

Thomas Hutka

Thomas J. Hutka, PE

1300 S. Ocean Blvd, #704
Pompano Beach, FL 33062

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REDACTED

August 10, 2020

Mayor and Assembly
Matanuska-Susitna Borough

Dear Mayor Halter and Assembly Members,

After seeing your notice on the Baker Tilly website, I am very interested in the position of Borough Manager. The challenges described fit extremely well with the skills I've built over many years in city and county government.

I have worked in literally all areas of local government administration, and developed a track record of proven management skills based on participatory leadership and professional creativity. Having worked my way up through the ranks, I also have hands-on experience in the day-to-day operations of full-service community governments, focused in support of stable growth management and sound economic development.

My portfolio of successful management initiatives has relied on fostering excellent working relationships with elected officials, citizens, employees, the news media, private business and other government agencies. Communication and consensus building are the keys to my implementing many diverse initiatives. Under my watch, complex government operations are run like efficient profitable businesses, but with respect for each individual employee and citizen. In all cases, my results-oriented successes are marked by strict but reasonable financial decisions, operational efficiency, and emphasis on quality customer service.

As you can see, I am excited about the position and the opportunity to work for the citizens of Matanuska-Susitna Borough. I look forward to hearing from you.

Sincerely yours,

Tom Hutka

THOMAS J. HUTKA, PE

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1300 South Ocean Blvd. #704, Pompano Beach, FL 33062

EDUCATION:

Harvard University, Master Public Administration (land planning, public finance).
Princeton University, BSE Civil Engineering (structural, water/wastewater).
Florida State University, Certified Public Manager program.

EXPERIENCE:

Director of Public Works: Broward County, FL

Led nine divisions of city services including Seaport Construction, Capital Projects, Solid Waste & Recycling, Facilities Management, Streets & Bridges, and Water & Wastewater Operations and Finance. Served on Climate Change Task Force, Emergency Management Leadership, Complete Streets Team, Fort Lauderdale International Airport Expansion Committee, and Convention Center/Hotel Team. All projects LEED Gold, including one of AIA's Best Ten Buildings in State. Greatly increased efficiencies and service quality, even while implementing ERP and reducing expenditures. 2009 to 2020.

City Manager: Port Huron, MI

Championed dynamic public-private partnerships to fully re-energize a great, but recently stagnant community, honored with All America City award. Implemented "Downtown Action Plan" to rebuild streetscapes, attract new investment, and reduce downtown vacancy from 40% to 8%. Innovative economic development program resulted in reducing vacancies in City-owned industrial park from 30% to 5%. Completed — with minimal neighborhood disruption — reconstruction of city's water, sewer, stormwater and street infrastructure (US-EPA's nation-wide excellence award). Enlisted the collaborative efforts of regional governments, corporate sponsors and citizen volunteers as recognized with Municipal League's Greatest Innovations award. Led management team to Thomas Edison Business Award for creating exceptional work environment. 2001 to 2006.

"Hutka Helped Port Huron to Become Better. Hutka is a leader. There is no question Hutka made a difference. He reached out to a variety of community leaders and set a standard of cooperation. The City's progress was substantial enough to win state and national recognition. On Hutka's watch . . . he did much to help the city achieve. That type of leadership is hard to find . . . outstanding city manager."

— Port Huron Times Herald

Director of Municipal Program Management: HNTB Corporation, Indianapolis

Consultant to local governments, managing capital improvement programs and enhancing funding sources. Clients included South Bend, IN (home of Notre Dame University), Town of Speedway, IN (home of the Indy 500), City of Dallas, Hillsborough County, FL and other municipalities. 2006 to 2009.

Deputy County Manager: Osceola County, FL

Directed all elements of growth management: development review, land use planning, public works, capital program, engineering, solid waste, and code enforcement for this high-growth area which includes Walt Disney World. Implemented concurrency planning and smart growth measures for Disney's Town of Celebration and other nationally-recognized sustainable developments. Many first-time initiatives: personnel management training, one-stop permitting, land development code, long-term financial planning, capital project cost/schedule controls, management information systems, parks/recreation master plan, and inaugural solid waste collection service. Extensive construction program included major league baseball park renovation, rodeo/fair complex, jail, courthouses, offices, libraries, parks and highways. 1997 to 2001.

Commissioner of Engineering and Construction: City of Cleveland, OH

Led capital re-development improvements, public works maintenance, and development review for America's premier economic renaissance. Successfully completed – on time and on budget – City's largest infrastructure program in support of major league sports facilities, Rock and Roll Hall of Fame, State Aquarium, light rail line, waterfront parks, and neighborhood revitalization. Established City's reputation for professionalism and honesty with local private industry. Nationally recognized successes based on award-winning public/private partnerships, regional government partnerships, large state and federal grants, and innovative privatization. 1992 to 1994.

Bond Rating Specialist: Standard and Poor's, New York, NY

Expert analysis of municipalities' management, budgeting and financial planning. Specialized in operation and management of public water, sewer and solid waste utilities. Experienced with entire range of public finance options. This training has helped increase bond ratings for every agency I led. 1987 to 1988.

LEADERSHIP POSITIONS:

Economic Development Alliance of St. Clair County, Executive Board Member. Downtown Development Authority of Port Huron, Board Member.
Blue Water Habitat for Humanity, Jimmy Carter Work Project, Board Chair. Port Huron Neighborhood Housing Corporation, Board Member.
Volunteer of the Year Award, MainStreet Port Huron.
Rotary Club, Board of Directors, President Elect.
United Way of St. Clair County, Annual Campaign Board Member.
United Way of Broward County, Broward County Chair.

PUBLICATIONS & PRESENTATIONS:

"Local Government Public-Private Partnerships," National Council for Public-Private Partnerships Annual Conference.

"How to Improve Your Capital Bond Rating," Training session for State of Colorado employees.

"Rebuilding Infrastructure with Public/Private Partnerships," American Public Works Association International Exposition.

"Cost Requirements of the Safe Water Act for Cities," Credit Week magazine.

"Neighborhood Conservation Policy Alternatives," for Landmarks Commission, City of Boston.

"Marketing Your Downtown for Development Opportunities," International Council of Shopping Centers Conference.

"Fundamentals of Public-Private Partnerships," American Water Works Association Annual Conference.

"Finding Funds for New Construction," American Public Works Association International Exposition.

"Twenty-One Tips for Successful Capital Projects," Public Management magazine, International City/County Management Association.

"Checking for Quality," In-house training.

"Advanced Customer Service Skills," In-house training.

Candidate Questionnaire

Name	Thomas J. Hutka	Email	REDACTED
Primary Phone	REDACTED	Secondary Phone	
Mailing Address	1300 S. Ocean Blvd. #704 Pompano Beach, FL 33062		
Education	Master Public Administration (Finance, Land Planning), Harvard University BS Civil Engineering (Structures, Water/Wastewater), Princeton University		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Director of Public Works	Director of Municipal Program Management	City Manager
Dates of Employment	9/09 — 5/20	8/06 — 3/09	5/01 — 8/06
Organization	Broward County	HNTB	City of Port Huron
Jurisdiction Population	2 million	N/A	35,000 (70,000 daytime)
Reports To (Title)	Board of County Commissioners	Roger Ward (SVP)	City Council
Entity Staff	1300	N/A	350
Entity Budget	\$500 million	N/A	\$90 million

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. Please be succinct – limit your responses to 300 words.

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

1.	<p>Why are you interested in this specific position at this specific time?</p> <p>As you can see from my resume, my entire career has been dedicated to public service. I spent the first part of my career learning professional skills with the goal of bringing advanced, in-depth technical knowledge into government. The rest of my career has been devoted to two objectives: protect the environment and serve the public.</p> <p>I was excited to see on the ICMA website that Matanuska-Susitna is looking for a new Borough Manager. I consider the position one of the best opportunities in my profession, since I know that your community is one of the very best places in the country to live and work. (By the way, I was born and raised in the Upstate New York snow belt, so I know of what I speak.) At this point in my career, I am interested in putting my management skills to work directly for a professional, reputable and forward-thinking board. I would very much like to put to use my nationally-recognized experience to cultivate community partnerships and lead Borough staff to lasting results for your great community.</p>
2.	<p>Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the Borough Manager position.</p> <p>As Director of Public Works for one of America's highest growth areas, I led 1,300 employees within nine divisions providing services typically provided by full-service local governments including: Water & Wastewater, Solid Waste & Recycling, Facilities, Capital Projects, Engineering, Highway & Bridge, and Traffic Engineering. I also served on the Climate Change Task Force, Complete Streets Team, International Airport Expansion Committee, and Convention Center Expansion/Hotel Team.</p> <p>Across my diverse career in local government, and particularly as City Manager, I have overseen all services typically provided by community governments including yours. Major team improvements and community successes were achieved in Police, Fire, Growth Management, Housing, Economic Development, Capital Program Management, Diversity Training and Team Building. I look forward to bringing this experience — and these successes — to Matanuska-Susitna.</p> <p>I have directly supervised all the departments typically found in full-service local government:</p> <ul style="list-style-type: none">PoliceFireEmergency Medical Disaster ResponseSocial ServicesHousingPlanningZoningCode Enforcement/Rental InspectionBuilding InspectionEngineeringCapital ProjectsHighway, Street and Bridge MaintenanceEnvironmental Protection

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Water/WastewaterSolid WasteEconomic DevelopmentDowntown DevelopmentParks & RecreationFacilities
ManagementReal EstateFleetParkingFinancePurchasingAccountingTreasuryAssessorInformation
TechnologyPublic InformationClerkAttorneyHuman Resources

3. Explain your approach to working with and engaging a governing body. In your response, please comment on how you balance being responsive to the collective needs of the governing body and to the needs of individual members.

