussing this unfortunate news more, answering any questions that may arise, and meeting you all, your residents and staff, very shortly.

Former Lower Paxton supervisor addresses controversy, says management led to resignation

by Maxine Rose

Sat, February 15th 2025 at 12:09 PM

DAUPHIN COUNTY, Pa. (WHP) — After the controversial resignation of a now-former Lower Paxton Township supervisor, CBS 21 was able to sit down with her to find out more details on why she resigned. At a public meeting this week, Robin Lindsey, a longtime Lower Paxton Township neighbor and chair of the board of supervisors, had her husband read aloud her letter of resignation. The resignation cited concerns largely with the township manager. In an interview with CBS 21's Maxine Rose on Friday, she explained what led to her decision to submit her resignation to the board after 16 years of serving the township. While she said she was sad to leave a job she loved so deeply, she could no longer handle what was happening behind closed doors. "There's a lot of decisions made inside that township building that the board of supervisors is not involved in, and he — one thing led to another — and I'm tired of him yelling at me, yelling in his office at me. I've tried to talk to him. Nothing suits him with me. The bottom line is he doesn't like me because I'm a woman, and I ask a lot of questions," said Lindsey.

"Of course, obviously, reading the letter, it was not particularly kind, but again, I — having not had a conversation with her after the fact and only having heard from her husband — I can only speculate as to what she's thinking," said Brad Gotshall, the township manager. Lindsey has also argued that the township manager did not act in the best interest of the residents and employees of the township. She claimed that Gotshall had usurped his authority over elected officials. Meanwhile, Gotshall said that tension among township employees was to be expected. "That's not been my interpretation of what's occurred here at the township. It's unfortunate that there's that perception," Gotshall said. One other board member has recently spoken out against him as well, Supervisor Pamela Thompson, expressing her displeasure with Gotshall's "authoritarian style." Three of the five board members would need to vote against him in order for him to be removed as township manager.

Lower Paxton Twp. supervisor resigns, cites 'lack of respect' management has for residents

by Grace Miller

Thu, February 13th 2025 at 10:12 AM

Updated Thu, February 13th 2025 at 10:34 AM

DAUPHIN COUNTY, Pa (WHP) — Lower Paxton Township is looking for a new board member after Supervisor Chairman Robin Lindsey submitted her resignation, reportedly citing concerns with township management.

Board members discussed Lindsey's resignation during a Tuesday meeting. She served on the board since 2014 and has served as chairman since last year, according to a Wednesday news release from the township.

During public comment, a man named Joe Lindsey stepped up to speak and identified himself as Robin's husband.

After he asked the board if they were planning to read Robin's resignation letter, and they said no, he read the following letter he said was submitted by Robin:

After 16 years of public service to the residents, the employees and the first responders of Lower Paxton Township, I have decided it is in my best interest to resign from the Board of Supervisors. It is apparent the Board of Supervisors and the management of Lower Paxton Township does not have the best interest of the township residents, the employees and the first responders of the township as their number one priority. As a lifetime resident I am thoroughly appalled at the lack of respect the Board of Supervisors and management of Lower Paxton Township has for the residents, the employees and the first responders of Lower Paxton Township. I wish the residents, the employees and the first responders the very best. They deserve much better.

Supervisor Pamela Thompson addressed the resignation, also bringing up concerns regarding the borough's manager. In a letter she read during the meeting, Thompson said the manager has been "overstepping his boundaries and making blatant attempts to usurp the authority of elected members of this board". She went on to say that they've received several complaints from residents and township workers who expressed displeasure with the manager's "authoritarian style" and no responsiveness to residents.

Township Manager Brad Gotshall joined Lower Paxton Township in 2018, according to the township's website. Lower Paxton Township Communications Manager Jack Sherzer provided the following statement:

The Board and staff of Lower Paxton Township sincerely appreciate Robin Lindsey's dedicated service. While she has chosen to step down due to differences in perspective with some board members, we recognize and value her contributions. We will miss her insight and wish her all the best.

The township is now looking to fill Robin's position.

Any township residents interested in applying are asked to send a letter "outlining their desire to serve" to:

Lower Paxton Township
Supervisor Vacancy Letter of Interest
Attn: Morgan Madden
425 Prince Street,
Harrisburg, PA 17109

CBS 21 has reached out to Gotshall for comment about the accusations and has not yet heard back

Former Lower Paxton supervisor addresses controversy, says management led to resignation

by Maxine Rose

Sat, February 15th 2025 at 12:09 PM

TOPICS:

[LOWER PAXTON TOWNSHIPRESIGNATIONROBIN LINDSEYTOWNSHIP MANAGERBOARD OF SUPERVISORSMANAGEMENTAUTHORITYCOMMUNITY](#)

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"That's not been my interpretation of what's occurred here at the township. It's unfortunate that there's that perception," Gotshall said. One other board member has recently spoken out against him as well, Supervisor Pamela Thompson, expressing her displeasure with Gotshall's "authoritarian style." Three of the five board members would need to vote against him in order for him to be removed as township manager.

Change.org

**Petition for a Vote of 'No
Confidence' and
Dismissal of Lower
Paxton Township**

Manager

The Issue

**RE: Petition for a vote of 'No Confidence' in the currently appointed
Lower Paxton Township Manager, Mr. Bradley Gotshall and his
immediate dismissal**

TO: Lower Paxton Township Board of Supervisors

- Mr. Chris Judd
- Mr. Paul Navarro
- Mrs. Pamela Thompson, Esq.
- Mr. Allen McCormack (2025 interim appointment)

DATE: February 2025

We, the undersigned voters, residents, business owners, and concerned citizens of Lower Paxton Township, hereby submit this petition to formally express our vote of 'No Confidence' for the currently appointed Township Manager, Mr. Bradley Gotshall:

Whereas, Mr. Bradley Gotshall has demonstrated consistent ineffectiveness in fulfilling the responsibilities of the position;

Whereas, Mr. Bradley Gotshall has demonstrated a sustained failure to engage with community members in a timely and courteous manner;

Whereas, Mr. Bradley Gotshall continues to lack professional negotiation skills, resulting in increased costs and inconvenience for Township residents, taxpayers, and stakeholders;

Whereas, Mr. Bradley Gotshall has repeatedly demonstrated a disregard for public concerns, and has substituted his own personal preferences in place of the expressed will of Lower Paxton Township residents and elected representatives;

Whereas, Mr. Bradley Gotshall lacks transparency in conducting Township business, even to the exclusion of the elected Board of Supervisors;

Whereas, Mr. Bradley Gotshall has publicly expressed his contempt for the elected Board of Supervisors and his perception of their lack of strong leadership;

Whereas, Mr. Bradley Gotshall has created a culture of fear and hostility among Township employees and first responders, in addition to perpetuating the disparate treatment of women in leadership roles;

Therefore, we the undersigned voters, residents, taxpayers, employees, business owners, and concerned citizens demand the following remedy:

In consideration of Mr. Gotshall's pattern of poor decision-making, mismanagement of Township affairs, and a lack of responsiveness to critical issues affecting our community;

In consideration of Mr. Gotshall's inability to adequately address infrastructure concerns, public safety, and community development initiatives, leading to stagnation and dissatisfaction among residents;

In consideration of Mr. Gotshall's insubordinate behavior and lack of respect and regard for the women who have been elected by the residents to lead and direct the business of the Township;

In consideration of the resulting erosion of public trust, our continued

decline in confidence due to Mr. Gotshall's dismissive attitudes, his lack of accountability, and his failure to uphold the best interests of the Township.

- We demand the Immediate consideration of this vote of 'No Confidence' by the Lower Paxton Township Board of Supervisors.
- We demand the Board of Supervisors proceed with an action to immediately remove Mr. Bradley Gotshall from his appointed position as Township Manager.

We, the undersigned, urge the Board of Supervisors to take this swift and decisive action to restore our confidence and establish effective leadership in Lower Paxton Township for the benefit of its residents, employees, first responders, and for the future growth of the Township.

68 Verified signatures

Bradley Gotshall named new Lower Paxton Township Manager

by CBS 21 News

Tue, October 16th 2018 at 9:52 PM

The Lower Paxton Township Board of Supervisors have hired Bradley Gotshall to be the new Township Manager, a press release said. The announcement was made at their business meeting Tuesday night. Gotshall was hired after the retirement of former Township Manager George Wolfe, who held the position for 28 years. He is no stranger to the position having been Borough Manager in Millersville, Indiana, and Red Mill PA before that. Gotshall will begin his new position on November 5th and oversee hundreds of people working in Police, Public Works, Sanitary Sewer, Parks and Recreation, Community Development, Finance and general administration.

QUALIFICATIONS APPRAISAL GUIDE

Bradley Gotshall

| | | | | | |
|---|---|---|---|--|---|
| Very strong evidence that skill is present (5 Points) | Strong evidence that skill is present (4 Points) | Some evidence that skill is present (3 Points) | Strong evidence that skill is not present (1-2 Points) | Very strong evidence that skill is not present (0 Points) | Insufficient evidence for or against skill (0 Points) |
|---|---|---|---|--|---|

| | | | | | | |
|--|--|--|--|--|--|--|
| GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job; poise, tact, neatness and grooming and professional maturity. | | | | | | |
| BACKGROUND: Type of and quality of experience, appropriate education and reasons for job changes. | | | | | | |
| PRESENTATION: Communication skills; ability to understand implications of questions and to make clear and direct replies; ability to select, organize and present ideas; clarity of speech and appropriate use of language. | | | | | | |
| JOB EFFECTIVENESS: Ability to perform the duties of the job; industrious, dependable and properly assertive; ability to deal effectively with practical problems of the job; interpersonal skills appropriate for the job. | | | | | | |
| ADMINISTRATION: Ability to perform in an administrative capacity; understanding of the principles and practices of management and leadership; ability to lead, direct, and coordinate the work of others; understanding of the political process and ability and willingness to work within it. | | | | | | |

Total Points _____

Comments

Interviewer Signature: _____

Date: _____



A.J. Krieger, ICMA-CM

April 6, 2025

Mr. Bob Slavin

Slavin Management Consultants

Re: City of Spring Hill City Administrator position

Dear Mr. Slavin:

Submitted along with this letter, please find my resume and accompanying materials as my application for the City of Spring Hill City Administrator position.

I am presently the Town Manager in Firestone, Colorado; a rapidly growing north suburb of Denver. I manage a great staff and together we have established a culture of teamwork, high performance, transparency, and continuous improvement. I have a very good relationship with my Board of Trustees and we enjoy working together to improve our residents' quality of life.

As a professional manager, I know my primary role is to help my Board succeed. Councils/boards have always been able to count on me for honest, professional recommendations; rooted in facts/best practices and focused on the community's long term best interests.

I understand the role of a professional city manager; as a trusted advisor to the elected body, a coach and developer of staff, a careful budgeter, a strategic planner, an effective negotiator, a skilled economic development practitioner, and an unwavering community advocate.

I have been successful in getting diverse staffs to buy into a collective mission and perform at exceptionally high levels. My staff has always been able to rely upon my open-door policy and willingness to help them succeed. Indeed, much of what I have enjoyed most throughout my career is seeing professional staff grow, operate as a team, and achieve excellence.

I have carefully read the Spring Hill recruitment brochure, and I feel I can contribute to the City's continued success:

- ✓ I have a track record of recruiting, developing, and retaining great staff.
- ✓ I have a demonstrated record of leading a transparent, thoughtful budget process.
- ✓ I'm experienced in all facets of economic development and can work very effectively with the development and finance communities.
- ✓ I'm experienced in dealing with the challenges of managing growth, and making sure the community enjoys a growth dividend.

My sincere hope is that in reviewing my resume and materials, you will see something to suggest that the Spring Hill Mayor and Board of Aldermen, City staff, and I might be a good fit. I look forward to an opportunity to interview with you and I appreciate your time.

Sincerely,

A.J. Krieger

Arthur J. (A.J.) Krieger ICMA-CM

523 Columbine Avenue
Broomfield, CO 80020

314.578.9212 (cell)
ajkrieger3@gmail.com

Town Administrator

August 2011 – May 2018

Town of Erie, Colorado

Population: 34,000

During my tenure, Erie was known regionally and nationally for its excellent quality of life. I was recognized as an intuitive, creative manager who excelled at problem-solving and forming strategic partnerships. The organization was lean, high performing, and outcome-oriented.

- **Known for Maintaining Quality of Life Within a High Growth Environment**
 - Top 6 Best Places to Live in the US in 2017.
 - Best Place to Raise a Family in 2017.
 - 23 Best Cities for Young Families in 2016.
 - #13 on the Money Magazine Best Places list in 2015.
 - Governor's Award for Downtown Excellence – Best Adaptive Reuse or Rehabilitation, using the tool of a Town Urban Renewal Authority in 2015.
 - Best Places for Young Families in Colorado - #2, October 2014.
 - National Recreation and Park Association: Gold Medal Award Winner for Excellence in Park and Recreation Management.
 - Safest Cities in Colorado multiple years.

City Manager

July 2008 – July 2011

City of Sheridan, Colorado

Population: 6,100

City Manager

October 2006 – June 2008

City of Northglenn, Colorado

Population: 36,000

City Manager

October 2003 – October 2006

City of Ferguson, Missouri

Population: 23,000

Assistant City Manager

September 1997 – September 2003.

City of Decatur, Illinois

Population: 84,000

Economic Dev. Director

December 1996 – September 1997

City of Woodstock, Illinois

Population 22,000

Economic Dev. Representative Decatur-Macon County Economic Development Foundation

October 1994 – December 1996

Population 125,000

Education:

Saint Louis University – Masters Public Administration

Southern Illinois University – Carbondale – B.S.

A.J. Krieger is:

- ✓ **Experienced.** Credentialed Manager with a track record of considerable achievement in economic development and financial management.
- ✓ **Strategic.** Able to visualize success and partner with public and private entities to meet objectives.
- ✓ **Driven & Energetic.** A passion for service, building team capacity, and improving performance.
- ✓ **Community Advocate.** Able to effectively negotiate complex, mutually beneficial agreements.
- ✓ **A Trusted Partner.** Able to collaborate with elected officials and implement policy.

How Firestone Board of Trustees Described A.J. Krieger in 2024 Evaluation:

- ✓ *Strategic vision is one of AJ's strengths. His continued work on Master Plans and the Water Action Plan shows his commitment in this area. I see in AJ in all topics, asking questions and implementing plans to eliminate as much risk to the town as possible.*
- ✓ *AJ consistently performs well in challenging or stressful situations, maintaining composure and making sound decisions that reflect strong leadership and resilience under pressure. AJ is the consummate professional achieving his goals within their designated timeline.*
- ✓ *The budgets presented to the Board are clear and concise. When there are questions or if anyone of the Board members need help in understanding areas of the budget the answers are clear and he is always willing to take extra time to explain how the process is completed. AJ also excels in staying within the confines of the budget.*
- ✓ *AJ has consistently developed the budget in a systematic and effective manner, as evidenced by his ability to maintain a budget surplus while improving the budgeting process year over year. His implementation of the Balancing Act platform has further enhanced transparency and accountability in financial planning. Additionally, AJ has demonstrated strong fiscal control by ensuring that expenses remain within the levels set in the budget, all while addressing key town projects and priorities.*
- ✓ *AJ has demonstrated exceptional fiscal responsibility by delivering the budget on time and consistently performing within budget, ensuring efficient use of resources while meeting the Town's financial goals. His timely and efficient budget performance fosters trust with the Board, community, and other stakeholders, showing that the town's resources are being managed responsibly. Along with his staff, they have built a plan that helps to protect the town from financial crisis while securing a prosperous future.*
- ✓ *AJ consistently exhibits a strong public service work ethic and embodies servant leadership, prioritizing the needs of the community and leading by example. He and his staff is present at every meeting which often leads to late night sessions. Together they have planned and attended events that service the community and promote our town. His commitment to serving others fosters collaboration, trust, and a sense of shared purpose among staff and residents.*
- ✓ *AJ exhibits the highest level of integrity in service to the board and the town.*
- ✓ *Firestone is fortunate to have Mr. Krieger as a Town Manager. He is honest and professional, demonstrates integrity and high expectations. Mr. Krieger engages and manages a quality staff, and works professionally with the Board, Consultants, Agencies and surrounding communities.*

How Firestone Staff Described A.J. Krieger in 2024 360° Evaluation:

- ✓ *There is no one more passionate than AJ when it comes to public administration and serving the community. AJ leads by example and his actions are contagious. I, like others on his team are grateful to be able to work for and with such a great mentor and coach.*
- ✓ *AJ rarely makes significant decisions without first seeking input from affected senior staff. He also is quick to praise others for good deeds but does not seek to lay blame for mistakes, which is a great motivator for staff.*
- ✓ *AJ is passionate about his work and reinforces the fact that we are employed by the Town in service to others. His service orientation mindset is consistent. AJ does not change positions every time the wind direction changes. He doesn't let the minority naysayers deflect and detract from the direction and goals he has been given from the Board. Equally important is AJ's compassion. He genuinely cares about town staff. He fosters an inclusive environment where staff feels valued and understood, which in turn strengthens team cohesion and morale. This combination of passion and compassion allows AJ to lead and motivates other to do their best because they are supported.*
- ✓ *AJ is an effective communicator – but to be an effective communicator you must be a good listener. It has been my experience that AJ pays attention to me when we discuss a topic and responds when I've paused awaiting his response. If he isn't clear about something I've said he will ask appropriate questions and often rephrase what he heard and articulate his response. Listening is a skill. When discussing a topic with AJ, I always feel respected and the dialogue that ensues often provides me with additional or necessary insight. AJ is very good at having you look at the whole picture and not just your part of the puzzle. With that said, I have learned with AJ's guidance to be more thoughtful and inclusive before making a decision or discussing something that may have several different options and conclusions. AJ is a leader you want to work for, he encourages and empowers his staff. Because of that you are motivated by the confidence he instills in you to complete the work or assignment you're tasked with.*
- ✓ *AJ's ability to see the big picture and successfully achieve that vision is remarkable.*
- ✓ *I have often witnessed where AJ has given credit to others for what should have been recognized as his success. He always takes his place in the background and pushes his employees to the forefront. I know in so many instances his financial acumen led a project to the finish line, his ideation, his negotiation skill, and his ability to bring all the necessary stakeholders together to broker a deal may often get lost in the project because he takes little credit for the "pre-work" it takes to make developers choose Firestone.*
- ✓ *I cannot think of anything more that AJ could do to make my experience any more meaningful. I have him to thank for encouraging me to pursue the necessary accreditation to become the professional I am today. AJ recognizes the potential in people. He encourages and mentors them to become better and achieve goals that they may not have ever thought possible. Over the years I have witnessed AJ consistently pursue development and professional growth opportunities for so many individuals who would not be where they are today if it wasn't for his encouragement and guidance.*
- ✓ *My experience working for AJ has been that he is a great motivator, he listens to my ideas and/or concerns and that every decision he makes is in the best interest of the employees and the Town.*

CITY OF SPRING HILL, TN

CITY ADMINISTRATOR

SEMIFINALIST CANDIDATE QUESTIONNAIRE

Name: A.J. Krieger

Home Address: 523 Columbine Ave.
Broomfield, CO 80020

Home/Work/Cell phone numbers: 314.578.9212 – cell
303.531.6255 - office

E-mail address: ajkrieger3@gmail.com

1. What major factors motivated you to apply for the City Administrator position? How does this position fit your overall career goals?
 - a. I'm in my 22nd year as a city/town manager and 31st overall in local government. I have reached the point in my career that I want to feel like my work is meaningful, and that I can contribute to the overall health and wellbeing of a community. After spending a little time researching Spring Hill, I felt like it was a good fit for me personally, and my professional experience.
 - b. The recruitment profile reads like a roster of things I love working on and doing; managing growth, having to be strategic in planning for and executing capital improvements plans, the opportunity to work on large, master-planned developments, dealing with the pressures of having to incorporate different housing styles/product types, are all challenges that I find personally and professionally exciting. It's what I love doing.
 - c. I feel like my experience in preparing conservative, action-oriented budgets and presenting them as part of a transparent, thoughtful process would be a good way to (re)instill resident faith in the City's financial stewardship.
 - d. I want to work with and for a BOMA that is dedicated to value-added growth, and using a growth dividend to improve residents' quality of life.
 - e. Finally, I was struck by this passage in the recruitment profile:
 - i. Places organizational culture as a priority and who recognizes the value of the existing staff as part of the team, highly competent in contributing to the overall mission of the organization; exhibits a servant leader philosophy, "first among equals" and a mentor to the staff.

Quite simply, this is who and what I am as a manager. A review of my 360° evaluations (I'd be happy to provide multiple years) shows that I am the kind of manager this passage describes. I've been fortunate to work with great staffs and get talented groups of professionals to buy into a collective mission and execute at a high level. I think it says

something about the BOMA that this made its way into the recruitment profile, and leads me to believe they are the kind of group I would enjoy working for.

2. Describe your leadership style. How do you communicate your expectations? Is your style more results oriented or process oriented?
 - a. I am an authentic, attentive, responsive leader who invests in the individual and collective success of my agency and staff. I have a track record of building capacity and improving overall performance. A big part of that has been getting smart, talented people to buy into the overall mission and their roles in helping to achieve it. A review of my 360° evaluations shows I am a manager who builds trust, capacity, and a commitment to team success.
 - b. I like to jokingly say that I was a servant leader before it was cool; meaning, I have always invested in my staff and their individual success, while we work together to achieve our shared mission and vision. I operate by the Golden Rule; treat others as I would like to be treated.
 - c. While in local government we always have to be mindful of process and procedural requirements, without question my style is results-oriented. I'm open to the idea that with creativity and ingenuity we can find newer and better ways to achieve success, and I encourage my team to find them.
3. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating a utility.
 - a. My last year in Erie the Town had 215 FT total employees. As Town Manager I had 10 direct reports. Today in Firestone we have 120 FT employees, and I have 11 direct reports.
4. Please describe any experience you have had in developing and implementing a strategic plan(s) that resulted in the establishment of priorities or organizational work programs related to growth of the community?
 - a. Many examples of strategic plans/planning over the years. In Firestone we have prepared townwide Parks, Transportation, and Drainage Master Plans, a Water Action Plan, and a historic neighborhood subarea plan. These plans are all tied to community growth and benchmarking infrastructure/service capacity.
 - b. Specifically relating to work plans, each year in Firestone we have retreats with our Board and senior staff during which we plan for and set priorities for the following fiscal year(s). We then use those priorities for budget recommendations. In 2023 we took the extra step of preparing a 2024-25 Work Plan to guide the Town's efforts. Included in that document is a larger set of 3-5 year objectives.
 - c. Today in Firestone we are updating our Water Action Plan while we simultaneously implement the 2020 version, we are implementing our Central Park Plan (a 250 acre mixed use plan at the heart of the Firestone community), and we are updating our Town Master Plan.

5. Provide any information about the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.
- a. I'll provide the last two years from Firestone, as I don't specifically remember budgets from years ago in different organizations.
 - i. In 2024 Firestone budgeted about \$77.3 million in revenues, and a little more than \$54 million in expenditures. Of those expenditures, \$11.3 were for capital. The decrease is reflective of completing our water treatment plant construction in 2023.
 - ii. In 2025 Firestone budgeted revenues of about \$83 million, and total expenditures of about \$69 million. Of those expenditures about \$25 million are capital.
 - b. Firestone is on the cusp of embarking on a \$200 million Water Action Plan update and implementation (including new treatment capacity, storage, and overall supply) and an estimated \$150 million Central Park Plan.
6. Describe your experience developing a fiscally constrained budget and your approach to prioritizing programs and projects. Have you initiated any budget and/or financial innovation strategies such as developing new revenue and expenditure options to enhance a local government's fiscal condition? What strategies have you implemented that provided opportunities for additional revenue and/or cost containment?
- a. To begin with, I've never worked for a community/managed a budget that didn't have financial constraints. Good budget/financial management requires spending on priorities to meet overall community goals, looking for ways to leverage resources, and always adjusting mid-years to adapt to changing conditions.
 - b. I have worked the last 14 + years in high growth environments, which means budgets (and financing plans) have been prepared while dealing with the challenges of increasing our overall service capacity. This absolutely requires leveraging resources, finding adaptive ways to use/stretch existing revenues, and looking for ways to partner with other agencies. In Firestone we have been creative using existing revenues to grow staff and upgrade Town facilities.

A couple examples are that we've used tax increment revenues to augment our General Fund's personnel budget to grow our staff and ensure that development is helping pay for itself. By combining impact fees with capital revenue surpluses (and a \$1 million energy grant) we were able to build a new Town Hall and significantly enhance and modernize our Public Works facility without a tax increase. To stretch our water budget we have partnered with an adjacent water district to build and operate a new water treatment plant. We partnered with our parks and recreation district to repurpose our old Town Hall as a senior center. We've partnered with Weld County to help maintain roads. We've secured CDBG funding to pay for neighborhood and capital improvements. We've negotiated development agreements with oil & gas companies to pay for capital (transportation) improvements.

- c. We've committed to and implemented a budget preparation and public review process that has earned the GFOA Distinguished Budget Award; which recognizes clarity and transparency in budget preparation and presentation.
7. If not addressed in your answer to #6 above, describe your experience developing capital improvement programs/plans, recurring maintenance plans related to streets, Tax Increment Financing and/or other infrastructure financing tools.
 - a. I've previously mentioned the master plans we've prepared. Collectively they inform our CIP portion of the budget; which generally winds up being the most discussed portion of our annual budget. We are a capital improvement intensive agency to support and encourage our growth. As such, we devote a lot of time and effort to creatively financing improvements and budgeting for maintenance. Catching up on deferred road/street maintenance has been a priority and we've accomplished a large portion of the "deferred" list.
 - b. I am very familiar with tax increment financing and have used it to incentivize development, improve/construct infrastructure, and offset other Town expenses.
 - c. Our 2020-2050 Water Action Plan is estimated at about \$180 million (will increase from there as we update the plan). It is not hyperbole to say that we are changing the water paradigm in Colorado through its implementation. We are diversifying our raw supply, have constructed (and are getting ready to expand) a new treatment plant, and built new storage reservoirs. As part of the Plan's implementation we have become entrepreneurial in managing our Water Fund. Selling native water credits has allowed us to generate significant revenues and increase reserve fund balances. Our entrepreneurial approach gave us the ability to issue \$20 million in water debt in December of 2022, and completely retire it in July of 2023. It's also allowing us to use new revenues to hold the line on overall water rate increases for existing customers. At a time when surrounding agencies are planning for 20%+ water rate increases, in 2023 we held ours to 5%.
8. Please describe any experience you have had in working with the development community, whether residential, non-residential, or mixed-use projects? Please include any experience you may have with negotiating development agreements (or managed staff who negotiated development agreements); wet utilities and transportation implications of the proposed development on the community's overall system; and, ensuring that the proposed project(s) are properly planned and complementary to existing development and/or neighborhoods.
 - a. I "grew up" in local government in an economic development track and that experience and perspective informs almost every aspect of my job performance. I've managed all manner of development projects (industrial, retail/commercial, mixed-use, downtown (re)development), residential, and have negotiated many performance-based development agreements.
 - b. The last 14+ years in high-growth environments has taught me the importance of capital planning – including transportation – as communities adapt to growth. Implementing our Transportation Plan is helping Firestone maintain adequate service levels while we work through +/- 10,000 DU's in the entitlement process. Particularly in Colorado, planning for

adequate transportation capacity means connectivity, accessibility, and access to multi-modal.

- c. This is an area in which I have excelled during my career; namely, negotiating performance-based development agreements. Right now in Firestone a couple of those agreements are leading to the construction of +/- 400,000 sqft of new retail in the Firestone City Center and Firestone City Centre North.
 - d. I've already written about the water infrastructure and supply work we're doing. In addition we constantly review and update our land development code to make sure it's responsive and adaptive to development trends. We annually update our Town Standards and Specifications to make sure new development is of high quality and functional, and we partner with the development community to make adjacent (and sometimes nearby) public improvements to provide better overall access to amenities and services and make sure there is continuity and connectivity; even throughout older parts of the community.
9. Please describe any experience you may have in developing communications and technology strategies that articulate Board or Council initiatives with the community, advancing transparency and efforts involving public facing technology (e.g., social media platforms, website, other).
- a. In Firestone we have committed to improving how we communicate with our residents/stakeholders, and they see it in everything we do. We have advanced a strategy to establish our website and our Town channels as the best source(s) for information.
 - i. Just recently we completed our second town-wide citizen survey with POLCO. After Board of Trustee review of results we'll utilize additional modules of the POLCO platform to ask follow-up questions and provide for more two-way communication.
 - ii. We send out Action Items reports after Board meetings, send Notify-Me emails for topical updates, have implemented 'We're Listening' to receive feedback.
 - iii. Our Communications staff recently worked with our Town Clerk's Office to improve and update our open records request and fulfillment process .
 - iv. In 2023 we began live streaming Board of Trustee meetings. In 2024 we added closed captioning.
 - v. In 2024 we utilized an open-budget platform to increase transparency during our budget review process.

10. Thorough, timely and even-handed communications between the City Administrator, the Board of Mayor and Aldermen (BOMA), staff and the community are highly valued. What techniques have you utilized to ensure effective communications between/among all stakeholders?
- a. One of the things I do as Town Manager is endeavor to communicate with all seven of my Board members openly, frequently, and to the extent possible, simultaneously. Further, I work to understand the differences in how my Board members want access to information; channels, amount, etc... For example, after the April 2024 election a newly-elected Trustee asked a question about communication protocols.
 - i. This is an excerpt from my email response: “... Town staff and I are here to help the Board achieve its goals. That help may look a little different for each BoT member, and we rely on you (both as a group and individually) to communicate what you need.”
 - b. In Firestone I have Board members that prefer to meet with me regularly to ask questions, get updates, etc... I have some that prefer shorter, bullet-point type updates, and some that will text and call. The point is that I give everyone access to the same information, as close to simultaneously as possible, then work with individuals to explain, elaborate, or as the case may abbreviate, based on their needs.
 - c. One of the things I’ve learned in my career is that, ultimately, the effectiveness of a Board (Council) and Manager team boils down to relationships; the ability to identify and strengthen shared values and vision, and the trust to fulfill our unique and interdependent roles to the best of our ability. That’s really what I’m looking for in a relationship with a board/council, and I will commit to supporting that relationship by always providing accurate, timely information in ways the BOMA finds useful.
11. The Spring Hill staff is generally comprised of competent, dedicated, and several long-term employees. The BOMA is supportive of a collaborative, supportive culture within the organization that promotes professional development, continuous improvement, and excellence in fiscal management. As their new City Administrator, describe (1) How you would implement a supportive, team centered environment within the organization that advances the BOMA’s goals;
- a. Anyone that knows me or works with me for any time knows that I value teamwork, and always want to find ways to improve performance and increase job satisfaction. One thing I’ve learned that can do both is engaging employees at all levels of an organization, and see that communication freely flows. I have found that employees are most open to fulfilling their respective roles if/when they understand the important role they play in achieving the community’s larger objectives.

(2) Advance internal department communications and collaboration; and

We actually have a “rule” that senior staff is required to share information about what’s happening in their area during our meetings. Senior staff is charged with taking that information back to their respective departments to share one or two items. It’s a small thing, but quite often it leads to ideas for how one or more departments can cooperate on something and share information. We spend a fair amount of time during senior staff

meetings sharing ideas and seeking input from others. My experience is that doing these things increases buy-in and promotes resource sharing and collaboration.

(3) How you would cultivate a standard of excellence throughout the organization and engage your department heads to support your initiatives?

A review of many years' worth of my 360° evaluations shows that I have consistently been able to get talented staffs to buy into the overall mission, and own their respective roles in helping achieve it. For me, that starts with shared values and a shared vision, always rooted in service. We are first and foremost a service organization, and I believe everything we do has to have that orientation.

In that pursuit I will lead efforts to collaborate, innovate, and will always recognize good performance. I will challenge our staff to explore new ideas and push boundaries to achieve a better overall return for our investments.

The times when we succeed I will always recognize the staff who made it possible. I will own every time we come up short, and will never stop trying to find new ways to grow and leverage our resources to provide the best overall return on residents' investments and access to the greatest range of quality of life choices.

12. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.
- a. At least once a year I formally evaluate my direct reports, and record the evaluations in the required format. However, I am a big believer in providing feedback throughout the year. One thing I do is set aside a standing time to meet with every department director; if for no other reason that if/when things get busy, I can make sure that I still have some one-on-one time with everyone. I make it a point to give some feedback at each of those meetings. Even feedback about small items keeps me engaged with everyone and, in my experience, reinforces the idea that we're working together towards a shared vision. I use our more formal, documented evaluation process when it's time to provide salary increases, etc..
13. Should you become a finalist candidate, we will perform education, credit, civil, criminal, and motor vehicle court records, along with internet search and reference checks on you. In doing so, will we find anything that you would like to explain in advance?
- a. No.
14. Do you have any personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.
- a. I don't know that this is something that would need to be "resolved", but pending the timing of an appointment, I would relocate before my family. In the Fall we'll have three kids in college, one of whom is my youngest son who will be a freshman at the University of Arkansas. So there will be some logistics to work through.
15. Is the resume you submitted accurate and current? If not, please explain any discrepancies.
- a. My resume is accurate.

16. Are you currently employed? If so, where?
 - a. I am the Town Manager in Firestone, Colorado.
17. Are you currently a semifinalist or a finalist for other positions?
 - a. No.
18. Have you ever been alleged to have committed any acts of discrimination, sexual harassment, or creation of a hostile work environment? If so, please explain.
 - a. No.
19. Have you ever been fired or resigned under pressure from a job? If so, please explain.
 - a. In 2018 I was terminated by the Town of Erie during the first full meeting of the new Board of Trustees. 8 days later I was hired as the Interim Manager in Firestone, where I still am today.
 - b. As a bit of context to the above, 14 former Erie employees have come to work for the Town of Firestone.
20. Have you ever sued a current or previous employer? If yes, provide details.
 - a. No.
21. What are your expectations regarding salary and benefits should you be offered this position?
 - a. My current salary is \$242,550. At the appropriate time I would be pleased to negotiate a mutually beneficial employment agreement.