Open, candid and accurate two-way communication with the Mayor and Assembly Members has to be based on the principle that there is always enough time to discuss important issues equally with all elected officials. In other words, I have and always will commit as much time as necessary to brief elected officials in both official formal meetings and one-on-one in informal discussions.

Working for many years in council-manager governments, I have always stuck to the basics: Staff, led by the Borough Manager, needs to brief the Mayor and Assembly Members so they can make well-informed policy decisions, with background information, options and recommendations. In turn, staff follows those policy decisions in implementing specific programs, projects and actions, and reports back to the Mayor and Assembly on the success of those efforts. Policy priorities and general policy direction should regularly be set by consensus in public sessions, culminating in a written official statement.

To be most effective, communication with the Mayor and Assembly on the most important issues has to take place both in public group meetings and in prior individual private conferences. When working with elected officials on their individual requests, part of the private individual discussion will include *how* to proceed with the request. Any individual requests which require a full vote of the Assembly — to meet legal requirements or for the sake of transparency — will be brought forward for group discussion, as explained during individual conferences. So, for example, “Assembly Member, we’ll have that pot hole fixed by the end of this week,” versus “Council Member, I’ll put your request to repave the entire street on the next Assembly meeting agenda with my recommendation.”

4. Expanding on your response to the previous question, what do you see as the Borough Manager’s role for contributing to the cohesion of a governing board? Give an example of when you have helped governing board members reach consensus.

The relationships at all levels of Borough government should be based on mutual respect and honesty — as best led by example from the Borough Manager and all members of staff.

One illustrative example from earlier in my career: When I started as City Manager in Port Huron, the City had never in history set policy goals, established long term budgets, properly explained their one-year budget to Council Members or citizens, nor properly adjusted taxes and fees to meet expenses. Even worse, Council and staff regularly and publicly fought with each other and themselves. A failed recall of half the City Council was led by the other Council Members and by City staff! Council meetings were five-hour screaming matches. Morale could not have been worse.

I am extremely proud of my work in that community. Not only did I help heal the many deep rifts in our team, but helped Council start positive, productive discussions of the important issues facing the City while arriving at virtually all unanimous votes. More important are the accomplishments of this great organization’s efforts. We implemented the “Downtown Port Huron Action Plan” to rebuild streetscapes, attract new construction

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investment for the first time in 30 years, and reduce commercial vacancy from 40% to 8%. Our innovative economic development program resulted in reducing vacancies in the City-owned industrial park from 30% to 5%, and the first new housing starts in some neighborhoods in over 60 years.

5. Describe your leadership philosophy. What steps do you take to cultivate trust, collaboration, and a strategic mindset among the Borough's leadership team?

Simply put, my management philosophy is based on the "Golden Rule." Having worked my way up through the ranks, I've worked for many different leaders, and have developed a strong sense of how I would like to be treated, challenged and appreciated on the job. The practice of "participatory leadership" promotes working concepts of teamwork, as well as a sense of professional accountability on a personal level. I always maintain an open door policy and actively seek out regular discussions with all stakeholders who are interested in the future of our community, including making it a practice to regularly visit every employee at their place of work.

As a result, our management team at the City of Port Huron won the Thomas Edison Business Award (Malcolm Baldrige criteria), cited for "creating an exceptional work environment."

6. As Borough Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.

I facilitate the development of an organizational strategic plan and vision, measure performance, and most importantly ensure accountability by:

- 1.) Working closely with the Mayor and Assembly Members to develop and detail overall policies and strategic priority plans,
- 2.) Developing and assigning staff targets, goals and specific action items in line with each individual department director's performance appraisal,
- 3.) Implementing cost, quality and schedule tracking controls,
- 4.) Conducting regular staff meetings to discover and resolve any difficulties through the strength of the team's diverse knowledge and collective skills,
- 5.) Locking in, reporting and rewarding accomplished goals, and of course,
- 6.) Making regular reports to the Mayor and Assembly Members and the public on our progress.

I have led professionals in literally every service provided by local government — from mechanics to accountants, and chemists to highway workers — to the highest levels of individual and team success. In several executive positions, I implemented organizations' first customer service training, first quality improvement workshops, first project management classes, in addition to many other leadership initiatives. My early training as a construction project manager taught me well the principles of professional accountability and management by exception — in short, how to get team and personal results. In short, I have almost forty years of significant tangible results in government: Under my leadership, the Strategic Plan gets done.

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7.	What is your approach to ensuring fiscal accountability and transparency? What actions have you taken in the communities you have served to maintain or improve the entity's credit rating?
	<p>Starting with my analyzing local government budgets and finance plans on Wall Street, and continuing with my teaching finance classes at national conferences, I have developed an advanced set of skills that I've applied on the job to raise bond ratings, improve service, and lower taxes and fees. In every one of my professional positions, I have led the design and implementation of cost/benefit analysis and cost/schedule controls for every project and program. Within a short time, project managers were properly trained to enforce cost, schedule and quality controls for every project, large and small.</p> <p>Activities are monitored for performance efficiency and effectiveness with the installation of ERP systems to track all expenditures. Of particular importance are our work order and task management systems. Further financial savings were found by aggressively pursuing grants, continuously reviewing and refining staff assignments, contracting for and implementing energy efficiencies, applying appropriate levels of preventative maintenance, studying repair vs. replace decisions, implementing up-to-date accounting and tracking systems, regularly training staff in quality management, rigidly enforcing cost and schedule controls, creating an enjoyable and professional work environment, and many more measures on a daily basis.</p> <p>But computer-based systems do not give the entire picture. As a manager, I have always spent most of my day, every day, visiting crews and service providers at the front lines of our work for the public. To fulfill my leadership philosophies, I have always spent many hours asking staff how I can help them do a better job.</p> <p>In preparation for my career in local government, I worked on Wall Street for Standard & Poor's rating municipal bonds. This great training experience allowed me hands-on experience in analyzing the management, budgeting, financial planning and contractual arrangements of a great many local governments, as well as a "front row seat" to the inner workings of Wall Street. As a result, I've worked to successfully raise the general obligation and revenue bond ratings for every government I've worked for.</p>
8.	What steps have you taken and what strategies have you used to develop leadership at all levels in your current and past organizations?
	<p>My greatest professional strength and accomplishment lies in the great staff teams I've helped build over the years. Their professionalism and hard work continue to improve the communities they work for. The lasting legacy of these excellent and diverse teams will bring experience, integrity and quality services to the public for many years into the future.</p> <p>In my last two government leadership positions, I rebuilt the reputation, the professional expectations, diversity and the performance of our teams at all levels by hiring, retaining, training and supporting some of the best people I've ever met. In Broward County, we found it necessary to provide extensive levels of in-house training — both formal classes and hands-on coaching.</p> <p>My early training as a construction project manager taught me well how to plan, assign and track accountability and performance on the job, particularly using the approaches of "manage by exception" and ample professional recognition. In every one of my professional positions, I have led the design and implementation of cost/benefit analysis and cost/schedule controls for every project and program. Within a short time, managers at all levels were properly trained to enforce cost, schedule and quality controls for every effort, large and small.</p>

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My knowledge and skills in personnel management are the most important facet of my abilities as an effective leader. Knowing personnel laws, understanding how to fairly treat people, as well as a certain amount of common sense and decency are key to the creation of a comfortable and efficient workplace. I am very proud of building diverse and effective teams by hiring, retaining and training the very best people. As a recent example, we've addressed a shortage of suitable applicants in the public works department with the Broward County's first successful apprentice program drawing from young people in our own community.

9. Describe the most challenging infrastructure project in which you have been involved. What factors made the project challenging and how did you address them?

I have decades of hands-on experience in all aspects of infrastructure construction: planning, design, permitting, budgeting, finance, funding, grant-writing, procurement, contract preparation, negotiation, project management, inspection, public outreach, public-private partnerships, maintenance, inter-government cooperation . . . literally all aspects. Most importantly, I know what it takes to get the public and legislative acceptance necessary to successfully start and finish large scale and complex programs.

All capital projects have their own complexities, but one in particular stands out: the complete reconstruction of *all* water lines, wastewater lines, stormwater lines, streets and Complete Street amenities in the City of Port Huron. Much neighborhood disruption, much money, and many surprises under the old streets. The work was done in concert with regular neighborhood meetings during the design and construction phases on a street-by-street basis. We did not follow a "one size fits all" design, but tailored to specific conditions in front of everyone's individual home and business. As with all City issues, my office phone number was published for anyone to call if they had questions or concerns. While this was a difficult construction program, we mitigated the worst commercial and residential disruptions and ended up with a city of beautiful streets and a much more environmentally-sound utility system.

10. Tell us about a career success where building relationships and being visible in the community figured prominently. What was your role and what outcome did you achieve?

All of the successes summarized on my resume (and many, many others) have been achieved by cultivating close partnerships between all stakeholders. I have built close professional and personal relationships based on a shared desire to serve the public with:

- Citizens and civic groups,
- Local and national businesses, including banks and utilities,
- State government including environmental agencies and Governors,
- County governments,
- City governments,
- Regional water control/conservation agencies,
- Regional planning agencies,
- Environmental organizations,
- Hospitals,
- School districts,
- Colleges and universities,
- Not-for-profit community service organizations,
- Intergovernmental coalitions devoted to environmental protection, housing, and economic development.