Selected Available Articles – A.J. Krieger

Times-Call (CO) June 2, 2022 Firestone town manager gets a roughly \$26,000 raise

Author: Matthew Bennett Not long after Firestone Town Manager A.J. Krieger was listed as a finalist for Littleton’s city manager job, he was given a \$26,250 raise. On May 16, the city of Littleton announced that after considering 77 applicants for its vacant city manager position, it had narrowed its search to three candidates including Krieger. Less than 10 days later, during its May 25 meeting, the Firestone Board of Trustees increased Krieger’s annual town manager salary from \$183,750 to \$210,000 in a 5-1 vote. “It is my opinion that the town of Firestone has benefited from Mr. Krieger’s experience and performance. General tax revenues have nearly doubled during Mr. Krieger’s tenure,” Mayor Pro Tem Frank A. Jimenez said in an email Thursday. “Firestone has seen significant investment from the business community and Firestone is being recognized for its efforts in water planning.” Jimenez went on to say that Krieger’s salary was deserved and that the town was receiving “more than fair value in exchange.” Trustee Matt Holcomb, who cast the lone no vote, said he believed Krieger deserved a raise but questioned its timing and amount. “It was kind of rushed,” Holcomb said in a separate interview. Holcomb said he believes the town manager’s salary should be based upon the position itself, not the individual serving in it who may or may not have professional experience that could command a higher income. As of 2020, Firestone’s population was 16,381, according to U.S. Census Bureau data, whereas Littleton had 45,652 residents. “I use the analogy of, if I was filling ... a middle school baseball team, I don’t go out and get a major league player,” Holcomb said. “I just try to find the player that can fit that role and do what we need done. And, like I said, I think (Krieger has) probably shown himself to be a higher-end player.” Littleton had advertised an annual salary of between \$183,200 and \$274,800 for its city manager position, according to a hiring brochure. Ultimately, Krieger withdrew his name from contention in Littleton’s job search midway through the process, opting to instead stay on with the town of Firestone. “I decided Firestone is where I want to be. I believe we are building a community of choice, and I know we have assembled a truly outstanding town staff,” Krieger said in an email Wednesday. “Every day I have the privilege of watching our team work to serve the Firestone community and, both personally and professionally, I wasn’t ready to give that up.” Krieger was hired as Firestone’s interim town manager in 2018 shortly after being fired from his position as Erie’s town administrator. As previously reported, the newly elected Erie Board of Trustees, at the time, provided little details as to why they terminated Krieger

other than to say change was needed. With the town of Firestone, Krieger later had “interim” removed from his title and has served as town manager since. “Sometimes another opportunity makes you think about what’s important,” Krieger said. “Over the next few years I think you will see Firestone grow and prosper like never before.”

The Colorado Sun March 3, 2022 A once-small Colorado mining town is going through a growth spurt. Can the water supply keep up? Author: Chris Outcalt

When A.J. Krieger stepped in as Firestone town manager in 2018, he realized right away that one particularly pressing issue needed his attention, something that various iterations of the town’s board of trustees had been wrestling with for 15 years: The town’s water supply was limited and vulnerable. “It sounds funny,” Krieger said, “but the town outgrew its ability to grow because it didn’t have a water supply.” Sometime around the beginning of April, Firestone, a town of about 16,000 people 30 miles north of Denver, will flip the switch on a long-standing project designed to address those concerns: a new water treatment facility that will process water from an entirely new supply. The structure, known as the St. Vrain Water Treatment Plant, will treat groundwater pulled from a nearby field of alluvial wells, which are shallow and connected to an adjacent source of surface water. Firestone will then use water rights it has acquired along St. Vrain Creek to replace what it takes from the ground. Firestone has long been entirely dependent on water produced by the Colorado-Big Thompson project, a massive water collection and delivery system owned by the Bureau of Reclamation and jointly operated by the Northern Colorado Water Conservancy District. Known as C-BT, the system collects water from the headwaters of the Colorado River near Grand Lake and delivers it to more than 1 million people and 615,000 irrigated acres along the Front Range. As communities on the northern Front Range continue to grow, however, demand for C-BT water has increased. The number of shares in the conservancy district are finite, and prices have skyrocketed. Currently, the price of a unit of Northern Water is pushing \$70,000 a share, a sevenfold increase from a decade ago. Exactly how much water a unit delivers varies. Northern Water sets the amount for the year in April. The historical average is around 0.7 acre-feet annually, which is also the amount the district set for delivery last year. (An acre-foot is the amount it takes to cover 1 acre in a foot of water, or about 326,000 gallons; one acre-foot is roughly enough to meet the needs of three Colorado households a year on average.) At \$65,000-plus for a share of C-BT, you can’t make those numbers work,” Krieger said, referring to Firestone. That high cost of water, paired with expensive land prices and inflation in the construction market, make it

difficult to build a new house that can be considered more affordable, he said. When the town first started using C-BT water in the 1970s it was plentiful and cheap. Even 10 years ago, you could likely get a unit of Northern Water for less than \$10,000. As recently as 2018, a share averaged around \$30,000.

Scarcity of supply Firestone's long-standing reliance on water that originates in the Colorado River headwaters highlights the connection between communities on the Front Range and water that flows on the Western Slope. Krieger considers this connection often in the context of how best to manage Firestone's growth. "We think transitioning away from Colorado River sources is potentially a smart way to go," Krieger said. "It diversifies our supply." Firestone was founded as a mining town in the early 1900s and remained a rather small community until a boom began in 2000. During the next 10 years, the population spiked from fewer than 2,000 people to more than 10,000, making it the fastest growing community in Colorado during that time, according to the U.S. Census Bureau. Now, Krieger said, Firestone wants to grow in a way that will allow for more of what he called quality of life improvements, such as adding new restaurants, retail stores and public parks. Krieger said a town needs a certain amount of density to attract or justify those types of projects. With the help of the new water system, he hopes adding around 1,200 residents a year over the next 10 years or so will mark the right balance between growing but not growing too fast. "If you look backward at Firestone's history, that's kind of what happened," he said. "They grew super fast but didn't have the operating systems in place to support all of it." But, Krieger said, all of this talk of measured growth and quality of life improvements is just an academic exercise if you don't have the water to support it. "I think over the course of the last several months, as we've seen more and more news stories about the pressure particularly in the Western United States, and reports of Lake Mead being at its lowest historic level, and pressures in California — even a couple months ago the story about the state of Nebraska wanting to work on the Platte River to secure supplies — it doesn't take much to figure out that there's a scarcity of supply here." About five years ago, Firestone hired LRE Water, a Denver water engineering and consulting company, to help the town with its new water plan. "Even five years ago, we knew that the town is entirely dependent on the Colorado River and that there's a lot of turmoil and uncertainty and that, you know, things will be different," Gregg Ten Eyck, an LRE engineer, said. "Having a diverse supply seemed to make a lot of sense." Northern Water serves several of the fastest growing communities in Colorado, the district's spokesman Jeff Stahla said. "What you're seeing is communities up and down the northern Front Range are looking to diversify their portfolios and are doing so because of the challenges that are occurring throughout the region. And Firestone is among them." None of this is cheap. Firestone has invested

about \$76 million into the new supply and treatment facility, which also includes plans for an initial 1,250 acre-foot storage reservoir across the street from the treatment plant as well as some additional future storage. However, Ten Eyck said, he estimates the price of the new water will still be only about 60% of what new C-BT water would cost the town. Right away, the new system, Ten Eyck said, will account for no more than 10% of the town's water supply. But as the town grows, he said it has the potential to process closer to 50%.

The Colorado Sun Considering water? Water is the key word whether you live on the Front Range or in L.A. or Phoenix or Las Vegas, said Donald Provost, a founding principal of Alberta Development Partners LLC, which has residential projects in Firestone. "They're all challenged by water. How it gets stored and treated and delivered to the customers." Provost said he thinks Firestone's new setup will encourage more development. "It makes us as developers more interested in investing capital in a city that has invested in their water distribution infrastructure." Ten Eyck has wondered if not just developers but residents will also start to consider the security of a town's water supply as a factor when deciding where to buy a new home. "I've asked homebuilders and I've asked Realtors and people in the business," he said. "They say that they don't think buyers will look at that unless their mortgage company or their insurance company or somebody tells them to." Krieger said he thinks the question of a potential new resident considering a town's water supply depends on where the buyer is coming from. He said some people are moving from places where the challenge is what to do with too much water. "For people who migrate here from other parts of the country, that's maybe less of a concern," Krieger said. "But if you're moving here from other parts of Colorado, or other parts of the Front Range, I think you're already pretty in tune with how difficult, at times how expensive, the whole water proposition is. So yeah, I think you'll see it more and more."

Denver Post, The (CO) February 17, 2022 Drilling plan put on hold

Author/Byline: Judith Kohler A proposal for 33 oil and gas wells near a neighborhood in Firestone is on hold while the company revises its plan to add more safeguards and review alternative locations as requested by state regulators. The Colorado Oil and Gas Conservation Commission voted Wednesday to put off a decision on the proposal by Kerr-McGee until March 10. The proposal by the subsidiary of Occidental Petroleum is seen as a test of Senate Bill 181, a 2019 law that revamped state regulations to prioritize public health, safety and the environment when regulating oil and gas. One of the new rules requires wells to be at least 2,000 feet from homes and schools but allows exceptions. The exception at the heart of debate over Kerr-McGee's proposal allows wells to be drilled closer if a company's plan would provide protections "substantially equivalent" to drilling

farther away. The COGCC staff determined that the proposal complies with the rule. The five member oil and gas commission will decide whether to approve the application. However, opponents of Kerr-McGee's proposal said the two well pads don't belong in an area that includes several homes as well as trails and a golf course. "Personally, I do not want this facility within 2,000 feet of my patio and backyard. It places me and my family at unnecessary and avoidable risk, exactly what the commission's regulations seek to prevent," said William McGehee, who has lived in the nearby subdivision for about a year. The Colorado Department of Public Health and Environment said in a letter to the COGCC that it should deny the application unless Kerr-McGee agrees to 13 steps to minimize the potential health and environmental impacts of the wells. The company agreed during Wednesday's hearing to look at adopting more of the department's recommendations, including using electric drilling rigs and drilling muds with safer materials. "As with our hearings before the Town of Firestone, we are listening to the comments and considering all feedback to be the best neighbor possible in the communities we operate. We respect the Commission's decision to continue our application to March 10," Occidental spokeswoman Jennifer Brice said in an email. The Firestone Board of Trustees approved the locations of the two well pads in January. The 3,600-acre McGavin well pad would have 26 wells within 2,000 feet of 87 homes, the closest one 763 feet away. The 640-acre Columbine pad, southeast of the bigger pad, would have seven wells and be within 2,000 feet of seven homes. Frank Jimenez, Firestone mayor pro tem, said Kerr-McGee has always been willing to work with residents, listen to them and accommodate their concerns as much as possible. "We have a history in Firestone of working in a cooperative way to achieve some balance and some peaceful coexistence between energy development and quality of life in a growing community. I really think this application serves as a good example of that," said A.J. Krieger, town manager.

An agreement between the town and Kerr-McGee, the company will give Firestone a 78-acre tract of undeveloped land.

Krieger said there was no link between the agreement and the town's approval of the location of the well pads. Kerr-McGee has said it reviewed other locations, but those would be within 2,000 feet of even more homes or require more pads to access the oil and gas.

Times-Call (CO) February 10, 2022 Firestone will soon treat water at its own facility

Author: Ken Amundson Beginning in April, Firestone will begin to produce treated water from its new water-treatment facility, dubbed the St. Vrain Water Treatment Plant. The plant is one part of a multi-million dollar investment into diversifying

the town's water supply that includes the water plant, surface reservoirs, subsurface water in alluvial wells, conversion of irrigation water to municipal use and reuse of some water resources. "The town years ago understood that the pressure on the supply side with C-BT (Colorado-Big Thompson) water and the upward pressure on price was going to put Firestone where it wouldn't be able to achieve its growth goals," said Town Manager A.J. Krieger. Firestone, like several growing communities along the northern Front Range, was largely dependent upon water from the Colorado-Big Thompson water project, which draws water from the Colorado River on the Western Slope and transports it to reservoirs and a network of supply lines in Northern Colorado. All of Firestone's water, prior to the opening of the new treatment plant, is treated at the Carter Lake Filter Plant, which is jointly operated by regional water districts. In Firestone's case, the Central Weld County Water District is under contract to treat and deliver C-BT water for Firestone. "The town started investing money in an alternative approach," Krieger said. That approach included tapping native supplies outside of the C-BT, creating treatment redundancy and taking new approaches. "It puts us in a position where we can grow in a far more cost-effective way," he said. The investment has not been cheap. The town has spent \$76 million so far. It issued bonds to build the treatment plant and build a storage system. Those bonds will be repaid by tap fees, a storage and infrastructure fee, and the usual monthly water bill payments from residents. In 2016, the town hired LRE Water, a trade name for Leonard Rice Water Consulting Engineers Inc. of Denver, to pull together the pieces of its plan. "Large parcels of land were annexed into the city before the 2008 recession," said Gregg Teneyck, an engineer with LRE. "Some of them (developers) sold their water at that point to maintain cash flow. That land even last year was irrigated with St. Vrain Creek water. We can take that water through water court and change from irrigation to municipal use, and essentially use it on the same property as before" but for housing instead of crops, he said. Developers who own irrigation water now can dedicate it to the town in satisfaction of the town's water requirements for new development. The treatment plant will process that native water and reduce the town's reliance on C-BT, he said. Instead of drawing the water from the creek, the town will draw water from alluvial wells — wells that are replenished from surface water — and also inject water when available back into the wells for storage, Teneyck said. The alluvial wells are relatively shallow at about 35 feet and are located north of the historic coal mines in the Carbon Valley. The town also is a partner in the Windy Gap Firming Project and the Northern Integrated Supply Project — NISP. A reservoir to hold Windy Gap water is under construction near Carter Lake. The NISP project will include two large reservoirs when it is built. Smaller reservoirs in Firestone — a 1,250-acre-foot reservoir is right across the road from the new treatment plant — will hold water resources before treatment. Teneyck said that irrigation water is traditionally available from April until October, the growing season, so it will need to be stored so that it can be used year-round.

The one reservoir will not be enough, he said, so a second reservoir of about 1,000 acre feet is planned nearby, and additional reservoirs capable of holding “a couple of thousand acre feet” will be needed. Teneyck said that in addition to the new sources of water, Firestone will take advantage of its ability to reuse some of its water supplies. Unlike the C-BT project water, which can be used once and then must flow downstream to other users, the native supplies from St. Vrain Creek and Windy Gap water can be reused. “Windy Gap water is returned to the river as wastewater; the town can reuse a like quantity of water by taking additional quantities of alluvial water,” he said. In the case of irrigation water, historically, some share of it was consumed and the remainder would flow downstream. “The amount that historically was consumed can be reused ‘to extinction,’” he said.. The treatment plant, which will be operated by the St. Vrain Water Authority, an entity jointly controlled by Firestone and the Little Thompson Water District, will initially treat 1.5 million gallons of water a day. Two expansions are planned, the first of which will expand capacity to 2.25 million gallons per day, and the second expansion will bring it to 5 million gallons per day by 2050. Firestone uses 2.23 million gallons of treated water per day today. “The plant by intention permits expansion within the plant and on the site,” Krieger said. The site is located a mile north of Colorado Highway 119 on Weld County Road 13. “We’ll serve our community first but be a little entrepreneurial to work with other communities” that might need water treatment, he said. Little Thompson’s involvement will enable that water district to expand its treatment capacity in the future as well. “We’re trying to avoid the situation that Severance is going through. I think you’ll see in the coming months, inside of a year or so, that the town of Firestone will announce interesting water partnerships using a combination of our reservoirs and treatment facility to partner with other communities,” Krieger said. All of this is being paid for with fee schedules meant to recover the costs of growth. Developers will pay storage and infrastructure fees while homebuilders and commercial building contractors will pay tap fees that currently sit at \$13,000 each for a residential tap.

A town press release that quoted Mayor Bobbie Sindelar said the town’s water planning “has already provided the town with millions of dollars in new revenue through two new water agreements that were recently signed.” Krieger identified Alberta Development Partners LLC as the entity that signed agreements with the town. Alberta, historically a commercial developer, has moved into residential development and has projects at Firestone. Donald Provost, founding principal of Alberta, said growth along

Interstate 25 places Firestone in a good position. “Firestone’s plan to diversify is a smart move that will set the town apart from neighboring communities,” he said. Krieger said Firestone does not expect the treatment plant and diversification plan to affect existing relationships such as that with the Central Weld County Water District, the town’s partner

in treatment of its C-BT shares. Firestone will face off against Central Weld in a jury trial scheduled for Nov. 28 this year over fees that the water district has charged. The town sued the district in August last year, when it discovered that the district was charging the town for water using a fee structure that should have expired. The district sought dismissal, saying that the town lacked standing to sue and that the statute of limitations should have passed. District Judge Shannon Lyons, however, denied the motion to dismiss in December and set the case for trial starting Nov. 28, 2022. “That’s (the lawsuit) about money; this (diversification of supply) is about water,” Teneyck said. As the date for production of treated water nears, town officials have become a bit giddy. “Do you want to buy the first gallon (from the plant),” Krieger asked. “It’ll go for \$76 million,” he quipped. “And the second gallon will go for \$1.99,” Teneyck said.

Times-Call (CO) September 22, 2021 Firestone residents await hearing determination on effort to recall mayor, trustees Author:

Kelsey Hammon An effort to recall Firestone trustees and the town’s mayor has hit a snag — a paper clip snag. A group of residents leading the recall effort collected nearly 400 signatures to recall Firestone leaders, but received a letter of insufficiency on Aug. 30 from the Firestone Town Clerk Jessica Koenig stating that there was a “defect of assembly, in that all the petitions are bound merely by a paper clip, all petitions are as a matter of law in a state of disassembly.” Koenig approved the format for the unsigned petitions on June 24, with the group turning in the signed petitions on Aug. 23 in the same paper-clipped format. In response, to the certificate of insufficiency, the group of residents asking for the recall emailed Koenig a letter of protest on Sept. 1, stating that: “The Clerk has failed to uphold the oath of office as Firestone Clerk by not providing clear expectations or requirements for the submission of approved packets.” The protest letter also asked that the Weld County clerk designate an impartial hearing officer, with no ties to Firestone. In response to the protest letters, Koenig called for a recall petition protest hearing on Monday to determine if the group can move forward with the recall process. The administrative hearing included an opportunity for both the town and residents asking for the recall to present testimony, cross examine witnesses and share exhibits as evidence. The meeting was open to the public, with Koenig serving as the hearing officer. Firestone Town Attorney William Hayashi was also present during the proceeding. Following the nearly three-hour long hearing at the Firestone Police Department and Municipal Court Building, Koenig said she will “take it under a matter of deliberation and will issue my finding no later than five days from today.”

Who is asking for a recall and why? Driving the effort for a recall is the Firestone Action Committee for Transparency, or FACT. The grassroots group, which felt residents’ voices weren’t being heard, is composed of core members Drew Peterson, a former Firestone

trustee who left the role in 2020; and concerned residents Erin Warnecke, Lou Ann Matthews and Linda Haney.

A recall committee formed out of that effort and is being led by Haney. The petitions were filed to recall Mayor Bobbi Sindelar, Mayor Pro Tem Frank Jimenez and Trustees Douglas Sharp, David Whelan, Don Conyac, Sean Doherty and Samantha Meiring. The group collected roughly 395 signatures for each petition, falling roughly 10 signatures short on the petition to recall the mayor. According to Peterson, the residents were told they needed to collect 402 recall signatures for the mayor and 379 for trustees. The lack of signatures on the mayor's petition was not addressed during the hearing.

Peterson said the committee wants to recall of the trustees in the hopes that a new board would reconsider Town Manager AJ Krieger's employment contract. In an email Wednesday, Jimenez shared a comment from trustees that read: "The Board of Trustees will withhold any statement about the recall effort or protest hearing until after the Hearing Officer has rendered a decision." FACT outlines several transparency concerns on its website, including an issue that dates back to October 2018, when then-interim town manager Krieger sent five people job offer letters. Krieger today is Firestone's town manager, following his hiring in April 2019. The letters were sent to Katie Hansen, who is now Firestone director of marketing and communications; Todd Bjerkaas, now Firestone planning and development director; Jan Sloat, now Firestone human resources director; Paula Mehle, now Firestone director of economic development and Firestone Urban Renewal Authority; and Jessica Clanton, who is now Firestone director of finance. The letters outlined that if the town appointed someone other than Krieger to the town manager position and the person offered the position resigned, that person could be eligible for between four months and two years of severance, depending on the offer letter. The offer letters, which FACT shared online, all mention conditions of Krieger's employment, except for Hansen's letter. "The board was not aware of the letters when they were sent," Peterson said in a phone interview. "They were made aware by the attorney after they were hired. They were not sent out with full knowledge of the board." But Krieger said that he had been in communication with town trustees and then town attorney Kathleen Kelly throughout the process to fill the job roles in October 2018. Krieger referenced an Oct. 9, 2018, email, when he was serving as interim town manager. In the email, which was shared with the Times-Call, he told trustee board members: "As you may recall, when we previously discussed hiring for the vacant department director positions the Board authorized me as Interim Town Manager to make some potentially unorthodox accommodations. As contemplated those accommodations take the form of a severance payment or a certain minimum duration of employment.

The minimum duration of employment will be specifically if the Board appoints someone other than me to fill the permanent Town Manager position.” When asked about the offer letters, Kathleen Kelly, who served as the Firestone town attorney until she resigned in December 2018, said she couldn’t provide comment on town legal matters, because they are “protected by attorney-client privilege.” Recall committee members have vocalized their concerns about transparency issues. During a July 28 trustee meeting, Peterson brought up the job offer letters. “That could have cost the town hundreds of thousands of dollars,” Peterson said. “Do you really think that two years’ severance on day one for an employee, because we don’t hire this guy, is a good thing? Is that in the best interest of our town?” FACT has also raised concerns about Krieger employing people he had worked with in the past. They said that the new hires, who were extended the offer letters in October 2018, were people Krieger had worked with as the former Erie town administrator, a role Krieger was ousted from in May of 2018, and as former city manager in Northglenn, a role Krieger resigned from in 2008. Krieger said that of the five people extended the offer letters in question, he has worked with all of them in the past, except Clanton, the director of finance. “In every one of those cases, we advertised,” Krieger said.

“We sought candidates and we went through a thorough, regimented interview and selection process. Did I want to hire people like Paula and Jan and Katie and Todd, because I knew them and knew how good they were at what they do and because we shared several years of productive and successful experience together? ... Did all those things factor into my decision? Of course.” What went on during the hearing? The hearing on Monday allowed both Koenig and residents leading the recall the chance to present an opening statement. Haney said Koenig should have provided clear expectations of how the petitions should be assembled, especially given Koenig approved the format of the unsigned petitions and that the sign petitions were returned in the same format. “In good faith, circulators worked for 60 days to gather signatures, believing we had been given the right information,” Haney said during Monday’s hearing. “Approximately 400 citizens of Firestone made the effort to exercise their rights and sign their names to the petitions. Their voices should not be silenced over paper clips.” Peterson added: “It is therefore incumbent on you as a municipal clerk to provide guidance on what you will accept as proper.” Koenig said instructions were provided to the recall committee. “The petition format was disproved by me three times: on June 11, June 16 and June 21,” Koenig said. “On May 19, 2021, Miss Haney was provided a petition circulator’s guide in addition to a petition format example to assist in the process. On Aug. 30, after my review of the petitions, I determined that the petitions were invalid and with no force in effect, because there was compelling evidence that the petitions had been disassembled.” Koenig’s letter of insufficiency stated: “As one then cannot ensure that the signatures and circulator’s affidavit for each petition were

securely bound together and remained as one document, it raises issues concerning the veracity of each circulator's affidavit." Koenig called Peterson and Haney to testify. She also had a notary speak to wrong dates that were mistakenly put on a circulator's affidavit. After a petition section has been circulated, the person who collected the signatures must sign a circulator affidavit in front of a notary. A notary who testified said she didn't catch that Peterson had mistakenly put Aug. 22 on the affidavits instead of the correct date, Aug. 23. The notary approximated Peterson had submitted roughly 14 affidavits. The notary said this would make the notarizations with the wrong date "incorrect." The residents countered, though, that such a mistake is curable and can easily be fixed by renotarizing the affidavits. For their part, residents also asked several witnesses to testify during the hearing, including Koenig and Hayashi. The town's response to the recall In an email Tuesday, Krieger responded to residents' efforts to recall trustees. "While I don't have any specific role in the recall process, I have been continually disappointed by the petitioners' efforts to mislead Firestone residents," Krieger wrote.

Krieger said that between 2016 and 2018, the town faced internal turmoil and high turnaround in leadership positions. From May of 2016 to April of 2018, he said, there were at least nine human resource-related complaints made alleging a town hall culture of harassment, discrimination and/or gender discrimination. In that same time frame, Krieger said two town managers left the role. The Times-Call in 2018 reported that Firestone paid \$237K in separation agreements with former employees. Given that history, Krieger said he felt it necessary in 2018 to take "unorthodox accommodations." "One, (the accommodations) were to provide a sense of security for anyone willing to take a job with an agency that had really struggled for a couple of years and then, the second was because the hiring was going to be done by an interim town manager and there was no guarantee that I was going to be here," Krieger said. "I felt like we had to do some things that were a little unusual so that we could demonstrate to a group of candidates that we were serious about restoring the professional, productive environment." Krieger said that the job offer letters "absolutely" were conditional with his hiring. "I didn't hide that," Krieger said. Krieger added that the security conditions offered in the letter "never cost the town anything."

Daily Camera August 3, 2021 Firestone sues Central Weld Water for \$8.6M Author: Bizwest Staff Writer

The town of Firestone has sued Central Weld Water District for \$8.6 million, alleging the district continued to charge for some water service under agreements that ended years earlier. The case filed in Weld County District Court alleged that a 1974 initial agreement

and several addendums between 1998 and 2005, and one providing for a water main extension in 1994, included provisions for initial fees and later increases, based on the number of residential taps affected. The complaint alleges breach of contract and negligence. The suit said various payment surcharges, which for one addendum's project came to \$12.4 million, were to have ended by 2011. Central Weld Water "continued to assess [additional fees] long after the expiration date for those charges and overcharged the town," according to the suit, and "to date the district has improperly charged approximately \$8.6 million to the town, which is entitled to repayment." The complaint doesn't note how alleged overpayments were found, the passing of time from 2011 to the Aug. 2 lawsuit, or whether the town asked Central Weld Water for a credit or repayment. Firestone Town Manager A.J. Krieger said via email, "The Town of Firestone has no comment at this time. We believe the complaint speaks for itself." Water District Manager Stan Linker said via voicemail, "At this time, we have no comment." An attorney for the district wasn't listed in the complaint and couldn't be determined by press time. Attorneys for Firestone, Kathryn Hopping and Mikaela Rivera of Denver firm Waas Campbell Rivera Johnson & Velasquez LLP, didn't respond to requests for comment. Page 35 of 119 Section 9 Internet – Newspaper Archives Searches Arthur J. Krieger (Articles are in reverse chronological order) Times-Call (CO) July 10, 2020 State guidelines allow Carbon Valley towns to salvage summer traditions in wake of pandemic Author: Kelsey Hammon Summer on the Front Range hasn't looked the same in the wake of the coronavirus pandemic. The spread of the highly infectious respiratory disease has put a halt to festivals, concerts and graduations, and seen capacity limits at local pools and lake beaches. With the initiation of Gov. Jared Polis' June guidelines for outdoor events, however, some municipalities saw a way to salvage warm-weather traditions, giving residents some semblance of normalcy, while also abiding by public health restrictions. In Weld County's Carbon Valley, which includes Frederick, Firestone and Dacono, two towns were among those that saw a chance to continue summer festivities, albeit altered versions of the beloved traditions. Firestone town officials said they felt it was important to light up the night sky this Fourth of July with the traditional fireworks show. Many Boulder County communities, including Longmont and Boulder, canceled plans for fireworks, due to the pandemic. In recognition of health concerns, Katie Hanson, Firestone spokesperson, said the Fourth of July celebration was "significantly scaled back," including canceling the parade and other activities. In a Facebook post, town officials cautioned everyone watching the show to follow social distancing practices. Town Manager A.J. Krieger said "freedom, family and personal responsibility" are national and town hallmarks. "As a town government, we felt it important to find a safe way to honor America's independence and the bond between neighbors that strengthens our community," Krieger said. Firestone has also continued its Food and Flick Fridays, but the typical outdoor movie night has been modified. Now

modeled after a drive-in, residents are invited to pull into a parking spot at the Firestone Sports Complex, 6850 Tilbury Ave., and watch a movie. On Friday, people gathered to watch “Shazam!” In neighboring Dacono, A.J. Euckert, the city manager, said, “Dacono has canceled all of (our) events scheduled for this summer.” Frederick town officials also canceled some events, such as the Frederick in Flight Hot Air Balloon Festival, which had been planned for the end of June. Angela Wilson, town spokesperson, said the festival’s history of bringing in thousands of people to Frederick, combined with the cost and “socializing nature of the event,” were factors in the decision. But like Firestone, Frederick town officials saw an opportunity with the state’s release of outdoor guidelines. Next Wednesday to Saturday, Frederick will host the eighth annual Chainsaws and Chuckwagons. While people can still watch the woodcarvers sculpt works of art from logs and enjoy cuisine from a variety of food trucks, the event has been modified to abide by the state’s public health guidelines. Chainsaws and Chuckwagons will not be taking place in downtown Crist Park, where it normally occurs. Instead, it has been relocated to Centennial Park, 630 Eighth St. Wilson said Centennial Park is roughly 10 times the size of Crist Park. As part of its outdoor guidelines, the state released a social distancing space calculator, to provide an idea of how many people can safely be in a certain amount of space. Using the calculator for guidance, Wilson said it was determined that up to 930 people could safely occupy the park, which is roughly 310,000 square feet. The event has never drawn more than 1,000 people at one time, Wilson said. “We are working closely with the Weld County Health Department and all our sponsors and vendors,” Wilson said. “We want to be leaders in community engagement and thrive on interacting with our community in a safe setting.” The wood for the contest is donated by American Arborist Service, a tree service located in Longmont. At the event, community members cast their vote for their favorite masterpiece. The event is free and open to the public. This year, many of the activities, such as the beer garden and kids’ bounce house, will not be available. The Frederick Police Department will be on site giving out mementos to children and interacting with people from a safe distance. Town officials felt it was important to help the artist community by continuing the event this year, Wilson said. “The focus of the event is to support our woodcarvers,” Wilson said. “Their livelihood depends on festivals and competitions. We have received excellent feedback from our carvers, who are excited to get (out) and show off their skills and wares.” Wilson said anyone who wants to attend the event is “strongly encouraged” to RSVP on Frederick’s website so that event organizers have an idea of how many people are coming and to allow for contact tracing if needed. Those who attend are also asked to follow guidelines listed on the event page, which include wearing masks, following 6-foot social distancing, and using hand-washing stations. The town has tasked roughly 36 event volunteers with keeping track of the number of people in each section. If the space is in jeopardy of exceeding capacity, volunteer

“attendant trackers” will take a “firm but friendly” approach and ask the person to come back to the event at a different time and provide them with information on viewing the event virtually, Wilson said. Times and a full schedule of Chainsaws and Chuckwagons events can be found on the town’s website at frederickco.gov. Some of the carving events will be livestreamed on the town’s Facebook page. Looking ahead, Wilson said Frederick also plans to host a small neighborhood Community Tour and Talk series at 6 p.m. Wednesdays through Sept. 2 in local parks. The goal is to give residents a chance to get to know the mayor and town officials, while also getting caught up on issues important to the municipality. All compliance with state outdoor guidelines will be followed Wilson said. Three earlier tours were canceled. There were 59 RSVPs for the tour kickoff Wednesday at Johnson Farm Park, according to Wilson. When asked what advisory Weld County has for municipalities hosting events this summer, the Weld County Joint Information Center, which provides coronavirus information through the county’s Office of Emergency Management, released a statement via email Wednesday. “Weld County has always stressed personal responsibility and common-sense measures when combating COVID-19,” the statement read. “Weld County is not developing specific guidance or giving approval to individual business or event plans.”