For example, the intergovernmental/private business/citizen partnerships I led in Port Huron were recognized by “All America City” and State Governor awards. Not only did I team up with all local stakeholder organizations, I sat on the executive boards of many community groups (as listed in part on my resume).

Our successful local economic programs were based on such innovative public-private relationships. We received both financial and technical support from local businesses, large and small, including banks, universities, service organizations, non-profit groups, commercial stores, etc. One example was our housing program where we built and rehabilitated homes in depressed neighborhoods using funds, donated materials, volunteers and advertising support from many local and national private businesses. This reinvestment in turn leveraged the first non-subsidized housing starts in decades.

Likewise, nationally recognized public/private and intergovernmental partnerships fueled the “Great Renaissance” of Cleveland, Ohio by diversifying the economy and rebuilding public infrastructure. My work with state/regional/county/city governments and private companies including Disney insured the massive growth pressures in the Kissimmee, Florida area were properly controlled and harnessed to create a highly livable and environmentally sensitive community.

11.	In the Borough Manager recruitment brochure, there is a listing of issues and opportunities for the Borough and the Borough Manager on page 4. Please succinctly describe those challenges in which you have experience and expertise, and also describe those areas that would require professional development on your part.
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- Economic Development and diversification of the tax base from the current residential and visitor economy: I have extensive experience leading diversified commercial and industrial development particularly for the City of Port Huron.
- The Assembly has decided to defer consideration of items to change the form of government to a strong-mayor form, and to move the Borough to a first-class borough under Alaska statutes, until 2021. Additionally, the Borough is examining police powers and law enforcement within the Borough, which is now largely provided by Alaska State Troopers: I have worked for both council/manager and strong mayor forms of local government, and led (and rebuilt) a local police department.
- Completion of the rail line spur from Port MacKenzie to the Alaska Railroad: As a civil engineer, I have extensive experience working with rail companies including on capital improvements and network extensions.
- Enhancements of the deep-water Port MacKenzie operations and increased revenue production, as well as expanded development in the adjacent industrial district: I have extensive experience leading large capital expansions of one of the nation’s largest seaports, and extensive experience managing and filling a City-owned industrial park.
- Growth management and funding of sustained, rapid development: I have very successfully led and steered growth management efforts for some of the nation’s highest growth areas, including Osceola County (Disney World).
- Managing school bond debt with limited to no state participation: I know how to manage bond debt very

well under any conditions from my training on Wall Street.

- **Road service area maintenance and development:** For part of my career, I have worked as a civil engineer and public works director, including responsibilities for road maintenance, road construction, and snow removal.
- **Methane gas containment in the landfill:** I have overseen the construction of new and the maintenance of old landfills — all with methane capture issues that had to be addressed.
- **Enhanced sewage treatment capacity:** Also as a civil engineer and public works director, I have extensive experience designing and operating different types of wastewater and reclaimed water treatment facilities for a number of different communities.
- **Management and delivery of services to a geographically spread and ideologically diverse population:** For most of my career, I've delivered effective, efficient and high quality services to some of the physically largest, most environmentally sensitive, highest growth, ideologically diverse, and economically diverse communities in the lower 48.
- **Potential exposure to unfunded federal mandates based on growth of population in the 2020 Census:** I worked for the City of Cleveland after their near-bankruptcy, for the City of Port Huron during the regional recession following 9/11 and Broward County during the Great Recession. In all cases, we not only continued to provide basic government services as expected by the public, but actually succeeded in rebuilding the local economy, rebuilding neighborhoods and rebuilding lives.

12.

Tell us about your involvement in a complex intergovernmental issue involving the state and other units of government.

I have worked very closely with State and Federal officials to receive special grant funds, alleviate overly-restrictive legislation, and in general advance locally desired legislative initiatives.

In Broward County, for example, we successfully convinced the Florida Legislature and Governor to reverse poorly conceived wastewater outfall rules, and achieved more than \$1 billion in savings for our citizens. In Cleveland, we received record amounts of State and Federal grants based on the success of my department's capital program and its impact on the local economy (sort of the opposite of "use it or lose it"). In Port Huron, we actively enlisted the collaborative efforts of State and regional governments, corporate sponsors and citizen volunteers, and aggressively pursued commercial and industrial investors to achieve extensive team successes. These efforts were honored with the Municipal League's Greatest Innovations award, the the National Civic League's All America City award, as well as special recognition from the State's Governor.

13.

Tell us about the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding your strengths as a professional leader and manager.

The Port Huron Times Herald printed an editorial, "Hutka Helped Port Huron to Become Better," which summarized the community's and the organization's opinion:

"Hutka is a leader. There is no question Hutka made a difference. He reached out to a variety of community leaders and set a standard of cooperation. The City's progress was substantial enough to win

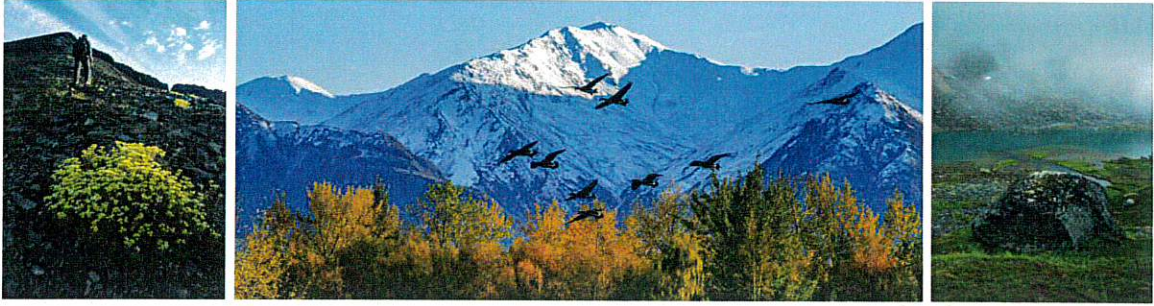
MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

	state and national recognition. On Hutka's watch . . . he did much to help the city achieve. That type of leadership is hard to find . . . outstanding city manager."
14.	<p>Describe the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding areas where you need improvement.</p> <p>One area which I continue to improve is in the area of personal expectations. In the past, I had assumed that most if not all public employees shared my strong dedication to serve their community. Over time, I have come to appreciate the wider diversity of what drives different individuals to succeed in local government, and have better fine-tuned my work to motivate each staff member on a more individual basis.</p>
15.	<p>Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.</p> <p>I have worked in and for local government my entire career: Reaching significant success in stable growth management, economic development, neighborhood redevelopment, housing, infrastructure improvement and cultural diversity in large communities and small, financially strong and poor, cities and counties providing city services, council-manager and strong mayor, North, South and Midwest. In addition to my widely diverse experiences working in government, as a student, Wall Street analyst and consultant, I have had the opportunity to explore a wide range of issues, policy options and successes facing the citizens of Matanuska-Susitna.</p> <p>I have devoted my career, my life, to to the idea that city government can do much, much more for our citizens than simply providing basic services, and have fulfilled that endeavor many times for several communities. I look forward to leading the Matanuska-Susitna Borough in maintaining the best of your great community and helping to make improvements where needed.</p> <p>I would also like to point out that I always follow strict professional ethics based on a strong moral compass.</p>
16.	<p>The stated salary range for this position is \$170,000 to \$210,900. Are you comfortable that you could negotiate within this range? If there are any concerns on your part about this situation, please elaborate.</p> <p>Yes, I could negotiate within this range,</p>

First and Last Name: Thomas J. Hutka

Date Completed: 8-16-2020

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No, never.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
No, never.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No, never.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
HNTB laid off more than half of all staff due to lack of corporate work during the Great Recession of 2009.
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
I was with Broward County for more than ten years.
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
No, never.
7. Is there anything, in your personal or professional background history that an employer could perceive as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No, nothing.
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes, I do.



Randy Robertson

I am excited about the potential of serving as Borough Manager for Matanuska-Susitna Borough and am forwarding this and my resume in application for the position.

*I am a highly experienced, tremendously successful City Manager, as well as a retired United States Army Officer and senior federal employee. With a lifetime of senior leadership and management experience; I am imminently prepared, extraordinarily qualified and truly excited with the prospect of assuming the demands of the Borough Manager's position. I currently serve as City Manager of Aberdeen, Maryland, and have held other municipal executive positions that range from City Manager of Mt. Juliet, Tennessee's fastest growing city; and City Manager of Vestavia Hills, a major suburb of Birmingham, Alabama; to **City Manager of Cordova, Alaska, the largest city on Alaska's Prince William Sound** as well as City Manager of Ashland, Kentucky, the largest city in the northeastern Kentucky. Before becoming a City Manager, I was Chief of Staff of White Sands Missile Range, America's geographically largest military community and southern New Mexico's premiere economic engine, and Chief of Staff of the Army's 2nd Signal Brigade (Europe), a strategically forward organization with community sites throughout Europe and Southwest Asia. I've managed and overseen budgetary activities ranging from \$20m to over \$500m, spearheaded public/private business and research partnerships, created progressive, highly effective economic development programs and managed the full complement of municipal services and activities.*

My portfolio reflects a solid record of advancing organizations. Most recently, as Aberdeen's City Manager I spearheaded local efforts creating the conditions for the city's selection as site of Upper Chesapeake Hospital's next campus. This just announced multimillion dollar initiative will re-purpose a never filled facility, create hundreds of new, professional jobs, and kick start peripheral development and growth across Aberdeen and the region. Other accomplishments included recognition as the top municipal award winner in a 60 community region of middle Tennessee; orchestrating Vestavia Hills largest state transportation grant; secured millions in capital to finish Cordova's decade old effort to build a municipal center and transforming theater-wide automation and communication training to support wartime operational and logistical activities. My world-class Aberdeen team has captured scarce dollars in new federal funds for the Aberdeen TOD and Amtrak Train Station, significantly grown new businesses including named franchises like Lidl's, Aldi's and Starbucks, and partnered with the Army's Aberdeen Proving Ground to bring a national advanced manufacturing and artificial intelligence headquarters to town.