Times-Call (CO) October 29, 2019 Federal report on fatal Firestone explosion blames gas leak, government approval to build homes without pipeline maps Author: John Anguilar

The federal investigation into the 2017 explosion that killed two people and destroyed a home in Firestone determined the likely cause was a natural gas leak through a pipeline that had been severed during construction of the home two years earlier. The newly released report from the National Transportation Safety Board also blames the government of Firestone for allowing development on former oil and gas fields without the full knowledge of where pipelines remained buried underground. “Contributing to the accident was the approval by local authorities to allow occupied structures to be built on land adjacent to or previously part of oil and gas production fields without complete documentation from the operator, Anadarko Petroleum Corporation, on the location and status of its gathering system pipelines,” the investigators wrote. The April 17, 2017, blast killed Mark Martinez and Joey Irwin and left Erin Martinez, Mark’s wife and Irwin’s sister, badly burned. Mark Martinez and Irwin were replacing a hot water heater in the Weld County home’s basement at the time. Fire investigators later found a 1-inch diameter black plastic pipeline running from an Anadarko well near the house that had been cut when a

tank battery was moved before the Oak Meadows subdivision was built. That pipeline leaked the gas from a point 6 feet from the southeast corner of the home at 6312 Twilight Ave. Investigators said they found the gas valve at the Anadarko well in the “on” position. The report states that a previous owner of the well, Patina Oil and Gas Corp., had recorded the flowlines — pipes that connect wells to surrounding equipment — as being properly abandoned in 1999. But state regulatory records, the report said, “showed this to be incorrect.” Anadarko acquired the well in 2013 and two years later temporarily shut it in. “However, the well was not plugged and no pipelines were abandoned,” according to the NTSB. In the wake of the explosion, Colorado leaders promised they would do all they could to prevent a similar tragedy, including pledging a comprehensive public map of pipelines in the state. Thirty months later, as The Denver Post reported Sunday, that still hasn’t happened. The NTSB completed its report Oct. 18. It did not include any recommendations or directives for homebuilders, local government officials or oil and gas operators relating to the tragedy. “Know what you’re building on” On Tuesday, Erin Martinez harshly criticized the NTSB’s report for “its brevity and lack of any recommendations whatsoever to protect public safety and prevent further tragedy.” “After all this time, it’s shocking to me that the NTSB gives neither me nor the public anything that we didn’t know prior to the investigation,” she wrote in a statement. “Whoever authored this document could have released it a short time after my home exploded. It’s difficult to understand why it took two-and-a-half years to write seven pages that provide no concrete recommendations to prevent another tragedy.” Martinez said she would turn her attention to the Colorado Oil and Gas Conservation Commission’s rewriting of its rules on energy extraction in the state. And she said she would “continue to serve the memory of both Mark and Joey in creating a safer Colorado and ensure that no other family will have to live through what my family experienced.” Kevin Bommer, executive director of the Colorado Municipal League, said cities and towns can only make decisions on the prospective location of new homes based on information they have or that which is available to them. Given that a previous oil and gas company had listed the flowlines near the Martinez home as properly abandoned, Firestone officials didn’t have reason to suspect there might be a problem. “I don’t think the municipality could compel anything out of the operator that wasn’t available from the COGCC,” he said. “Information is key here — there wasn’t complete documentation.” A.J. Krieger, Firestone’s town manager, said late Tuesday that the fast-growing town 30 miles north of Denver is in the middle of updating its land-use development code, “which will include enhanced requirements for regulating oil and gas activity.” “These more stringent regulations will not just focus on siting and pre-development activities, but also on the post-production life cycle and inspections,” he said. Krieger said Firestone, which is located in the southwest corner of Weld County, has recently “moved toward requiring removal of abandoned subgrade infrastructure, including

the types of lines cited in the NTSB report.” Martinez, in an interview with The Post on Tuesday, thinks local governments should be more proactive in assuring the safety of a site before permitting homes to be built there. “Before you move forward with development plans, you should know what you’re building on,” she said. “We can’t hide behind the fact that ‘we were told this.’ “ That means towns should hire inspectors who can ascertain the underground safety of a prospective neighborhood development before allowing the earthmovers to come in, she said. And she questioned why the state setback for new wells from occupied buildings that oil and gas companies must comply with don’t apply to developers who build near existing wells. She noted that her home was built less than 200 feet from the well that leaked gas into her basement — yet state rules prohibit energy companies from drilling new wells within 500 feet of an existing home. “It should be the same setback applied to all of it,” Martinez said. Mapping flowlines A spokeswoman for Occidental Petroleum Corp., which acquired Anadarko in August, said the company takes the NTSB’s findings “very seriously.” “We are mindful of the events of April 17, 2017, every day, and our thoughts continue to be with the families, friends and communities affected by this tragedy,” said spokeswoman Jennifer Brice. “... as part of our commitment to safety, we continually review our processes and procedures.” After the explosion, Brice said Anadarko shut-in and inspected more than 3,000 vertical wells in and around Weld County, permanently disconnected and used cement to plug approximately 3,600 one-inch return lines, and provided more than 750 free methane detectors to area residents.

Colorado officials have set a deadline of Thursday for oil and gas operators to provide start-point and end-point coordinates — but not full maps — for flowlines. The COGCC has said flowlines span at least 6,522 miles in the state, based on data submitted before Thursday’s deadline. State officials estimated that a broad unregulated class of pipelines called “gathering lines” — which collect oil and gas from initial storage sites and carry it toward interstate transmission lines — spans tens of thousands of miles. They couldn’t be more precise because they lack location information from oil and gas companies. On Tuesday, COGCC spokeswoman Megan Castle said as part of the state’s flowline rulemakings, it is proposing the creation of a map of flowlines for the public while at the same time addressing public safety concerns. The agency also will place emphasis on removing old flowlines rather than presuming they are safely abandoned in place, she said.

Times-Call February 19, 2019 Firestone Public Works

Department skirted safety practices, training; facility kept in disarray, report finds Author: Sam Lounsberry Firestone’s Public Works

Department had minimal worker safety training and oversight, practiced unsafe storage of chemicals and hazardous materials in an unsecured, unkempt and disorganized facility, and “micromanaged” employees under former director Theo Abkes, a report from a town-hired consultant found. Abkes, 64, worked for Firestone for 28 years, and resigned from the Public Works director position in December after “weeks of soul-searching,” he wrote in his resignation letter. The report — which paints Abkes as a boss who failed to ensure town employees were up to date on and followed workplace safety practices — was compiled by Fort Collins-based consulting firm Anfeald. “Overall, the public works occupational health and safety program is minimalistic, inadequate for the risks and inconsistent with consensus codes, best-practices and applicable legal requirements,” the report, dated Oct. 6, stated. But Abkes claims there was a change in how his position was viewed by town leadership and how the Public Works budget was used, and said he was never approached by town leaders with requests to boost his employee safety training efforts or reorganize the department’s facility. “If they would have said that, I would have complied,” Abkes said. “... The guys’ safety was always my highest interest.” Facility maintenance lacked Anfeald also reported Abkes and his employees neglected to safely arrange and dispose of potentially dangerous materials and waste in the town’s Public Works facility at 7500 Pine Cone Ave., leading to a disorganized, unclean and hazardous building. “Housekeeping at the public works facility is poor,” the report stated. “... The overall impression of the facility is it is highly disorganized and unkempt. This disorganization results in safety hazards within the facility, but it also makes it nearly impossible to inventory parts, chemicals, traffic controls and other essential tools of the trade likely resulting in a lack of proper equipment, a lack of proper safety equipment, excessive cost and other problems.” The physical security of the Public Works facility also was below normal standards, Anfeald found. It lacks a fence and gate and “is open to anyone who wishes to walk onto the site,” the report stated. Public Works employees said trash is sometimes dumped in the facility’s receptacle over weekends; Anfeald staff found that doors on every vehicle parked on the grounds were unlocked, and one had a key in the ignition; and an employee’s boat was stored on site, which Anfeald called an “inappropriate storage location for employee recreational equipment,” and the boat’s placement an “attractive nuisance.” Anfeald in an assessment of the facility found 24 hazards or violations that would have been out of line with current Occupational Safety and Health Administration standards, although local government entities are not regulated by the federal agency. The would-be violations included flammable containers being placed outside proper storage, an unsanitary eyewash station that was blocked by objects mounted above it that made impossible to use without hitting one’s head on them, and welding operations and “hot-work” being performed within 35 feet of combustible materials. “There are numerous examples of unsafe hazardous and/or universal waste

storage outside of the facility; these issues violate federal and state hazardous waste and universal waste regulations; they violate stormwater regulations, they cause chemical contamination of the environment and they are an attractive nuisance,” Anfeald wrote, adding there were corroded, unlabeled and spilled 55-gallon drum containers of unknown and tar-like substances in and around the facility. ‘Violation of public trust’ The consultant estimated OSHA penalties for the town would have amounted to \$111,961 if the Public Works facility were subject to the agency’s authority, and \$12,538 for a handful of violations documented on Public Works job sites throughout the town. Firestone paid Anfeald \$5,181 for the investigation. “The poor state of the facility represents a violation of public trust and poor management of taxpayer dollars,” the report stated. Anfeald also found Abkes did not appropriately delegate tasks to foremen below him in the department’s hierarchy. “Foremen that report to him have this job title in name only,” the report stated. “... The public works director is overly focused with hands-on work and spends an insufficient amount of time on safety oversight, good communication and implementing safety programs.” That conclusion was backed by employee comments to Anfeald investigators that described Abkes as “old-school,” and “afraid of change.” “We are micromanaged to the hilt,” one employee told Anfeald. Others said, “He expects you to read his mind,” and, “My boss is not a people-person. He does not have good communication skills.” But Abkes said he always facilitated safety training sessions mandated by the town’s insurance provider, although the report contends such training is not enough to ensure proper safety practices. Town vehicles were described by town employees as slow to get repaired, and some felt the vehicles were unsafe, the report said. Anfeald also found employee training on safety practices for work in confined spaces lacking, and workers self-reported improper entry equipment and a failure to use ventilation and gas detectors during confined space entries. “The (town) operates several types of heavy equipment but does not have a formal training and certification process for operators,” the report also stated, adding there was an over-reliance on online safety training courses in lieu of face-to-face sessions. Anfeald’s blasting of the Public Works Department’s management comes on the heels of another investigation by a separate town-hired firm that found a June workplace injury to an employee’s hand could have been avoided had department leaders not pushed a frugal spending philosophy for equipment repairs and upgrades. That injury was caused by the employee using a piece of metal rebar to start a 2001 model town truck with faulty starting equipment that Public Works employees had complained about — workers had been instructed to use a workaround to start the vehicle. Abkes said the incident was the only serious injury that occurred to a Public Works Department employee in his nearly three decades at its helm. ‘Respect for former leadership’ Mayor Bobbi Sindelar said the Anfeald report was “important information” for the town, adding officials will be “filling equipment needs and repairing or replacing equipment where needed, as well as systematically

retiring aging equipment in the future.” Firestone resident Trent John, who described himself as a “concerned citizen,” lauded efforts to improve Public Works Department operations led by interim Town Manager A.J. Krieger. Krieger took over as the town’s top paid official last year after former town manager Bruce Nickerson resigned amid allegations of workplace misconduct by multiple women who worked for the town. Krieger’s discovery of the June employee injury caused by the truck in disrepair prompted him to launch the investigation into that incident, and additional findings of that led to the ensuing Anfeald probe. “While the town, and I personally, have a great deal of respect for the (Public Works) Department’s former leadership, there is no doubt we are faced with the task of modernizing operations, improving safety and increasing our overall efficiency,” Krieger said in a statement through a town spokeswoman. “We’re developing priority lists that range from filling equipment needs, repairing unsafe and/or malfunctioning equipment and a long deferred maintenance list. Working collaboratively with the Board (of Trustees) we are already making progress and that work will likely continue through at least the rest of this year.” Firestone Director of Community Resources Julie Pasillas assumed the title of interim Public Works Director after Abkes’ departure. “We’re fortunate to have someone of Julie’s caliber working for the town. She is as committed to Firestone as any employee in any agency I’ve ever known,” Krieger stated. “The entire town staff respects her, and right now, she is the perfect person to help lead our public works staff through this period of rebuilding and transition.” Abkes’ wife, Cindy Abkes, said that while Anfeald’s findings had stressed out her husband in his final months at work, his resignation, despite the circumstances behind it, was a “blessing in disguise.” Theo Abkes plans to stay in retirement, and the couple is talking about traveling more often, his wife said. “I told him go out with a smile. Bitterness eats you up,” Cindy Abkes said.

Daily Camera (CO) October 19, 2018 Former Erie officials find jobs under town’s ousted admin, A.J. Krieger, in Firestone Author:

Anthony Hahn Two former Erie staff members have found new jobs under Arthur “A.J.” Krieger, the recently ousted Erie town administrator-turned Firestone interim town manager, only weeks after Erie leaders called for an investigation into a spate of high-profile resignations. Todd Bjerkaas and Katie Hansen — Erie’s former planning and development director and spokeswoman, respectively — will serve Firestone in positions essentially mirroring their previous roles, Assistant Town Manager Jennifer Weinberger confirmed Monday. It’s unclear who directly hired the two, though Firestone’s Board of Trustees last week approved a resolution allowing Krieger, in his interim role, to hire new employees without board approval, a power typically reserved for someone serving in his position in a more permanent capacity, officials said. Weinberger said the two went through human resources for “a traditional interview process.” The reasons behind their 10-

mile relocation are unclear; efforts to reach Bjerkaas, Hansen and Krieger on Monday were unsuccessful. It is, however, a question Erie leaders have sought answers to themselves. Referring to the number of exits in such a “short amount of time” as “abnormal,” Erie Trustees Dan Woog and Scott Charles earlier this month urged the town to take a look into the resignations, which since the spring have included Environmental Planner Chad Taylor, and more recently, Community Development Director Martin Ostholthoff, among others. The exodus at the top has since drawn the ire of the town’s electorate, with some alleging the new board’s overhauled agenda might be driving out longtime employees. Four new trustees were elected in April. The nascent leadership fired Krieger a month into its tenure; days later, Firestone announced he was the sole finalist for its interim town manager role. A petition titled “Stop the Unethical Treatment of Town Employees and Poor Leadership in Erie, Colorado” details the town’s recent staff shake-ups with a call to arms for residents to investigate the town’s leadership. “Reasons for this attrition of talent must be understood and addressed before the loss of the staff knowledge base becomes more critical and beyond repair,” Erie resident Ray Schlott told trustees at a meeting earlier this month. Prior to her departure, Hansen declined to discuss the exits or confirm the names of those said to have resigned, citing the town’s policy to “not comment on any personnel matters.” Inquiries have been directed to a main administration phone line in her absence. The hiring of Bjerkaas and Hansen was announced in an email sent Monday to all Firestone staff. That email also announced Randall Sandoval and Scott would be joining the town ranks as parks and open space technicians.

Daily Camera (CO May 17, 2018 Fired Erie official A.J. Krieger named interim town manager of Firestone Author:

Anthony Haun
Former Erie Town Administrator Arthur “A.J.” Krieger, who last week was abruptly fired by the town’s new leadership, has been named interim town manager of Firestone. The Carbon Valley town named Krieger as finalist for the position on May 3, several days before his ousting in Erie. He was selected over the sole other candidate, Michael Segrest, according to Firestone’s website. “The Board of Trustees last night voted unanimously to appoint A.J. Krieger as Firestone’s interim town manager,” Firestone Communication Coordinator Becky Schol said in a statement. “Krieger has more than 25 years of municipal government experience, with expertise in leadership, human resource and staff development, budget and financial management, and economic and community development.” Krieger, who lives in Broomfield, will begin serving in his new role immediately. He will earn \$160,000 a year, according to his employment agreement with the town — a roughly \$10,000 pay cut from what he was making at the time of his departure from Erie. The decision to appoint Krieger, which was made at a special Board of Trustees meeting on Wednesday evening, comes at a tumultuous time for both towns’ top staff.

Krieger's termination in Erie, which came suddenly and without any reason given to the public, saw a fair share of resistance from residents and at least one trustee. And in Firestone, former Town Manager Bruce Nickerson resigned, and was subsequently placed on paid leave, after allegations of workplace misconduct by multiple women surfaced in March. Erie Trustee Dan Woog, who offered the sole "no" vote on the decision to fire Krieger, criticized the murky circumstances leading up to the meeting. Woog said that he was not present for any discussions ahead of the meeting regarding plans to fire Krieger, and that if any of the other trustees had met or talked privately ahead of the vote, it may constitute a violation of the state's open meetings law. "I don't like the fact that our new mayor went behind my back and Trustee (Scott) Charles' back to garner the votes to get rid of Mr. Krieger," Woog wrote in a text Thursday. The vote to expel Krieger last week was 5-1; Charles was absent for the decision. "That is far from collaboration. This should have been discussed in an open meeting so that residents could hear why the mayor wanted to fire the town administrator," Woog added. "Personal vendettas should not take precedence over what's best for the town." Erie Mayor Jennifer Carroll reiterated on Thursday that "no illegal meetings were held" in the days leading up to Krieger's termination. A Colorado Open Records Act request filed with Erie for a separation agreement with Krieger, or any discussions related to his firing, failed to return any documents. Because the situation is a personnel issue, officials said, the details of Krieger's removal are unlikely to be disclosed publicly.

Residents and dissenting Erie officials have alleged that Krieger's deposing likely was the result of the town's leadership overhaul last month. Citing legal obstacles that typically surround personnel changeovers, Carroll on Thursday said she could not comment on the issue. However, she has offered some cryptic insight into the matter in the time since the board's decision, saying: "In record numbers, residents cast their votes in last month's municipal election to define the vision for Erie's future. A new path was articulated with conviction, and it's incumbent upon (elected officials) to ensure the right tools and resources are in place to honor the voice of the people." Prior to his nearly decade-long stint in Erie, Krieger served as city manager in Ferguson, Mo., for three years before he was suspended from his post by the City Council in 2004. He would be reinstated just days later after an outcry from residents. Four years later, he was asked to leave his post as city manager in Northglenn after serving there for 16 months. He resigned in May 2008. In the last months of Krieger's Erie tenure, he presided over several landmark oil and gas regulatory efforts, including the town's controversial odor ordinance — currently the subject of litigation with a local drilling firm — and increased setback requirements. In Firestone — the site of a house explosion caused by gas from a nearby cut oil and gas

flowline — he likely will be faced with overseeing similar issues. Efforts to reach Krieger for comment Thursday were unsuccessful.

QUALIFICATIONS APPRAISAL GUIDE

A.J. Krieger

| | | | | | |
|---|---|---|---|--|---|
| Very strong evidence that skill is present (5 Points) | Strong evidence that skill is present (4 Points) | Some evidence that skill is present (3 Points) | Strong evidence that skill is not present (1-2 Points) | Very strong evidence that skill is not present (0 Points) | Insufficient evidence for or against skill (0 Points) |
|---|---|---|---|--|---|

| | | | | | | |
|--|--|--|--|--|--|--|
| GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job; poise, tact, neatness and grooming and professional maturity. | | | | | | |
| BACKGROUND: Type of and quality of experience, appropriate education and reasons for job changes. | | | | | | |
| PRESENTATION: Communication skills; ability to understand implications of questions and to make clear and direct replies; ability to select, organize and present ideas; clarity of speech and appropriate use of language. | | | | | | |
| JOB EFFECTIVENESS: Ability to perform the duties of the job; industrious, dependable and properly assertive; ability to deal effectively with practical problems of the job; interpersonal skills appropriate for the job. | | | | | | |
| ADMINISTRATION: Ability to perform in an administrative capacity; understanding of the principles and practices of management and leadership; ability to lead, direct, and coordinate the work of others; understanding of the political process and ability and willingness to work within it. | | | | | | |

Total Points _____

Comments

Interviewer Signature: _____

Date: _____



J. Carter Napier, ICMA-CM



J. CARTER NAPIER

ICMA-CM | MPA
JCARTN94@GMAIL.COM

CONTACT

2051 South Poplar
Casper, WY 82601

MAYOR JIM HAGAMAN

APRIL 2025

Mayor Hagaman and the Board of Aldermen,

I read with great interest recently concerning the recruitment of a new City Administrator in your organization. Spring Hill is a great community in a great part of the state that has some exciting prospects for growth and progress of which I would like to be a part as your next Administrator.

As a long-time manager of a stand-alone, service rich mountain town with a beautiful river running through our community, I understand what it means to leverage the recreational opportunities nature provides in conjunction with a rich history for a vibrant community. The people and leaders of your city have taken that seriously and the resulting value is obvious. Spring Hill is the kind of community I want for my forever home.

As you review my materials, you will find like I did that the experience I bring is quite complimentary to the stated needs and experiences Spring Hill is underway with right now. I am experienced in the City Administrator model, a seasoned manager of a range of utility services, along with having developed a number of infrastructure projects needed to accommodate growth. Furthermore, I am currently in an environment where we have a number of hotel projects underway, amid several transformational industrial projects coming online, and overseeing mixed-use development projects that we helped facilitate. Coincidentally, we are constructing a \$39M police facility and are starting the process of constructing the replacement of our final fire station project (among other things) in a community of 60K!

Lastly, having lived in Tennessee for most of my youth, the chance to apply what I have learned and developed over my 27+ years in the city management business on behalf of you and your citizens resonates very highly for me. I hope we can visit further about this exciting possibility!

Sincerely,
J. Carter Napier

J. CARTER NAPIER, ICMA-CM, MPA

307.680.6781 | jcartn94@gmail.com

SUMMARY

Successful local government executive with expansive municipal experience including policy execution, budget management, and sophisticated service delivery. Proven track record of driving financial stability, community engagement, and fostering high-performing cultures. Demonstrated success in facilitating transformative policy initiatives and guiding high-impact economic development projects, all with critical Council direction. Expertise in operational excellence, balanced budgeting, strategic planning, and team development in full-service cities.

EDUCATION

BA-History | Brigham Young University | 1996

MPA | Brigham Young University | 1998

EXPERIENCE

CITY MANAGER, City of Casper, WY

June 2017 to Present

Full service, stand-alone city with a population of 59,000

Oversight of annual budget ranging from \$135M-\$200M; direct supervision of Executive Team; general oversight of 500-600 employees. Responsible for ten departments including full-service Police, Fire-EMS, and Parks-Recreation, as well as unique facilities including regional event center, ski area, materials recycling, 27-hole golf course, recreation center, ice arena, historical museum, regional utility provision (water, sewer, and sanitation). Oversight of full-service public transit system (DAR and fixed route). Creation of partnership with Natrona County School District to ensure student safety by adding eight full-time School Resource Officers to existing program. Chief negotiator tasked with oversight of contract negotiations with Local 904 Fire Labor Union.

CITY ADMINISTRATOR, City of Gillette, WY

May 2011 to June 2017

Full service, stand-alone city with a population of 32,000

Oversight of annual budget ranging from \$120M-\$200M; direct supervision of nine employees; general oversight of 300 employees. Responsible for seven departments, as well as a variety of facilities and services including City-owned fiber optic network, power utility (generation and transmission), and full-service television studio. Energy Industry advocacy through creation of Energy Tours for Washington D.C. policy makers and legislators. Provided leadership for attempted expansion of international exportation of Wyoming coal through west coast terminals. Orchestrated visits with international government officials to learn about clean coal production; fostered relationships necessary to expand international coal market.

CITY ADMINISTRATOR, City of Riverton, WY

Dec 2003 to May 2011

Full service, stand-alone city with a population of 11,000

Oversight of annual budget ranging from \$30M; direct supervision of four department heads; general oversight of 120 employees, including municipally owned full-service regional airport. Created partnerships between the City, Tribal Councils, and Joint Business Council to establish City's first Community Health Center. Initiated first full-scale School Resource Officer program placing three full-time police officers in secondary schools. Created Leadership Fremont County program and trust fund establishing annual John J. "Jack" Larsen leadership award.

J. CARTER NAPIER, ICMA-CM, MPA

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SKILLS

Organizational Efficiency
Financial Management
Data-Driven Processes
Inclusive Leadership
Innovative Problem Solving
Budget Development
Project Management

Legislative Advocacy
Effective Communications
Labor Negotiations
Talent Recruitment & Retention
Media & Public Relations
Public Speaking & Presentations

LEADERSHIP

President, Wyoming Association of Municipalities

Wyoming's Regulatory Reduction Task Force, appointment by Governor Mark Gordon

Wyoming's Spending and Government Efficiency Commission, appointment by Governor Matt Mead

Board Member, Advance Casper, Casper, WY

Board Member, Energy Capital Economic Development Company, Gillette, WY

SPECIAL PROJECTS

City Of Casper, WY

Wyo Sports Ranch

Facilitated the partnership with a private developer of their construction of the 130K sq ft indoor sports facility

Izaak Walton Lodge and Preserve

Helped to negotiate the procurement of the historic lodge, campground and conservation easement which also helped the City to secure important water production assets.

City Of Gillette, WY

Energy City Sports Complex

Oversight of \$12M cash project including design, construction, and development of 20-acre sports complex with four high-end softball fields, sledding hill, and new trail network.

South Annexation

Oversight of largest annexation in community history, including industrial complex and two communities south of the city. Effort resulted in fewer power disruptions, improved power quality, increased sales tax receipts, and stabilization of predictable, sustainable revenue for municipal operations.

Madison Water Line

Oversight of \$220M water system delivery improvement project including 45 miles pipeline, and treatment and pump facilities. Full occupancy of downtown achieved through Main Street reconstruction and redevelopment collaboration efforts with merchants and tenants.

CITY OF SPRING HILL, TN

CITY ADMINISTRATOR

SEMIFINALIST CANDIDATE QUESTIONNAIRE

Name: J. Carter Napier

Home Address: 2051 South Poplar Casper, WY 82601

Home/Work/Cell phone numbers: 307/680-6781 – 307/235-8224 (work/office)

E-mail address: jcartn94@gmail.com

1. What major factors motivated you to apply for the City Administrator position? How does this position fit your overall career goals?

The major factors motivating me to apply for this opportunity are largely personal. I am very much looking for a change in my experiences right now. Having worked in the mountain west throughout my career, a move to a State that I am familiar with during a time of unprecedented energy and excitement like what is being experienced in middle Tennessee, is exactly what I would like to be a part of. (I say a State I am familiar with because I lived most of my youth in Clarksville, TN and spent a great deal of time recreating in the Nashville area, at Land Between the Lakes, and the Smokies. Accordingly, middle Tennessee is one of my favorite parts of the country that I envision as being my forever home.) Furthermore, my kids seem to be migrating to this part of the country, which is quite convenient given that many of my siblings and my parents are located nearby as well. The culmination of this becoming a gathering spot for my family along with some very exciting times in a part of the country I am naturally drawn to makes the opportunity in Spring Hill a very good fit for me. I want to end my career on a trajectory of doing big things and being a part of transformational moments in time similar to what is happening in Spring Hill.

2. Describe your leadership style. How do you communicate your expectations? Is your style more results oriented or process oriented?

I am very much a collaborative leader. I am a believer in good, solid organizational culture in that a good culture spawns outstanding results. I believe in creating and supporting high performing teams. As the City Administrator of Spring Hill, I would strive to both be a part of the BOMA team and incorporate the members of the BOMA in the strategic objectives that the City would pursue. (In other words, I see the relationship between the

Administrator and the BOMA as being hand in glove.) Accordingly, communication is a critical virtue that I will not let slip so that the BOMA would always know the direction staff is going and what I would be doing on your behalf so that there is no mystery. As a City Administrator, being in the community and engaging the public is a huge recipe for success particularly given the complexities a city like Spring Hill and its trajectory of development is experiencing. Being out in the public is like getting the answers to the quiz as to the direction we the City organization would be wise to garner. In short, as a public sector leader, I would emulate the values of the City and encourage the same of the members of the staff team and the public would see the visceral manifestation of the same.

3. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating a utility.

Right now, I manage an organization of approximately 600 employees. Our employee numbers swell during certain times of the year given that we have a disproportionate number of recreation facilities and amenities. For example, during the winter, we hire seasonal workers to keep our ski area in operation throughout the winter season. During the summer, we have the need to bring on seasonal workers to staff our four outdoor pools, along with a very active recreation center, and a vibrant sports program. Our golf course requires an addition of seasonal help as well. Furthermore, we have a year-round ice arena that requires part-time help, as well as a very popular indoor aquatic center.

As another example, with my previous employer, we owned and operated an electric utility that had a full complement of staff that also was disproportionate to the services of a typical community of 30K. This included a cadre of linemen, electrical engineers, analysts and a variety of technicians that kept the utility in full swing 24 hours a day. This level of staffing was appropriate given the fact that this service was a transmission as well as a production power utility. We also had a partnership with a power plant wherein we were the part-owner of a combustion turbine that we needed expertise on hand to manage.

4. Please describe any experience you have had in developing and implementing a strategic plan(s) that resulted in the establishment of priorities or organizational work programs related to growth of the community?

I am a believer in well written and thoroughly contemplated strategic plans. I have sought these types of formal directives with nearly every Council I have worked for over the last 27 years of working for cities. Without a doubt, this experience includes work I have overseen that anticipates infrastructure planning as well as the development of facilities to accommodate growth. This includes the replacement of our Police Station, the replacement of our fleet of fire stations, the upgrading of our Waste Water Treatment Plant,

the expansion of our Landfill and Balefill facilities (including our recycling and reuse facility), and the upgrading of our water treatment facilities. It probably goes without saying that strategic planning that fuels the appropriate development of infrastructure requires solid master plans in each of the areas identified above so that the work is methodical and done within the means available. Currently, I am working with the City Council to develop the newest strategic plan that uses the added value that priority-based budgeting provides for the first time in my career. This approach more effectively incorporates feedback from the citizenry as an important element in laying out the highest value, highest impact programs and services the city offers. This approach has really invited a whole new means of prioritizing and evaluating the effectiveness of city services integrally with the goals our Council desires to pursue. Yes, I am very comfortable with the strategy development process which has become more varied the longer I am in this business.

5. Provide any information about the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

The consistently large budgets I have managed are the ones I am involved with now as the City Manager for the City of Casper. Each year we hover around \$190-200M, the variance of which is usually driven by the amount of capital projects we may do in a given year. This includes a capital budget of approximately \$46M-\$50M dedicated to capital. The budget I am preparing now for example, is closer to \$185M (albeit a \$190M revenue budget) due to the lower amount of capital we are undertaking this coming year. As an example of inordinately higher budgets in my experience, during my time with the City of Gillette, WY, we had a multi-year water line project that kept our submitted budget unusually high. That project included the construction of a 45-mile transmission line to resolve some significant water supply issues that our community's growth required a resolution for that came in at \$200M. That project not only included the building of the line, but we also built a small treatment plant and drilled a primary well as well. Each phase of that project influenced a larger capital agenda than would be normally undertaken by the City each year.

Conversely, during the height of the pandemic, we retracted aggressively given the gloomy foreboding relative to the local economy that we tried to prepare for. In our statewide economy significantly reliant upon the energy industry, the incidence of oil prices going negative for the first time in the history of the State was a significant motivating factor fueling the feeling that pulling back would be a critical approach to follow. We incorporated furloughs, we shifted to a cash basis for doing any capital (in other words, we don't do a project unless we have the requisite money on hand -- a practice that we still follow today.) As a result, we did not have to pull reserves in order to balance our budget.

6. Describe your experience developing a fiscally constrained budget and your approach to prioritizing programs and projects. Have you initiated any budget and/or financial innovation strategies such as developing new revenue and expenditure options to enhance a local government's fiscal condition? What strategies have you implemented that provided opportunities for additional revenue and/or cost containment?

As a manager in a state like Wyoming, I feel like I have probably developed an unusually keen sense of having to respond to seismic financial swings more than most, perhaps. In Wyoming, we can expect that every 3-4 years or so, the energy economy will adjust causing production to shift which also implicates sales and property taxes in their corresponding behavior. Furthermore, cities and towns in Wyoming don't have local control to adjust revenues to maintain the preservation of services in the general fund. (Cities and towns only independent control of about 25% of funding streams into the general fund.) Accordingly, I have had several experiences where I have had to present fiscally constrained budgets to Council. My approach has typically been regarding finding ways to strengthen the relationship between the business operations of the enterprises with the general fund in terms of the services those enterprises should be paying for. I have also utilized the battery of master plans that we have implemented for guidance in terms of streamlining our operations and the services that may cross the line of high expense and low impact, which has also proven quite useful. I have also challenged the notion of how franchise fees can have a stronger role in supporting ongoing costs over time. Eliminating services and other contractual relationships that are less critical is also a common point of debate I have engaged in times of austerity. However, I would point to two successes that have provided real benefit particularly from a revenue standpoint that will yield positive results now for quite a long time. One, we led the charge as it relates to cities having some more flexibility with investment strategies for dollars that we have on hand. We started that improvement by working with the State Treasurer and the State Auditor for policy implementations that would allow city entities to broader access to investment instruments like corporate bonds. Those policy adjustments were made, and we responded with the Council's approval right away to adjust our investment policies which included the bringing on of an investment advisory committee as well as an investment consultant that has really produced some great returns. The second phase of that effort culminated in a constitutional amendment approved by the voters statewide that allows cities to consider equities as an investment strategy, within certain parameters, as a part of the investment portfolio we will utilize from now on. Those efforts have resulted in three-fold interest income growth over the last five years. Some of the gains we hope to incur have yet to be realized, but the future seems very optimistic in this field.

Second, as I mentioned earlier, cities and towns in WY do not have local taxation authority. A few years back, we engineered an effort on a statewide basis with several very key partners to successfully adjust that authority. Accordingly, the City I am currently employed by passed the very first municipally independent capital tax approved by our City's voters for the first time in State history. That effort yielded approximately \$18M to build a new municipally owned animal shelter, start the work on replacing our principal fire station, outfit our regional dispatch center with new equipment that will go in our new police station, and reconstruct our community bandshell. Without this funding option, the projects we are underway with now would not have a funding option for their completion.

7. If not addressed in your answer to #6 above, describe your experience developing capital improvement programs/plans, recurring maintenance plans related to streets, Tax Increment Financing and/or other infrastructure financing tools.

My experience developing capital plans and recurring maintenance plans is vast. The plan we are currently getting a good deal of traction out of right now is with regard to our facilities maintenance plan. This plan analyzes 130 of our more critical buildings and facilities as to the priority we should follow to repair and replace the variety of systems and components involved in these assets. This evaluation also provided a facility maintenance index that we follow when preparing capital agendas for the staff and Council to prioritize every year. In similar fashion, I have really appreciated the data we generated when we completed our streets network condition analysis. That data is similar in the way it helps staff and the Council to consider work priorities along with giving us a running grade of our streets network. This analysis is easy to communicate with the public, the severity by which our streets need funding. Furthermore, I can also communicate the level of funding needed to improve the grade by which our street network is assessed.