I am a graduate of FEMA's yearlong National Emergency Management Executive Academy and have extensive emergency leadership and management experience that include operations during Hurricane Katrina, the historic flooding of the Cumberland River in central Tennessee, and now, this unprecedented Covidvirus-19 pandemic. I have also completed the Harvard Senior Executive Fellows program, hold three graduate degrees and two post-graduate certifications and am currently an adjunct faculty member in the University of Baltimore's MBA program. I would be looking for a salary in the \$160k per year range but am open to discussion. I am positioned to move into this role and am truly excited about the possibilities of this position. Thank you for your consideration.

Respectfully,

Randy E. Robertson

Randy Edmonds Robertson

555 Beards Hill Road
Aberdeen, Maryland 21001

REDACTED
REDACTED

Experience and Leadership Performance

City Manager

Aberdeen, Maryland

2016 - Current

COO/leader of one of Maryland's largest, most dynamic and diverse communities. Chesapeake Bay based and home to Aberdeen Proving Ground, the Army's largest research and technology platform. Strategic rail, industrial and distribution hub minutes from Baltimore, D.C., Wilmington and Philadelphia. East coast HQ for Frito-Lay and Pier One. Fitch & S&P AA+ rated. Approximately 180 staff, \$32+m budgets with \$80+m in capital assets. CELEA certified police department; regional hub for commuter and AMTRAK rail services. Community leader during the COVID-19 pandemic. Home to nationally known Ripken Field and MiLB's Ironbirds. Adjunct MBA faculty, University of Baltimore. In 2019, one of two ICMA City Managers selected to teach at the China University of Political Science & Law (Beijing, China).

City Manager: Cordova, Alaska (2013-2016); Vestavia Hills, Alabama (2011-2013); Mt. Juliet, Tennessee (2007-2011) and Ashland, Kentucky (2006-2007)

Chief Executive Officer, Cordova, Alaska. Organizational and financial leader, educator and mentor at one of America's top commercial port communities. Developed and delivered quality, cost-effective municipal services: Finance, PD, FD, Parks and Recreation, Public Works, IT, Library, Museum, Refuse, Water/Wastewater, Planning & Zoning, etc. \$20m in annual revenue and budget execution. AA+ rated. Growth & development partner with U.S. Forest Service, U.S. Coast Guard and federally recognized native tribe. Some operational & fiscal oversight of the Cordova Community Medical Center. Graduate of FEMA's Executive Academy.

First City Manager of Vestavia Hills, Alabama, a 36k residential suburb of Birmingham. Led over 250 team members providing exceptional full-service municipal activities: Finance, Economic Development, Police, Fire, Public Works, Parks & Rec, Planning & Zoning, IT and Library in one of Alabama's fastest growing cities. A \$32m annual budget, with assets more than \$75m. Secured Fitch AA+/Moody's Aa2 ratings and regionally recognized for economic development and growth. Awarded the community's largest ADOT grant to stimulate the U.S. 31 economic corridor. Achieved state-wide recognition as Alabama's "Safest City." UAB Adjunct faculty.

Mt. Juliet, TN. City Manager, TN fastest growing, "Most Business Friendly City" (2010). CEO/leader of a 200+ member team. Set the pace within City Hall and community fostering 38 consecutive months of revenue growth while developing and managing General, Capital and Enterprise budgets of nearly \$24m. Secured the region's first American Recovery & Relief Act grant of nearly \$36m to stimulate business and economic redevelopment along "Main Street." Partner in Tennessee's only commuter rail line providing safe, predictable transportation options and established the state's only rail "Quiet Zone." Constructed a regionally recognized Animal Control facility and created a tremendously successful employee health self-insured program. Adjunct at Cumberland University.

City Manager, Ashland, KY., northeastern Kentucky's largest city. Ashland is a regional economic and cultural hub with over 300k population within the commuting area. Organizational leader of nearly 300 personnel providing a full array of municipal services. Developed and managed operating and enterprise budgets of approximately \$50m and responsible for +/- \$100m in assets. Directed operations of the largest Police and Fire Departments within a 150 mile radius. Created the Ashland-Morehead University partnership expanding community academic opportunities, and spearheaded initiative to construct a multi-million dollar PD Headquarters.

Chief of Staff

U.S. Army - White Sands Missile Range (WSMR), NM

2005-2006

Chief of Staff of America's largest military community, southern New Mexico's largest employer and regional economic engine. Directly supported the Army's wartime operations in Iraq and Southwest Asia. Partnered with the Commander in leading one of the Army's premiere military organizations. Responsible for a \$500m+ budget and several billion dollars in facilities and equipment. Oversaw 11 major directorates and 31 civilian, contractor and military tenant activities. Accountable for community support services including budgetary, security and emergency

management, human resources, contract administration, health-care, IT and communications, facility development/management, logistics, recreation and legal.

Brigade Executive/Chief of Staff

U.S. Army – Europe

2001-2005

U.S. Army's Second Signal Brigade, U.S. Army Europe, Deputy Command/ CofS position. Directed operational activities of a 2k military/civilian/international staff providing communications, automation and administrative services to 27 U.S. military and diplomatic communities in Europe, Africa, and Southwest Asia (Operation Iraqi Freedom). Coached, mentored and provided professional development to the senior field grade, civilian and international staff. Accomplishments included:

- Senior negotiator to 12 international labor and trade unions
- Executed extensive upgrades in community facilities and services
- Created innovative IT distance learning training packages used across Europe and Southwest Asia
- Implemented and guided wartime operational activities providing accountability for \$1b+ in equipment, facilities and infrastructure

United States Army Officer (Retired)

Education

- | | |
|---|--------------------------------|
| - Diploma, Advanced Graduate Studies in Education | Boston University |
| - Diploma, Advanced Graduate Studies in Healthcare Admin | Central Michigan University |
| - Master's Degree in Urban Planning | The Johns Hopkins University |
| - Master's Degree in Public Administration | Western Kentucky University |
| - Master's Degree in Strategic Planning | United States Army War College |
| - Certificate, FEMA Emergency Mgt. Executive Academy | FEMA/Harvard/TX. A&M |
| - Harvard University Senior Executive Fellowship | Harvard University |
| - NATO Staff Officers College | Brussels, Belgium |
| - Certificate, Business Administration | Belmont University |
| - Diploma, International City Mgrs Association Senior Executive Institute | University of Virginia |
| - Dept of Defense Exec Leadership & Mgt Program | Washington, D.C. |
| - International Personnel Mgrs Assoc Senior Program | Washington, D.C. |
| - Syracuse University Resource Managers Program | Maxwell School at Syracuse |
| - Diploma, U.S. Army Command & General Staff College | Ft. Leavenworth, KS. |
| - Bachelor's Degree | Western Kentucky University |

Job-Related Skills, Awards & Professional Affiliations

- | | |
|--|---|
| - International City Mgrs Association | - Secondary Teaching Certificate (KY) |
| - International Personnel Managers Association | - U.S. Army Legion of Merit & 2 Civilian Svc Awds |
| - AK Region Salvation Army Advisory Bd. | - WKU Masters of Public Admin Advisory Board |
| - Awarded Mt. Juliet and Cordova Key to the City | - Eagle Scout |
| - Greater Birmingham Regional Planning Commission | - Nashville Transit Alliance Academy |
| - Board (ex-officio) Cordova Community Medical Center | - Military Officers Association of America |
| - Prince William Sound Reg Dev Board of Directors | - American Legion |
| - Former Director, University Medical Center, Lebanon, TN. | - Maryland Municipal League |
| - 2018 ICMA Conference Planning Committee (Baltimore) | |

Adjunct Faculty/Instructor

ICMA appointed instructor at the China University of Political Science and Law (Beijing, China)

University of Baltimore (current): MBA (organizational leadership and negotiations)

City Colleges of Chicago (Sociology)

University of Maryland European Division (graduate level Management & Leadership)

Georgia Military College (History)

Central Michigan University (graduate level Health Care Administration)

Ohio University (Government)

Cumberland University (graduate level Project Management)

University of Alabama at Birmingham (graduate level Administration & Management)

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

Candidate Questionnaire

Name	Randy E. Robertson	Email	REDACTED
Primary Phone	REDACTED	Secondary Phone	REDACTED
Mailing Address	555 Beards Hill Road, Aberdeen, Maryland 21001		
Education	BA, MPS, MS, MA, CAGS in Education, CAGS in Healthcare Admin (Certificate of Advanced Graduate Studies)		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	City Manager	City Manager	City Manager
Dates of Employment	June 2016 - current	August 2013 - June 2016	Dec 2011- May 2013
Organization	City of Aberdeen, MD.	City of Cordova, AK.	City of Vestavia Hills, AL
Jurisdiction Population	17k	3-6k (seasonal)	28k
Reports To (Title)	Council	Council	Council
Entity Staff	Approx. 175	Approx. 65 +PT	Approx. 215
Entity Budget	32m	\$13m	\$37m

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. Please be succinct – limit your responses to 300 words.