As for another maintenance/development tool that may be a little out of the ordinary, I am currently working on a water rights inventory with the help of a water rights expert here in our area. This will not only help us understand what rights we have in our portfolio, but it will also help to clarify how aggressive we need to be in sustaining rights that we have to pay maintenance fees for or where we may need to seek other rights of varying tenure in order to sustain development over time. This is an analysis that we have never done before which should help memorialize our position and substantiate what we thought we always knew (or didn't know!)

The most common tool I have used to help with infrastructure improvements/extensions is that of local assessment agreements. This kind of an agreement is usually inclusive of incorporating investments by neighbors to projects that stand to benefit them financially by the improvements that are being made (i.e. streets, curb, replaced waterlines, etc.) This is a

great way to incorporate partnerships for projects that would be very difficult to share costs and complete otherwise. This tool was particularly effective for the downtown redevelopment that I oversaw on behalf of my previous employer. The redevelopment of downtown Gillette started six feet underground and transcended the entirety of this critical business corridor. The result was that of not only a complete renovation, but also an injection of life into an area that previously lost its spot as a gathering place for the community. Businesses now clamor to locate downtown. Citizens have an ownership in the outcome in that they are heavily involved in the imagining and planning of the outcome they now enjoy. Events organically grew in the space we created downtown that continue even today. This project did incorporate private and public investment very effectively. This is probably one of my proudest achievements.

8. Please describe any experience you have had in working with the development community, whether residential, non-residential, or mixed-use projects. Please include any experience you may have with negotiating development agreements (or managed staff who negotiated development agreements); wet utilities and transportation implications of the proposed development on the community's overall system; and, ensuring that the proposed project(s) are properly planned and complementary to existing development and/or neighborhoods.

Another tool that I have used to support development is that of using a cost recapture mechanism for residential or business park developments. This tool requires the city to frontload specific development costs, aimed at infrastructure expansion, that would be repaid over time through a recapture mechanism that gives funding back to the city as those developments come together on a proportionate basis. As for a more extraordinary development that I directly negotiated, we just cut ribbon on a project that engaged a private developer to build a 130K sq ft indoor sports facility. The project involved a long-term lease agreement on city land which only required an investment by the City of \$200K to pave a shared use parking lot that would help meet the parking requirements dictated by code for the development of this magnitude. (Two things to note: one, we offered this partnership only after it was clear that private land options were not available for this project. Two, we built the parking lot with the help of our economic development agency which would also be used by the city-owned events center that now neighbors this sports facility.)

Furthermore, I have routinely worked with developers to get projects done in a manner consistent with our master plans and transportation plans. Accordingly, we do everything we can to build internal to the City to minimize expenses related to network expansion where possible. I had direct involvement in a recent building project wherein a market-rate

apartment complex is now being built in our downtown area. This project directly meets the objectives of our downtown master plan in that it fills a need for market rate housing adjacent to the burgeoning mixed use developments taking place right now in our downtown and the adjacent business sector designed around a form-based code. Additionally, that same developer is now moving forward on a boutique hotel development in our downtown area as well, filling a need that has been absent in our downtown now for the past forty years. My involvement involved negotiating the parking requirements for the limited space available, traffic management and navigating the nuances of the form-based code. Both of these projects were made possible because of the forethought made available through good master planning that directed the development of right sized utilities and other infrastructure that developments of this type could take advantage of.

As for another example, there was a significantly underperforming area of the city that had great potential but was very clearly blighted and being ignored by the absentee owners. Given that this location was at a key gateway into our community, we placed a great deal of urgency on the owners to come in to see us in person to discuss in detail the challenges these properties created thereby emphasizing the need to reinvigorate and restore the property to a highly productive use. We were able to negotiate some land exchanges that gave them a more useable building envelope, facilitated the transfer of an adjacent blighted property to them which allowed them to eliminate that unflattering blight, and the City, with Council's blessing, improved some street access into their property that helped to stimulate not only needed reinvestment but also attracted some new tenants. The result we enjoy now as a community is that of an added, new vibrancy to a once lost, mixed business district.

These types of engagements are those that I find a great deal of energy and enthusiasm for!

9. Please describe any experience you may have in developing communications and technology strategies that articulate Board or Council initiatives with the community, advancing transparency and efforts involving public facing technology (e.g., social media platforms, website, other). When I first came to Casper, there was very little transparency by way of council business outside of the public meetings we had. Soon after my arrival, we started televising both the regular business meetings along with the work sessions Council has. We started with only our local cable channel but then moved to YouTube pretty quickly. Initially, there was some reticence particularly with the broadcasting of the work sessions. In short order, we also ramped up our social media presence and initiated social media involvement in other areas. We now have a fully blossomed social media footprint that we utilize frequently to get word out on programs, service updates and

targeted messaging. We are getting a great deal of traction with short videos on social media right now. This is a practice we recently incorporated that has been a great way to get great exposure in a relatively short time frame. Furthermore, the rather quick turnaround by way of organic input and feedback we get from the viewing public helps us to refine our message and improve our next experience.

Another popular tool we use is that of creating a portal geared around the timely issue of the day. Citizens can get in it, leave comments or answer a few questions about the issue at hand, whatever that might be. We have gotten a great deal of feedback through that mechanism as well that we typically don't see or gain in a public hearing.

Moving forward to this last year or two, I mentioned our efforts to initiate priority-based budgeting in a previous question. The technology involved in this effort is that of using artificial intelligence to comb through our budget and plan data (like master plans, street plans, etc.). This AI process helps us to organize our services and programs in a quadrant designed to rank them against several other inputs we provide, like Council's goals, public input, and areas of interest from high impact, low cost to low impact, high cost. This generates very useful, objective data to have particularly in periods of financial difficulty. I really enjoy that process.

10. Thorough, timely and even-handed communications between the City Administrator, the Board of Mayor and Aldermen (BOMA), staff and the community are highly valued. What techniques have you utilized to ensure effective communication between/among all stakeholders?

To start, I am not a fan of surprising my city council or in this case, the BOMA. Communications that are regular, productive and helpful are a crucial part of a City Administrator's job. Furthermore, I don't want any sunlight between myself and the department head team in any way. Indirectly that means that I expect the same of the department heads and their division managers, and their supervisors and so on.

For myself and the BOMA, I would deploy consistent communications in several ways. One, I like giving a less formal email to my Council on at least a weekly basis. Some weeks are more packed than others, but it is an easy way to keep the Council informed on timely issues in a quick, easily consumable way. Two, I like utilizing a regular packet of general information that provides the Council with copies of minutes from their committees and citizen groups (where appropriate). Sometimes we get reports that are easy to deposit into the general information packet as well. I also like to use this packet for follow-up purposes on matters that are a little more involved than what my weekly email would entail. Three, I

am quite particular about the formatting of the packets for the business meetings. I have designed them in such a way that the information for the members of the Council is consistent with the most important information at the top of the executive memo including that of staff's recommendations and financial impacts followed by a brief but action-packed summary thereafter. I also like to include reference material realizing that while the members of the Council may not need the data, the public would have that available for their research and informational purposes as well. I have gone as far as to develop a memo style guide for members of the staff team to follow. The Chief of Staff helps us to adhere to those principles. Fourth, I really like utilizing field trips a great deal to not only promote communication with regard to timely issues of the day for the legislative body, but to also help from an educational standpoint as well. Those immersive types of experiences tend to be quite popular with the legislative bodies I have worked for as well as with the staff that help our team to present this information in a more involved way. My goal is always to ensure that every Councilperson, or in this case, each member of the BOMA, has access to the same information on a consistent dependable basis. I would not want my lack of communication to be an obstruction to the BOMA getting all the information they need to make the most informed decisions possible with the best data available.

As for an example of the communications I utilize with the department head team, I really appreciate meeting with them the morning after each of the Council's public meetings. This gives us all the chance to follow up in a detailed manner in order to carry out the Council's directives as well as to be sure we provide follow-up information in a timely manner for things the Council has asked about. This also gives me the opportunity to inquire as to their chance to weigh in on the nuances of the meeting the night before or for anything else they picked up on. We also use this meeting to work through operational issues of the day, conduct safety shares, and do employee recognitions. I ask each of the department heads to pass along information from this critical meeting on to their leadership teams so that they have access to the same information and to stay informed or to provide critical feedback back through the chain of command, which is super important to me. These memos that go out after our meetings are popular among our staff teams.

11. The Spring Hill staff is generally comprised of competent, dedicated, and several long-term employees.

The BOMA is supportive of a collaborative, supportive culture within the organization that promotes professional development, continuous improvement, and excellence in fiscal management. As their new City Administrator, describe:

I really appreciate the spirit behind the multi-part question. I happen to believe that employees in the public sector, particularly those who are in local government, are working and serving for the right reasons, including that of a genuine desire to help people. In my estimation, collaboration is the most effective and efficient way to get things done. If you have the right folks in the right positions, the value they can bring to the discussion to evoke the best solutions happens because of working together. I am a firm believer in this principle, particularly when it comes to deploying the talents and energies of a great team.

I am committed to the values the following questions focus on, as discussed below with each question.

(1) How you would implement a supportive, team-centered environment within the organization that advances the BOMA's goals;

To address the advancement of the goals of the BOMA very specifically, I have fashioned a very thorough system and process that incorporates not only an intense team dynamic, but also a thorough accountability and reporting structure as well.

The goals process for me is a team dynamic through and through. Not only do I appreciate doing work prior to the Council's goals setting process with the staff team, I meet with our staff teams consistently throughout the goal accomplishment timeframe in order to be sure we are doing what it is the Council has asked us to do. I have created a council goals portal system that both the Council and the community can access from home in order to keep up with the progress the staff team is making. This helps Council see on a real time basis what objectives we have accomplished, which ones we are struggling with, and when in fact we can check off the moment a goal is accomplished. This also allows us to print progress reports that we provide Council periodically as to the goals' status. There are a variety of teammates that have responsibility for the various elements of the Council's goals and objectives, and their picture is tied to each of those points for Council (and the public) to see through this portal. Many staff members have a role and with that a sense of pride and ownership as to their personal involvement with helping Council accomplish their goals. That broad involvement helps to move the goals forward in a very dependable and thorough way, and the public can watch every step if they want to!

(2) Advance internal department communications and collaboration; and

My experience certainly does include utilizing many traditional methods of internal communication such as newsletters, an intranet portal, and personal involvement of going out into the work groups and visiting directly about issues we are facing as a team. I am currently engaged in creating podcasts and video blogs of messages that deal with issues of the day consumed by the employee body who are interested. The best thing I have done,

however, that I wish I had done years ago is that of hiring an internal PIO that is relegated to communications to our employees only. He is not used to do external communications such as what our community engagement team would do. He works for HR in the support services department and is only involved in promoting internal communications. He recently helped us complete an employee culture survey. He is now developing the three columns of support for our employees that we will communicate as a follow up to the data we have collected. That will help us be accountable to some real tangible elements that we have the responsibility to follow up on that we believe the employee group has asked of us. That will be turned around in less than 30 days due to the concentrated efforts of our internal PIO. This has been an exciting development not only for us but for the employees who have very quickly embraced what this position can do for us and the employees.

(3) How would you cultivate a standard of excellence throughout the organization and engage your department heads to support your initiatives?

I have tried a number of things over the years to develop a culture that cultivates a standard of excellence with a good deal of success. The short answer of engaging the department heads happens when you involve the department heads in the work to define what that standard of excellence looks like. The BOMA can certainly have a role in that as well, but if we are talking specifically about the operational matters being brought to a high standard of excellence, this is how I would be sure to farm the ownership from the department head team.

Another way that I really like that we are doing right now is that of incorporating the 100 points of leadership program. This is developed around the idea of utilizing the energies of our 100 or so leaders in the organization to help us carry that standard and be touch points for the emulation of these values. We do this by having quarterly training opportunities with all 100 of our leaders on the values of the organization along with other important cultural values. We have read books together, coordinated group learning activities together, and other very successful training events. We are using some of these leaders to conduct the training as well as to develop subject matter and content. We are also trying to inventory the various subject matter experts we have to be sure we can utilize their expertise to help in this ongoing effort. It is quite satisfying to see the resulting improvement of our leaders, particularly when you can start to see a commonality in the standards that they use to successfully hold our employees to a higher expectation. I love to hear the vernacular that is developed in the training become common parlance, which is now becoming intertwined into our service culture. The performance action plans are becoming more meaningful and values based as another sign this approach is working. The recognition efforts we are undertaking is also done around the efforts of our values and important cultural

touchpoints. This has helped us to develop a mentoring program as well that while can still use some improvement, grew organically out of this effort. It is so satisfying to see this all come together, and this is a very successful way that we have found to raise the performance bar for our organization.

12. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.

I am a believer in a structured approach to conducting Employee Development programs (EDP). I use the CASPER inventory to conduct employee appraisals. Similar to what Brene Brown discusses in her book *Dare to Lead* where she discusses the BRAVING process, this is an evaluation conducted against the values contained in the acronym of CASPER to gauge our work against the values of Communication, Accountability, Stewardship, Professionalism, Effectiveness, and Responsiveness. This is an objective way to train ourselves for service with these values as a filter to push our actions through.

13. Should you become a finalist candidate, we will perform education, credit, civil, criminal, and motor vehicle court records, along with internet search and reference checks on you. In doing so, will we find anything that you would like to explain in advance?

Not that I am aware of.

14. Do you have any personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

Other than an appropriate period of notice to my employer, I don't believe so.

15. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes, my resume and associated materials are accurate and current.

16. Are you currently employed? If so, where?

Yes, I am the City Manager for the City of Casper, WY.

17. Are you currently a semifinalist or a finalist for other positions? No.

18. Have you ever been alleged to have committed any acts of discrimination, sexual harassment, or creation of a hostile work environment? If so, please explain.

No, I have not ever been accused of any of these things.

19. Have you ever been fired or resigned under pressure from a job? If so, please explain.
No, I have not.

20. Have you ever sued a current or previous employer? If yes, provide details.
No, I have not.

21. What are your expectations regarding salary and benefits should you be offered this position?

My current salary is \$240K/year. I have a car allowance, a cell phone allowance, employer investments on my behalf into a retirement account offered through the State of Wyoming and MissionSquare Retirement (ICMA). My employer provides membership to ICMA and a few other professional organizations. I have vacation accruals consistent with an employee who has been with the organization for 20+ years along with administrative leave of a week. I would really like to not go backwards from what I am enjoying now, if at all possible.

City manager candidates meet with public ahead of final interview

The City of Oshkosh held a public meet and greet with the finalists for the city manager position.

By: [Claire Peterson](#)

Posted 10:36 PM, Nov 18, 2024

OSHKOSH (NBC 26) — The City of Oshkosh held a public meet and greet with the finalists for the city manager position. The candidates spoke to city employees and residents.

- There are four finalists for Oshkosh city manager.
- Each candidate has 20 years of city leadership experience.
- City council will make a final decision after interviews on Tuesday.

Current city manager, Mark Rohloff, announced his retirement in July. He served as city manager for 16 years and worked in local government for 41 years.

"He's a guy who did a lot for our city, but we're ready to take our city to the next level," Joseph Stephenson, a city council member, says. "We're ready to really have a new leader that brings us together and brings the city forward."

Stephenson says he's glad the city decided to involve the public in the final decision.

"You don't get to pick a new city manager everyday, and it's important that we get the right person."

The video player is currently playing an ad. You can skip the ad in 5 sec with a mouse or keyboard

Each candidate spoke for a few minutes at the meet and greet event Monday night. They all have about 20 years of city leadership experience, according to the City of Oshkosh.

Bob Cowell is currently the city manager in Roanoke, VA. He has seven years of city management experience. He has a bachelor's degree in aeronautics and a masters in urban planning.

Cowell is a certified urban planner through the American Institute of City Planners.

"I really approach my role in a way in which I hope to make a difference in the community," he says.

Rebecca Grill is currently the city administrator and city clerk in West Allis. She has nine years of city administration experience. She has a bachelor's in political science and criminal justice, and a masters in business administration.

Grill is a certified public manager through the University of Wisconsin Madison.

"I want to be a part of Oshkosh because I see the vibrancy and the potential," she says.

Will Jones is currently the city administrator for Mequon. He has nine years of city administration experience. He has a bachelor's degree in history and political science and a master's in public administration.

Jones is a certified public finance officer through the Government Finance Officers Association.

"This is hands down the best city management job across Wisconsin," he says.

J Carter Napier is currently the city manager in Casper, WY. He has seven years of city management experience. He has a bachelor's in history and a masters in public administration.

Napier was the president of the Wyoming Association of Municipalities.

"I want to utilize what you've done well and see what we can achieve together," he says.

City council and city employees will conduct final interviews on Tuesday.

Mushe Subulwa is a resident and the founder of a non-profit in Oshkosh. He says he was glad to be a part of the process, but was disappointed that the City did not announce the event further in advance.

"As an engaged citizen, I felt like it's very, very important for me to come in," he says. "I think the posting for it was maybe a short notice– maybe three days or so– so I don't feel like the whole entire community had a chance to come in and listen to the candidates."

Stephenson says residents can email council members to input their opinion on the candidates, but council is expected to make its final vote at the end of the day Tuesday.

You can find more information on each candidate [here](#).

Casper City Manager expects better sales tax revenues than originally projected

- By David Graf; Dec 10, 2020 **Updated** Sep 27, 2024

CASPER, Wyo. (Wyoming News Now) - The Casper City Council's conservative planning has helped Casper be "okay" for this fiscal year when it comes to sales tax revenue, according to Casper City Manager Carter Napier. The city's fiscal year will reach a halfway point at the end of December.

He said that sales tax revenues are down from 2019, but original forecasts for sales tax revenue this year projected a decrease in "excess of 20 percent." He believes that the numbers will end up about half of the original expected decrease.

"We're right kind of in the middle of being above, but yet below what happened in the previous fiscal year," said Napier. "Probably right where we need to be."

He mentioned oil prices sticking at a reasonable price and the local unemployment rate improving as ways to help stabilize sales tax revenues.

Casper approves first reading to rezone 9 acres of Robertson Road addition

by Tommy Culkin January 21, 2025 Oil City News

CASPER, Wyo. — On Tuesday, the Casper City Council approved on first reading a rezoning request for roughly 9 acres of land from planned urban development to urban agriculture. City documents state that the measure is intended as an interim classification, and a future purchaser of the property will be able to request another rezoning. The land, located at the northwest corner of Trevett Lane and Robertson Road, has been advertised for sale several times — most recently in 2023. At the time, the only bid for purchase came in well under the property's appraised value and the city chose not to sell it. On Tuesday, city manager Carter Napier told councilors that city officials believe buyer hesitancy could be caused by the PUD zoning, while urban ag zoning could prove to be more enticing.

The council was able to approve the rezoning without a Natrona County Planning and Zoning Commission hearing due to a stipulation that the process can be abbreviated if the land is owned by the city.

OPINION

(LETTERS) Casper and Wyoming need to stop taking from the poor; Is Dresang good for District 35?

by Oil City Staff June 3, 2024

Oil City News publishes letters, cartoons and opinions as a public service. The content does not necessarily reflect the opinions of Oil City News or its employees. Letters to the editor can be submitted by following the [link at our opinion section](#).

Dear Casper,

Mr. Carter Napier, Casper's city manager who was hired at an annual salary of \$198,900 in 2018 and seems to be ignorant of the hardships working families are struggling with to make ends meet — let alone those living below or at the poverty level, has yet again recommended raising sales tax to the city councilors in order to fund his frivolous spending. Not surprising given the fact that [Wyoming ranks second in the country for tax revenues collected at a rate of 37.7%](#). Only Alaska ranks higher in tax revenue collected per Pew Charitable Trusts' Fiscal 50 Project. This 6th cent sales tax cannot be allowed to pass as it hurts residents least able to afford it and the city manager and city council seem not to care. The city doles out \$1,000 bonuses to employees – plus total of 8.5% pay increase, and then expects those of us who do not receive such exorbitant pay increases and bonuses to pay for it.

Impact on Low-Income Households For low-income households, the higher relative burden of sales taxes is significant. These households typically allocate a larger portion of their budget to basic necessities, many of which are subject to sales tax. Conversely, high-income households are more likely to spend on non-taxable items like investments or savings, which are not subject to sales taxes.

Alternatives to Sales Taxes In response to the regressive nature of sales taxes, some states have chosen not to levy them at all. States like Delaware, Montana, New Hampshire, and Oregon rely on other forms of taxation, such as state income taxes or corporate taxes, which can be structured to be more progressive. These alternative tax structures aim to distribute the tax burden more equitably among different income groups. Northeastern University

Sales taxes remain a significant source of revenue for most states. However, their impact on different income groups raises important questions about fairness and equity in taxation. While sales taxes are an efficient way to generate revenue, they disproportionately affect low-income households, prompting a need for balanced approaches in state tax policies. This issue underscores the ongoing challenge of creating tax systems that are both fiscally effective and socially equitable. Time and

time again I have suggested the city increase their tax revenue by bringing in a Costco, Lowe's and Trader Joe's to Casper. Those companies will add jobs and can afford to pay taxes, but marginalized citizens cannot. Let Mr. Napier pay income tax on his \$200,000-plus salary while those who make a fifth of his income annually will pay far less — that is fair. It is time to make the Casper city manager position an elected post like the city councilors. Maybe then Mr. Napier would be more attuned to the struggles of Casper city residents.

Wyoming is becoming a place where the rich get richer and the poor get poorer with these legislators who want to pass costs on to the lower-class so they can enjoy free property taxes on million dollar properties and spend our tax dollars carelessly. This take from the poor to give to the rich approach needs to stop.

Those companies will add jobs and can afford to pay taxes, but marginalized citizens cannot.

Let Mr. Napier pay income tax on his \$200,000-plus salary while those who make a fifth of his income annually will pay far less — that is fair. It is time to make the Casper city manager position an elected post like the city councilors. Maybe then Mr. Napier would be more attuned to the struggles of Casper city residents.

Wyoming is becoming a place where the rich get richer and the poor get poorer with these legislators who want to pass costs on to the lower-class so they can enjoy free property taxes on million dollar properties and spend our tax dollars carelessly. This take from the poor to give to the rich approach needs to stop.

Julianna Babcock-Souza
Casper

Politics & Government

Casper Considers New City Manager

Wyoming Public Radio | By [Maggie Mullen](#)

Published June 1, 2017 at 2:10 PM MDT

City of Gillette website

Gillette's city administrator will soon take over the position as city manager in Casper. Carter Napier will replace V.H. McDonald, who announced his retirement in April amidst controversy surrounding his office and the police department. The appointment is subject to city council approval.

Napier admitted he is somewhat anxious to step up into the job following the turmoil, but he's confident it isn't anything he hasn't dealt with before. His first job out of graduate school was in the Casper city manager's office when he was assistant city manager under Tom Forslund from 1998 to 2003. He then left to be the Riverton city administrator.

Napier said once he begins in July, the budget will be a priority of his.

"I want to wrap my head around the finances and try to understand where those are and what the recommendations are from a budget stand point, and try to understand how the departments are faring financially and so forth," said Napier.

Some of his other priorities will include beginning the hiring process for the Casper Police Chief and getting aligned with the goals of the city council.

Gillette City Administrator Carter Napier resigns

By PATRICK FILBIN News Record Writer pfilbin@gillette-newsrecord.net

May 31, 2017

City Administrator Carter Napier has resigned and accepted an offer to fill the same role for the city of Casper. In a press conference Wednesday morning, Napier said the decision process moved along a lot faster than he's usually comfortable with.

Napier was in the running for the same job in 2015, but after interviewing for the position then, he withdrew his name from consideration and stayed with the city of Gillette. "This could potentially be considered a continuation of that process," Napier said. Casper Mayor Kenyne Humphrey said Napier was the top candidate in 2015, but that because the recently retired V.H. McDonald had been "around for so long," they decided he deserved an opportunity. "He was the top candidate (in 2015)," Humphrey said of Napier. "The reputation he has is phenomenal. Between that, his skill and his drive, the council agreed that he just fits." Napier met with the Casper City Council on May 24 to discuss the possible hire. Napier is at the end of a three-year contract that pays him a base salary of \$175,000 a year. Napier will earn \$195,000 a year in Casper. Napier will take the reins during a period of upheaval in Casper government. In the last three months, the city has faced criticisms from women who said the police department was slow to investigate alleged sexual assaults, the disclosure of a Fraternal Order of Police survey of its members who admitted concerns about then Police Chief Jim Wetzel, the resignation of Councilman Todd Murphy, the sudden retirement of McDonald and finally Wetzel's resignation last month. "What I hope to do is bring some normalcy, a sense of stability and calm," Napier said, adding that hiring a police chief is at the top of his priority list. "We see him as a leader. That's what we really need in the organization on a permanent basis," Humphrey said. Napier first started working in Casper in 1998 as an assistant to then-City Manager Tom Forslund until 2003. From there he moved to Riverton until 2011, when he was hired by the city of Gillette.

In the meantime, City Attorney Patrick Davidson will serve as the interim administrator. Mayor Louise Carter-King said that Davidson was chosen because he spends so much time with the City Council and all departments in his day-to-day schedule. Recruitment for a new city administrator will begin Thursday. Napier's last day on the job in Gillette is June 22. He's expected to start his new job sometime in early July.

QUALIFICATIONS APPRAISAL GUIDE

Carter Napier

| | | | | | |
|---|---|---|---|--|---|
| Very strong evidence that skill is present (5 Points) | Strong evidence that skill is present (4 Points) | Some evidence that skill is present (3 Points) | Strong evidence that skill is not present (1-2 Points) | Very strong evidence that skill is not present (0 Points) | Insufficient evidence for or against skill (0 Points) |
|---|---|---|---|--|---|

| | | | | | | |
|--|--|--|--|--|--|--|
| GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job; poise, tact, neatness and grooming and professional maturity. | | | | | | |
| BACKGROUND: Type of and quality of experience, appropriate education and reasons for job changes. | | | | | | |
| PRESENTATION: Communication skills; ability to understand implications of questions and to make clear and direct replies; ability to select, organize and present ideas; clarity of speech and appropriate use of language. | | | | | | |
| JOB EFFECTIVENESS: Ability to perform the duties of the job; industrious, dependable and properly assertive; ability to deal effectively with practical problems of the job; interpersonal skills appropriate for the job. | | | | | | |
| ADMINISTRATION: Ability to perform in an administrative capacity; understanding of the principles and practices of management and leadership; ability to lead, direct, and coordinate the work of others; understanding of the political process and ability and willingness to work within it. | | | | | | |

Total Points _____

Comments

Interviewer Signature: _____

Date: _____



**SPRING HILL, TN – CITY ADMINISTRATOR
CANDIDATE RANKING FORM**

Place each candidate's name on this list in the order that you are most interested in having continue in the process. The name of your first choice should be placed on the first line and the names of the others in descending order based on your level of interest in them. All candidates need to be ranked and tied rankings should be avoided.

- 1. _____
- 2. _____
- 3. _____
- 4. _____

AGGREGATE CANDIDATE TABULATIONS

Candidate Tabulation Form

| Candidate | #1 | #2 | #3 | #4 | #5 | #6 | #7 | #8 | #9 | Total | Ave |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------|------------|
| Larry Burks | | | | | | | | | | | |
| Bradley Gotshall | | | | | | | | | | | |
| A.J. Krieger | | | | | | | | | | | |
| Carter Napier | | | | | | | | | | | |

Order by Tabulation

| Candidate Name | Rank | Average | Spread |
|-----------------------|-------------|----------------|---------------|
| Larry Burks | | | |
| Bradley Gotshall | | | |
| A.J. Krieger | | | |
| Carter Napier | | | |

SLAVIN MANAGEMENT CONSULTANTS



APPROPRIATE/INAPPROPRIATE QUESTIONS

| SENSITIVE AREAS | UNLAWFUL INQUIRY | LAWFUL INQUIRY | FEDERAL GUIDELINE |
|------------------------------|---|---|--------------------------------|
| 1) Name | If your name has been legally changed, what was your former name? To ask if a woman is a Miss, Mrs. or Ms. | Have you ever worked for this organization under a different name? What is your maiden name? (May be asked of married female applicants if necessary to check educational or employment records.) Have you ever been convicted of a crime under another name? | Title VII |
| 2) Age | Any questions which tend to identify applicants 40 to 70 years of age. To request birth certificate before hiring. | Are you over eighteen years of age? If hired, can you furnish proof of age? Statement that employment is subject to version that applicant's age meets legal requirements. | Age Discrimination Act of 1967 |
| 3) Citizenship | Are you a citizen of the United States? (Varies by State.) Are your parents or spouse citizens of the U. S.? On what dates did you, your parents, or your spouse acquire U. S. citizenship? Are you, your parents or spouse naturalized or native-born U. S. citizens? Proof of citizenship before hiring. | If you are not a U. S. citizen, do you have the legal right to remain permanently in the U. S.? What is your visa status? (If no to above.) Do you intend to remain permanently in the U. S.? Statement that employment is subject to verification of applicant's eligibility for employment under laws related to visa status. | Title VII |
| 4) National Origin/ Ancestry | What is your nationality/lineage/ancestry/national origin/descent or parentage? How did you acquire the ability to speak, read or write a foreign language? How did you acquire the familiarity with a foreign country? What language is spoken in your native home? What is your native tongue? Place of birth? Ancestry of parents or spouse? | What language do you speak, read, or write fluently? Do you have special familiarity with any foreign country? What is the nature of that familiarity? (if yes to above.) | Title VII |
| 5) Race or Color | Any question which directly or indirectly relates to race or color. | None, except for EEO record keeping. Make clear to applicant. | Title VII - Title IX |
| 6) Religion | Do you attend religious services or a house of worship? What is your religious denomination or affiliation, church, parish, or pastor? What religious holidays do you observe? To request recommendations from church officials. To ask willingness to work any particular holidays. | Anticipated absenteeism from job. | Title VII - Title IX |
| 7) Sex | Any inquiry as to sex, such as the following: Do you wish to be addressed as Mr. ?, Mrs. ?, Miss ?, or Ms. ? | None | Title VII - Title IX |



| SENSITIVE AREAS | UNLAWFUL INQUIRY | LAWFUL INQUIRY | FEDERAL GUIDELINE |
|------------------------------|---|--|--|
| 8) Pregnancy | What are your plans regarding having children in the future? Do you have the capacity to reproduce? | Whether applicant has responsibilities or commitments which prevent him/her from meeting work schedules (<u>if asked of all applicants</u>). | Title VII - Title IX |
| 9) Relatives/Marital Status | What is your marital status? (if over 18) What is the name or address of relative/spouse/children? With whom do you reside? Do you live with your parents? What are the ages of your children? Child care plans? Spouses job or salary? | What are the names of relatives already employed by the company? | Title VII - Title IX |
| 10) Physical Condition | Do you have any physical disabilities? What is your handicap? What caused your handicap? What is the prognosis of your handicap? Have you had any recent serious illness? | Do you have any physical condition which may limit your ability to perform the job applied for? Do you need any special accommodations to perform the job applied for? Explain how you would go about doing the job applied for. How many days did you lose from work (or school) during the past year (or other period of time)? Do you have a temporary disability that will require absence from work for an extended period? Statements that employment offer may be (is) made contingent on passing a medical evaluation. | Handicapped Discrimination Guidelines - Title VII Americans with Disabilities Act |
| 11) Photographs | To request photographs before hiring. To take pictures of applicants during interviews. | None. Permissible to take <u>after hiring</u> for identification. | Title VII - Title IX |
| 12) Physical Characteristics | Color of Eyes, Skin, hair. | Height and weight as a bona fide job qualification. | Title VII - Title IX |
| 13) Education | Any question asking specifically for the nationality, racial or religious affiliation of a school. | Questions related to academic, vocational or professional education of an applicant including schools attended, degrees/diplomas received, dates of graduation and courses of study. | Title VII - Title IX |
| 14) Military Status | Questions related to type of military discharge. Require Discharge Certificate before hiring, determine service in foreign country. | Questions related to applicant's work history. Questions related to applicants military experience and education in the Armed Forces of the U.S. or in a state militia (U.S.) as it would relate to a particular job. | EEOC Interpretation of Title IX |
| 15) Organizations | To what organizations, clubs, societies and lodges do you belong? (See -LAWFUL INQUIRY-.) | To what organizations, clubs and lodges do you belong? Exclude those whose name or character indicates the race, religious creed, color, national origin or ancestry of its members. | Title VII - Title IX |



| SENSITIVE AREAS | UNLAWFUL INQUIRY | LAWFUL INQUIRY | FEDERAL GUIDELINE |
|--|---|---|----------------------|
| 16) Character, Arrests and Convictions | Have you ever been arrested? Data irrelevant to job. Conviction data irrelevant to job. | Have you ever been convicted of any crime? If so, when, where and disposition of case? Have you ever been convicted under any criminal law within the past five years (excluding minor traffic violations)? Any felony affecting state bonding or licensing related to job? | Title VII |
| 17) Work Schedule & Traveling | Any question related to child care, ages of children, or other subject which is likely to be perceived by covered group members, especially women, as discriminatory. | Do you have any family, business, or social obligations that would prevent you from working consistently/working overtime/traveling? | Title VII |
| 18) Relocation | Any questions related to spouse's attitudes or other subject which is likely to be perceived by covered group members, especially women, as discriminatory. | Do you have any family, business, or social obligations that would prevent you from relocating? Would you be willing to relocate? | Title VII |
| 19) Creditor/ Garnishment | Refusal to hire on basis of poor credit rating. | As job related. | Title VII |
| 20) Political Affiliation | What political party are you affiliated with? Who did you vote for in the last local/national election? | None | Title VII |
| 21) Union Membership | Do you support unions? Have you ever been a member of a union? Would you ever go on strike? | None | Title VII |
| 22) Miscellaneous | Any inquiry that is not job-related or necessary for determining an applicants potential for employment. | Statement or notice to applicant that any misstatements or omissions of significant facts in written application forms or in an interview may be cause for dismissal. | Title VII - Title IX |