1.	Why are you interested in this specific position at this specific time?
<p>At the pinnacle of my local government career, the possibility to joining the Mat Su leadership team is an unparalleled opportunity for me to share the institutional insights, experiences, skills and abilities acquired over 40 years with others to help continue moving a wonderful community and people forward.</p> <p>I am entering my fifteenth year of municipal leadership, all at the helm of cities of various sizes and capabilities from Alabama to Alaska. This is complimented by three decades federal experience including leading two of the Army's largest military communities. The opportunity to serve as Mat Su's Borough Manager is the truly rare collision of chance, opportunity and decades of professional preparation to fulfill</p>	

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

	the selfless servant concept in which I so strongly believe, in a place and with a people I deeply respect and admire.
2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the Borough Manager position.
	<p>While a smaller service area, than Mat Su, my present responsibilities as Aberdeen, Maryland's City Manager parallel those of the Borough Manager. Also, as reflected above, I have served as City Manager in five (5) different, highly distinct municipalities across the United States. In each position, I was ultimately responsible for and held accountable to ensure the most optimal, efficient services possible were provided to the community. Police, fire, EMS, public works & engineering, museums, water, wastewater, financial, libraries, parks & recreation, administrative, information technology, housing, social and outreach services are or have been part of my management portfolio. Likewise, I served as the installation Chief of Staff for the Army's 2nd Signal Brigade (Europe) and White Sands Missile Range in the last half decade of my military and federal career. My duties and responsibilities in both positions of communities with tens of thousands of constituents scattered across thousands of miles closely mimicked those of the Borough Manager.</p>
3.	Explain your approach to working with and engaging a governing body. In your response, please comment on how you balance being responsive to the collective needs of the governing body and to the needs of individual members.
	<p>The goal is to listen more than you speak and yet to overcommunicate. More specifically, in every community I've been City Manager, I've used an age-old Army tool (i.e., the "Unit Report") as a critical component in communicating with each member of Council. This email usually consists of 6 to 10 paragraphs outlining notable FYI's, status briefs of major issues, and personal kudos about the team. This are the things I believe Council wants/needs visibility of and are principally comprised of the components from the "Weekly Update" collected from each Department Head. It is a tried and true method the Army has used for decades, and is the same content transmitted to each Council member in real time . . . what I tell one Councilor is the same I tell all.</p> <p>Recognizing each council is different and has different interests and passions, I encourage and routinely meet with any member who wishes every few weeks to discuss issues they desire. I also facilitate semi-to-annual goal setting sessions with Council and senior staff. I'm a believer that the things principally important to community leaders are the things that are funded and measured. In that context I strongly believe in measuring performance and hone-in on that objective with those who work for me. Below is a link to the latest measures for the City of Aberdeen, published for Council and posted to our community on the city's homepage. It's a large file, so if you open it may take time to appear:</p> <p>https://www.aberdeenmd.gov/sites/g/files/vyhlf4101/f/uploads/coa_metrics_report_july_2020.pdf</p>
4.	Expanding on your response to the previous question, what do you see as the Borough Manager's role for contributing to the cohesion of a governing board? Give an example of when you have helped governing board members reach consensus.
	<p>I see the Manager at the hub of spokes comprised of Council, staff, citizens, and constituencies. At the focal point, the Manager assimilates and sorts through information and data, to ensure time, attention, energy, and resources are appropriately allocated. Thus, in a metaphorical sense, the Manager is the lubricant between all the moving parts that allows it to work.</p>

Possibly the most telling example in this case, involves my role as Cordova's City Manager, in completing the long stagnant Cordova Center project in 2016. As Cordova's new CM, most of the City Council challenged me with their number one goal to complete the Cordova Center. The Center was a multi-million-dollar, all-purpose community facility and new City Hall. Progress on the project had literally stopped due to factors that ranged from acrimony between some on Council, acrimony within a segment of the community, threat of litigation, and gross underfunding. A near two-decade evolution from concept to construction was imploding in real time through a "perfect storm" of challenges besetting the project.

Employing a traditional project manager outline we started with addressing a core issue of the city's bidding process. Next, with Council's support, we negotiated a release from the existing contract. A new vendor for the project's Phase Two was hired along with finding a first-class Professional Engineer, the first ever for Cordova, to spearhead architectural and engineering processes. We partnered with the Rasmussen Foundation for a capital funding campaign, and through teambuilding, advocacy, and consistency of messaging revamped media initiatives to build public support. Rigorous in-process reviews with all major stakeholders were set and zealously monitored, and we publicly celebrated completion of major milestones. In 2016, the new Cordova Center opened, sometimes known as the "Jewel of Alaska's Prince William Sound." Background at: <https://cityofcordova.net/government/harbor/84-cordova-center/101-cordova-center>
Pictures at: <http://www.thecordovacenter.com/>

5. Describe your leadership philosophy. What steps do you take to cultivate trust, collaboration, and a strategic mindset among the Borough's leadership team?

My leadership style is an amalgam of my personality, training, and life experiences. Those ingredients come together in a blend that's more discrete components than general philosophy. Residing on a belief that as a leader, I am called to serve others, a few key components are:

- Never forget that I have been planted in a location for a reason, and the reason is not me.
- It's all about trust and integrity; those ingredients are my "capital" in trade as a leader.
- Leaders are visible and accessible.
- Always look for opportunities to increase my own emotional intelligence. My "fluency" with discriminating between emotions, and accurately understand them is a leadership "force multiplier."
- Good leaders manage up while leading down and across. As a Borough Manager there are many constituencies and stakeholders. My leadership needs to be visible from every direction.
- Demonstrate but balance confidence with humility.
- Again, it starts with rock solid integrity and building trust.
- Celebrate even little victories; encourage prudent risk taking and understand we learn from failure.

These are not concepts held in isolation but grounded on the understanding that effective collaboration leading to a results-oriented environment is cultivated with diversity of person, opinion, and expression.

6. As Borough Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.

As reflected, a tool I have used for many years is a "Weekly Update" from each Department Head. While there have been instances where it may take additional time and energy to develop a good rhythm in reporting, when there's challenges I've been successful in demonstrating how the programs and elements we measure are, not surprisingly, the things that are important to a community and Council. Again, see Aberdeen's just published "City Metrics Report" at:

https://www.aberdeenmd.gov/sites/g/files/vyhlif4101/f/uploads/coa_metrics_report_july_2020.pdf

There are also a host of techniques and tools I use to not only keep abreast of Department Head initiatives and goals, but with efforts, queries or taskings from inside and out of the organization. As noted in Question 4, there's various "off the shelf" program/project management apparatuses that are easily available and affordable if not free. There are calendar creator tools, tracking by the administrative staff and even old fashion "suspense files" that can all monitor goal progression. One tool I am fond of is developing "contracts" between the Manager and each person I supervise to quarterly discuss individual and organizational goals. Over time, this process becomes a collegial, give-and-take medium to spend time with each person on the team discussing where they've been and where they are going. We do a jointly developed, hand-written summation, each of us sign it and have our own copies. It often becomes a foundation for coaching and counseling as the individual and the organization moves along the continuum from "good to great." We also have regularly scheduled staff meetings to share information and coordinate activities amongst department heads.

7.

What is your approach to ensuring fiscal accountability and transparency? What actions have you taken in the communities you have served to maintain or improve the entity's credit rating?

Thorough review and analysis of day-to-day business practices is often an easy place to begin. From analyzing the cost of police patrol patterns and drug formularies of the city's insurance provider, to vendor payment processes and web-based securities for on-line payments, virtually every local government process involves resources, and thus constant review to ensure accountability and transparency. Likewise, the annual audit is a prime source for all leadership for periodic reviews throughout the year.

Other initiatives towards greater fiscal accountability and transparency include establishing a Citizen's Advisory Board of financial subject matter experts. The Board, (leading local bankers, financial advisors, and University level economist), has been extraordinarily helpful in crafting investment strategies, internal financial and acquisition policies and reviewing pension positions and operational procedures.

We ensure our budget development is conducted through open, community-wide processes, and whenever possible, budgetary charettes held across the community. In Aberdeen, we've also been recognized by the Maryland Municipal League for our homepage displaying a "cartoon-like" graphic tracking where the citizens tax dollars go. As a result of these and other similar initiatives, Aberdeen has won the Government Finance Officer's Award (GFOA), the nation's highest accounting award, every year since I have been Manager. I believe your auditors are professional "force multipliers" to enhance the city's fiscal accountability and transparency. They should be actively engaged and challenged to identify process improvements or material weaknesses within your financial management process. Use your auditors not only for a perfunctory statutory requirement, but as competent, qualified, and experienced subject matter experts there to assist you in assuring sound business management practices are in place.

The City of Aberdeen has an AA+ bond rating from Fitch. This moved up from AA during my tenure. See: <https://www.aberdeenmd.gov/home/news/city-of-aberdeen-receives-aa-bond-rating>

8.	<p>What steps have you taken and what strategies have you used to develop leadership at all levels in your current and past organizations?</p>
<p>I enjoy Dr. Jim Collins' work and concepts he outlined in "Good to Great." If selected, I will approach leadership development in a similar manner Collins provides that has proven successful in the communities serve. Quite simply, I invest in and grow people.</p> <p>I share Collins' premise that the overwhelming majority of Mat Su's staff are competent and dedicated. They want to be value added; they want to contribute. My task is to assess their capabilities, skills, and passions, to determine how I can contribute to their success. My time and energy are to share insights from my experience to help move from "good" towards "great." The breadth of my education, training, and experiences have been instrumental in facilitating personal and organizational growth, both up and down the hierarchy. As Collins observes, few are "great", but through smart, responsive, flexible leadership I've successfully moved organizations towards greater achievement.</p> <p>Operationally this involves ascertaining what's the organizational purpose, vision, and goals. Questions like why Mat Su; what's your role in our success: and what value do you bring to the organization are crucial. Although all Borough employees, do we view ourselves as public servants? It's intriguing how often someone doesn't understand their role, function, and potential within the organization.</p> <p>The key to this process is ensuring the relationships I develop with staff, Council and citizens are built on a rock-solid foundation of integrity, fairness, and trust. This takes time and energy and grows with understanding their motivation; inquisitiveness; and ability to deal with change and ambiguity. Lastly it bears repetition, the processes success is contingent on active listening. I believe the adage "people don't really care how much you know until they know how much you care." My record as a leader reflects embracing this philosophy to "cultivate excellence" wherever I've been.</p>	
9.	<p>Describe the most challenging infrastructure project in which you have been involved. What factors made the project challenging and how did you address them?</p>
<p>As manager of five communities, each had a significant infrastructure project. Three memorable ones all involved widening the principal arterial highway that served the city. In Mt. Juliet it was SR 171, Mt. Juliet Highway; in Vestavia Hills it was U.S. 31; and recently SR 22 in Aberdeen from Aberdeen Proving Ground to I-95. Each involved extraordinary coordination with local, state, and federal officials, contractors, and the community. Each consisted of extensive financial and manpower resource management and uncommon marketing and public outreach efforts.</p> <p>While those were notable, the most challenging project I've led was completion of the Cordova Center. As outlined in Question 4, as Cordova's new City Manager, the Council tasked me to lead a project that was essentially DOA. Designed as a multi-million-dollar, all-purpose community facility and new City Hall, progress had literally stopped. Various Council members and a sizeable portion of the community had soured on the project, and funding was non-existent. The City traded threats of litigation with the contractor, and there was a shroud over the entire project. A near two-decade evolution from concept to construction was imploding in real time.</p> <p>We started by addressing the city's bidding process, and with the Council's support negotiated a release from</p>	

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

the existing contract. A new contractor secured, the City hired its first Professional Engineer and partnered with strategic state and national officials and the Rasmussen Foundation to create an extensive capital funding campaign. Throughout the project we had a laser focus on teambuilding, advocacy, and consistency of messaging in our media initiatives. Rigorous in-process reviews with all major stakeholders were done and zealously monitored, and the team publicly celebrated completion of major milestones. It was an extraordinary effort drawing on every basic component of leadership and management, but well worth it. Pictures at: <http://www.thecordovacenter.com/>

10. Tell us about a career success where building relationships and being visible in the community figured prominently. What was your role and what outcome did you achieve?

At the price of redundancy, the Cordova Center was again the most memorable initiative I've led where building solid relationships was the indelible difference. However, recently Aberdeen was selected as site of the new Upper Chesapeake Medical Center (UCMC) hospital campus. Through a long, convoluted process, the leadership of the Medical Center had determined they could no longer work with officials of a near-by city for a major expansion of the hospital. In concert with County and City leaders, we developed close, professional relationships with UCMC officials and their Board to "fast track" the permitting and building process. Over the next two decades the new UCMC campus is projected to be near a \$1b project, right in the heart of Aberdeen, bringing unprecedented peripheral growth in local housing, retail, and social services.

11. In the Borough Manager recruitment brochure, there is a listing of issues and opportunities for the Borough and the Borough Manager on page 4. Please succinctly describe those challenges in which you have experience and expertise, and also describe those areas that would require professional development on your part.

At the helm of 5 cities, and after three decades of federal leadership including senior positions, examples of my experience in important upcoming Mat Su issues include:

- Growing each community by spearheading economic development initiatives bringing major national franchises including Aldi's, Wendy's, Dick's, Home Depot, Ace Hardware, and more including local entrepreneurial businesses. Developed and administered TIF, PILOT and façade grants.
- In 2017, worked with the Aberdeen Council on charter changes to the City Code changing the responsibilities of the Mayor, Council and Manager.
- Partnered with private ownership of the Music City Star commuter railroad serving downtown Nashville and state/federal authorities developing Tennessee's first "Quiet Zone" rail line.
- With the Cordova Port Commission and Council, spearheaded major improvement to Cordova's port supporting one of America's top commercial fishing communities.
- Partnered with five City Councils ensuring optimization of staffing standards to successfully meet community demands. Coordinated large scale personnel changes in lieu of budgetary challenges associated with CV-19.
- Coordinated bonding initiatives in all communities I've managed. Just last week directed an Aberdeen Council approved infrastructure bond refinancing initiative that will save over \$200k in the next decade. While a couple of the Councils I've served have financial oversight of the schools, I have not experienced issuance of a school bond.
- I've had oversight of road building and maintenance in each community I've managed. I've also been responsible for development and/or improvements to WWTP's in four communities. Undertook major improvements to Cordova's water treatment plant treating surface water with ultraviolet light.

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

	<p>- As Chief of Staff of White Sands Missile Range (WSRM), I was responsible/accountable for community services within the nation's largest military installation. WSRM is roughly the same size as the State of Rhode Island with locations hundreds of miles apart.</p>
12.	<p>Tell us about your involvement in a complex intergovernmental issue involving the state and other units of government.</p> <p>The most recent effort to being a hospital to Aberdeen is a good example of my experience in intergovernmental coordination. Aside from the interfaces with Upper Chesapeake hospital authorities, this initiative required interaction with our "sister" city, where the current hospital is located to help them craft a positive glidepath for new uses of the existing campus. We also had to coordinate with County Health and State of Maryland authorities regarding transfer of beds and facility security issues, State Highway authorities to develop supporting transportation plans, and even federal authorities since Aberdeen has a local DoD hospital serving large portions of the surrounding communities.</p> <p>As City Manager, I was again at the hub of these various spokes. From working with the Chair of the Planning Commission on necessary variances and coordinating internal staff work for building, infrastructure and environmental issues, to coordinating with County and State authorities on elements from road closures and traffic patterns, to aerial over flight and noise challenges with air evacuations, my role was to serve as a clearing house, expeditor and facilitator to move this project towards completion.</p>
13.	<p>Tell us about the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding your strengths as a professional leader and manager.</p> <p>Possibly the most relevant response to this question is what I believe you would find in the consistency of the feedback I've received from Councils, Generals, Mayors, Senior Executive Service, and media officials from across the globe. This consistency is built on and framed around my rock-solid ethics and integrity.</p> <p>The feedback would speak to a change agent who is not content with delivering "average" programs and services. Across the board, it would speak to a self-effacing individual and leader who is mission and goal focused, but well recognizes the privilege and responsibility of leadership. It would collectively speak to personal humility and loyalty, and a keen understanding that without people, diversity, and risks there can be no organization or success. Possibly most important, this cumulative record would reflect to making organizations better than he found them. Of being value added, and a selfless public servant.</p> <p>And "yes", while there are absolutely those who would opine their personal disapproval of me; few can or will legitimately say that I have not made a positive impact in any organization or community where I've served.</p>
14.	<p>Describe the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding areas where you need improvement.</p> <p>Some would speak to my impatience. That may be true, but I believe there needs to be a sense of urgency with serving the public. A few may speak to a perception of micro-managing. Again, while that may be true, I feel those things that are done well are what you check and measure. I profess to be a hands-on leader, but having been responsible for tens of thousands, and hundreds of millions of dollars, I offer that in this digital age, with much emphasis on email and tweets rather than face-to-face dialogue and interaction, success often lies with blending the two.</p>

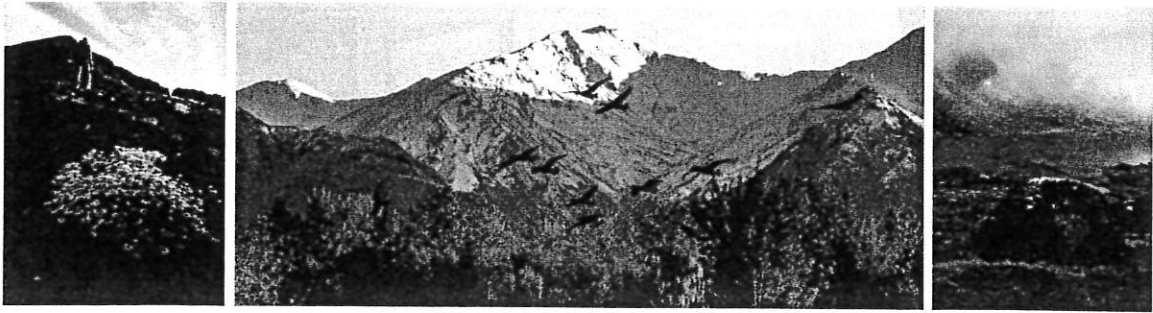
MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

<p>Finally, some would critique some elements of my time management. I believe in the power of storytelling. I also believe that the breadth and depth of my personal and professional experiences are exactly what would make me a very good (. . . and working on great) Mat Su Borough Manager. So, there's usually a method to telling a story, and once in a while that's not a process that should be rushed.</p>	
15.	<p>Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.</p>
<p>I have served as an Adjunct instructor at several graduate schools both in the United States and Europe teaching organizational management and behavior, leadership, project management, and related subjects. I am currently adjunct at the University of Baltimore in their MBA program. I have held positions at University of Alabama at Birmingham, Ohio University, University of Maryland University College (Germany, Belgium, and NL), and Central Michigan University.</p>	
16.	<p>The stated salary range for this position is \$170,000 to \$210,900. Are you comfortable that you could negotiate within this range? If there are any concerns on your part about this situation, please elaborate.</p>
<p>Yes</p>	

First and Last Name: Randy E. Robertson

Date Completed: 13 August 2020

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
No
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
No
7. Is there anything, in your personal or professional background history that an employer could perceive as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes



Janette Bower

Janette M. Bower

15819 388th St

Menahga, MN 56464

REDACTED

August 6, 2020

Matanuska-Susitna Borough
Mayor and Assembly Members
350 E Dahlia Avenue
Palmer, AK 99645

Thank you for the opportunity to introduce myself and for taking the time to review my qualifications for the position of Borough Manager. I currently serve as the Wadena City Administrator and believe I possess the knowledge and expertise to serve as the Borough Manager.

I have served in local government for 20 years, 16 of those years in Alaska. I am a well-rounded individual that truly loves local government and I possess an approachable leadership style that fosters teamwork to accomplish goals.

I am also a realist and understand you may question my experience regarding the size of the municipalities I have served. Please be assured that while the municipalities are smaller in size, the same thread runs through both small and large municipalities', with less staff and resources in smaller municipalities to address the needs. The lack of resources can be viewed as a negative but I believe it actually created a positive in the fact that it lends itself to providing a great deal of hands-on, frontline, experience for me.

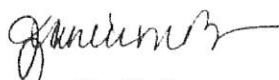
In each of the communities I have made it my goal to be a part of the community. By immersing myself in the community I am not only able to learn the needs but to experience them as well. I also believe this immersion has created a sense of community trust and awareness that I know and understand what is going on.

Throughout my career I have demonstrated my ability to maintain a neutral political stance. I believe everyone has a right to their stance and it is my duty to remain neutral and to complete my work according to the established policies, procedures, municipal code, statutes, and assembly directives.

Please note that although I am currently in Minnesota, my husband and desire to return to Alaska. Six of our 8 children live in Alaska. Fourteen of our 18 grandchildren live in Alaska. Relocating to Alaska will not be an issue.

Thank you for your time. I look forward to meeting with you to further discuss my experience.

Sincerely,



Janette M. Bower

Janette M. Bower

15819 388th St • Menahga, MN 56464 •

REDACTED

Fundamental Strengths and Principles

Highly skilled individual with over 20 years of local government experience, including 16 years of specific Alaska local government experience. Passionate about creating a collaborative atmosphere that is inclusive and accomplishes the organization's goals. Proficient and responsive to change. Natural leader with an approachable leadership style.

- ✓ **Passion for public service**
- ✓ **Communicate and collaborate**
- ✓ **Create and work within a team environment**
- ✓ **Critical thinker**
- ✓ **Budget Management**
- ✓ **Responsible and responsive**
- ✓ **Accurate work product**
- ✓ **Organized**
- ✓ **Progressive and visionary**
- ✓ **Skilled negotiator**
- ✓ **Approachable with a good sense of humor**

Professional Work Experience

City Administrator, City of Wadena, Minnesota

May 2018 to present

- Direct and perform the actual day-to-day supervision and control of the administrative affairs of the city.
- Coordinate enforcement of all laws of the State of Minnesota and City of Wadena Municipal Code provisions.
- Prepare all city council legislation (legal documents) for city council adoption to ensure compliance with federal, state, and local laws.
- Prepare for City Council adoption, a single, consolidated budget including statements related to projected revenue, proposed sources of revenue and all expenditures and obligations incurred by the City in the upcoming fiscal year.
- Exercise control over the fiscal expenditures of all departments and divisions of the City. Monitor the expenditures and receipts of all departments against approved budgets and takes any needed remedial action.
- Ensure effective systems are implemented for cash flow management and appropriate investment of surplus funds.
- Prepare and monitor all capital improvement plans.
- Oversee all capital improvement projects and service programs, from inception to completion ensuring the project is within budget and all contracts are in order.
- Manage and oversee all grant projects including writing grant applications and submitting required reports.
- Manage and supervise all City departments and operations.
- Write and establish administrative policies and procedures necessary to ensure the proper and efficient operation of all departments and divisions of the City.
- Issue administrative orders consistent with state law, city code provisions, and council policy.
- Supervise and manage local elections in accordance with prescribed laws and regulations.

- Serve as the City's personnel officer and administers personnel functions within established policies and procedures. Direct the evaluation of employee performance and recommends hiring, promoting, demoting, and discharging employees.
- Serve as the City's representative for all negotiations with the City's recognized bargaining units and oversee contract administration.

City Administrator, City of Menahga, Minnesota

April 2016 to May 2018

- Directed and performed the actual day-to-day supervision and control of the administrative affairs of the city.
- Coordinated enforcement of all laws of the State of Minnesota and City of Wadena Municipal Code provisions.
- Prepared all city council legislation for city council adoption to ensure compliance with federal, state, and local laws.
- Prepared for City Council adoption, a single, consolidated budget including statements related to projected revenue, proposed sources of revenue and all expenditures and obligations incurred by the City in the upcoming fiscal year.
- Exercised control over the fiscal expenditures of all departments and divisions of the City. Monitored the expenditures and receipts of all departments against approved budgets and took any needed remedial action.
- Ensured effective systems were implemented for cash flow management and appropriate investment of surplus funds.
- Prepared and monitored all capital improvement plans.
- Oversaw all capital improvement projects and service programs from inception to completion ensuring the project were within budget and all contracts were in order.
- Managed and supervised City departments and operations.
- Wrote and established administrative policies and procedures necessary to ensure the proper and efficient operation of all departments and divisions of the City.
- Issued administrative orders consistent with state law, city code provisions, and council policy.
- Supervised and managed local elections in accordance with prescribed laws and regulations.
- Served as the City's personnel officer and administered personnel functions within established policies and procedures. Directed the evaluation of employee performance and recommends hiring, promoting, demoting, and discharging employees.

City Clerk, City of Palmer, Alaska

July 2003 to April 2016

- Served as staff to the city council.
- Served as the City's Records Manager which consisted of development of the City's retention schedule, provided training for department records coordinators, and ensure compliance with the retention schedule.
- Prepared and reviewed council legislation for accuracy and content prior to council action.
- Maintained the Palmer Municipal Code.
- Wrote and proposed amendments to the City Charter for council adoption and voter ratification.
- Supervised and managed local elections in accordance with prescribed laws and regulations.
- Prepared and defended the city council and city clerk's budgets.
- Prepared agendas and council packets.
- Ensured compliance with the Open Meetings Act.
- Developed and maintained database of council legislation.
- Served as parliamentarian.
- Responded to public information requests.
- Developed and maintained the City's website.
- Developed and maintained the City's social media sites.

City Clerk, City of Bethel, Alaska

May 2002 to June 2003

- Served as staff to the city council.
- Served as the City's Records Manager which consisted of development of the City's retention schedule, provided training for department records coordinators, and ensure compliance with the retention schedule.
- Prepared and reviewed council legislation for accuracy and content prior to council action.
- Maintained the Bethel Municipal Code.
- Supervised and managed local elections in accordance with prescribed laws and regulations.
- Prepared and defended the city council and city clerk's budgets.
- Prepared agendas and council packets.
- Ensured compliance with the Open Meetings Act.
- Developed and maintained database of council legislation.
- Served as parliamentarian.
- Responded to public information requests.
- Developed and maintained the City's website.
- Served as passport agent.

Education

Graduated from Magic City High School, Minot, ND – 1983

Griffin Business College – 1985-1987

Eighteen years of continuing education courses to obtain Master Municipal Clerk (MMC) and International Institute of City Managers – Credential Manager (IIMC-CM). These course include, but not limited to, federal, state, and local laws, human resources, management, and contract and budget management.

Candidate Questionnaire

Name	Janette Bower	Email	REDACTED
Primary Phone	REDACTED	Secondary Phone	REDACTED
Mailing Address	15819 388 th St Menahga, MN 56464		
Education	High school, some college. ICMA Credentialed Manager		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	City Administrator	City Administrator	City Clerk
Dates of Employment	May 2018 to present	April 2016 to May 2018	July 2003 – April 2016
Organization	City of Wadena	City of Menahga	City of Palmer
Jurisdiction Population	4,100	1,200	6,200
Reports To (Title)	Mayor and Council	Mayor and Council	Mayor and Council
Entity Staff	135	35	125
Entity Budget	\$52,000,000	\$7,900,000	\$98,000,000

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. Please be succinct – limit your responses to 300 words.

1.	Why are you interested in this specific position at this specific time?
I am interested in this position because I possess the qualities the Borough needs at this time. I am passionate about local government and the role it plays within a community. I believe now more than ever, the Borough needs a manager who will lead by example, emphasizing and demonstrating the importance of serving the constituents. I have the ability to lead and desire to support all employees and the Mayor and Assembly Members in their desire to not only maintain, but improve Borough services.	
2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the Borough Manager position.
I am responsible for the management of all city services and employees. Please refer to my resume for more specific information on these responsibilities. These responsibilities have stretched and matured me into a	

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

	leader who can handle the pressures of local government. I understand the importance of “putting out fires”, while maintaining the course set by the governing body. I have demonstrated experience effectively managing the City through an immediate crisis, while maintaining communication with county and city officials, and city employees.
3.	<p>Explain your approach to working with and engaging a governing body. In your response, please comment on how you balance being responsive to the collective needs of the governing body and to the needs of individual members.</p> <p>I believe communication is key. I believe in communicating the same information to all members of the governing body so that all members are “in the know”. I currently send out a weekly email informing the council of the week’s events. The email is not written as a way to gain consensus but as a way to inform the body of issues as they arise. Please note that the emails are always sent with the Open Meetings Act (Open Meeting Law in Minnesota) in mind. Each member knows that my door is always open to them and that I desire to hear from each of them. I desire to know what is going on in the community from their perspective.</p>
4.	<p>Expanding on your response to the previous question, what do you see as the Borough Manager’s role for contributing to the cohesion of a governing board? Give an example of when you have helped governing board members reach consensus.</p> <p>I have always felt it is the Manager’s job to make the governing body look good. I know that sounds cliché but I believe it is important to provide the body with as much thought-out and prepared information as possible. I believe providing the information allows the body to enter into the decision-making process more smoothly and confidently. And I believe when the public observes the body in thoughtful discussion, the public is more confident in the body.</p> <p>During a meeting which included council adoption of a development agreement, the council struggled with a portion of the language because it deviated from previous language. I took the time to explain the developer’s side of the language and the city’s side. Being very well versed on the subject and taking the time to answer all of the questions, I gained the council’s consensus.</p>
5.	<p>Describe your leadership philosophy. What steps do you take to cultivate trust, collaboration, and a strategic mindset among the Borough’s leadership team?</p> <p>My leadership philosophy involves making and keeping my commitments. I believe in a high degree of integrity and place value on being truthful and trustworthy. I am optimistic by nature and believe in others and sincerely desire for them to succeed.</p> <p>Regarding the Borough’s management team, I have to believe that each have been selected because they have the qualifications to lead their departments. I would meet with each member to learn what they do and how they do it. I am not necessarily looking for the mechanics of what they do but for their management style and philosophy. Learning this information allows me view what “makes them tick”. Learning this information allows me speak to them in their language and shows them that I respect what they do. Once I have learned each leadership team’s style, I would hold weekly meetings with the team. During these meetings, I use the information to highlight successes and strengths to create a team that not only desires to work together but supports one another.</p>

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

6.	As Borough Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.
My approach is to meet with them weekly, more if needed, for an update. During the update, my expectation is that each department head understands that he or she is to come prepared with the information and to also be prepared to work through any issues.	
7.	What is your approach to ensuring fiscal accountability and transparency? What actions have you taken in the communities you have served to maintain or improve the entity's credit rating?
<p>I believe that a municipality's funds are given to the municipality by the citizens, for the citizens' benefit. With that in mind, I believe information regarding expenditures should be open to the public at all times. In my current municipality, an accounting of all revenues and expenditures is provided to the city council on a monthly basis. This report is a public document and distributed to anyone who asks for it.</p> <p>Regarding the entity's credit rating, last year my current municipality had an urgent need to replace aging public works equipment and a fire truck. Ultimately, we bonded for the funds because our rating allowed us to capture a very good interest rate and we had the ability to make the debt payment. This year we considered an additional bond. However, while we still maintain our credit rating, I expressed concerns regarding the additional debt dropping our rating and due to the uncertainty caused by COVID, my recommendation to the council was to not bond for the equipment. The council accepted this recommendation.</p>	
8.	What steps have you taken and what strategies have you used to develop leadership at all levels in your current and past organizations?
As expressed by my leadership philosophy, I believe in others. This belief allows me to see the potential throughout an organization. Working with department heads, employees have been provided with the opportunity to attend leadership academies and other trainings to foster their growth.	
9.	Describe the most challenging infrastructure project in which you have been involved. What factors made the project challenging and how did you address them?
<p>There is one hospital in Wadena – Tri-County Health Care (TCHC). Built in 1925, the hospital has over 450 employees.</p> <p>The hospital administrator approached me about building a new hospital, an \$81,000,000 project. The project was doable, what became complicated were requests made by TCHC. TCHC requested the City work with them to find a location within the City that could provide them with City services. Quickly it became evident that the best location was just outside our City limits. The location was complicated by the fact that it was in another county and the City did not have utility services to the property. (Note: Wadena is split between two counties. They are each very different from one another.)</p>	

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

I worked through the process to complete an annexation but along the way, TCHC decided the City should pay for all of the utility infrastructure; the cost was \$3,000,000. I explained to them that the City, as local government entity is 100 percent tax payer funded and does not fund private infrastructure.

In addition to providing water and sewer, the City provides electric service within the City limits. When a city expands their corporate boundary, the city is permitted to expand their electric service territory to match the corporate boundary. There is a buyout provision for the territory that is passed on to the new development. TCHC pushed back on the buyout provision.

To ensure we were on the same page, I created a Developers Agreement which delineated who paid for what. The council agreed that before the annexation could be completed, the hospital had to enter into the Agreement. This took four months of negotiations. In this timeframe, I learned a lot. I learned to persevere and to come up with solutions that would assist with the project and not harm the City's taxpayers.

10. Tell us about a career success where building relationships and being visible in the community figured prominently. What was your role and what outcome did you achieve?

In my current municipality, the previous administrator had many strengths but interpersonal skills were not one of them. Honestly, that was hard to write because he had so many other strengths.

The attitude in the business community was the city was hard to deal with. It became and still is, my goal to change the attitude in both the community and in the organization. I added the tagline, "Something is happening here" to our city logo and sought to prove it true. I joined civic organizations and attended community functions. When meeting with a business owner, I always ask them, "tell me what you need and where you want to go and I'll see if I can get you there". Some of you may know where that sentence came from – it was from former Mat-Su Borough Clerk Sandy Dillon. We had empty storefronts when I arrived and now, they are almost all full.

Last month, Congressman Pete Stauber came to the city and while attending an event stated Wadena used to be a sleepy town and that now, Wadena has experienced more growth in the past two years than any other community in his district. In April, I had an unexpected dental procedure with a new dentist. After the dentist performed the procedure, he thanked me for my work and stated the business owners were truly appreciative of my efforts.

11. In the Borough Manager recruitment brochure, there is a listing of issues and opportunities for the Borough and the Borough Manager on page 4. Please succinctly describe those challenges in which you have experience and expertise, and also describe those areas that would require professional development on your part.

Economic Development and diversification – my experience is with the business community and responsibly removing any roadblocks that may inhibit business development.

I have experience with law enforcement and understand how law enforcement operates. I also understand the need for this type of police department in the Borough. It is necessary for me to learn the costs and funding mechanisms associated with this issue. Regarding the move to a strong-mayor form of government

and first-class borough, I understand the process and believe that if approved by the voters, a manager would continue to be a valuable asset to the mayor.

I have worked with Burlington Northern Santa Fe Railroad (BNSF) on projects in my current municipality. BNSF tends to keep information to themselves. It would be my goal to immediately establish a good working relationship with the Alaska Railroad to complete the project. I would also have to get up to speed on progress made during my absence from Alaska.

I am currently involved in an expansion project involving our industrial park. I require assistance from the professionals working on this project to get me up to speed.

Growth is a double-edged sword. It is wonderful to experience the growth but the cost of it is sometimes difficult. My experience has been with zoning language that provides for governance of what can and cannot develop in an area.

The municipalities I have served have not been responsible for schools. I have worked with schools regarding building projects from a zoning side but not in any other capacity. I have however, lobbied for other types of funding and would be adept at doing so for this topic as well.

I have experience working on road projects within the cities I have served.

I have not worked for a municipality that has its own landfill. I require further development on this issue.

I have worked for a municipality that increased the sewage treatment capacity and in my current municipality, we are currently working on a feasibility study regarding the need to grow the sewage treatment plant.

Delivery of services the size of the Mat-Su Borough is a real challenge that is not understood by those outside of Alaska. I believe that communication in every possible avenue is necessary, print media, social media, radio, tv, and public meetings. I also think that recognizing and respecting that the Borough is very diverse is very important.

I have experience speaking and lobbying regarding unfunded mandates.

12. Tell us about your involvement in a complex intergovernmental issue involving the state and other units of government.

Three major highways go through the City of Wadena. Highway 10 is a four-lane highway until just outside the Wadena city limits. In Wadena it is a two-lane highway. In preparation for widening the entire highway to a four-lane highway, Minnesota Department of Transportation (MnDOT) engineered a road project to widen the road through Wadena.

The City received a \$5,000,000 appropriation from the bonding bill to replace aging water, sewer, and storm water infrastructure in the MnDOT right-of-way for the first phase of the project and storm water upgrades on county-owned property adjacent to Highway 10 in the second phase.

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

Although the infrastructure is the City's, MnDOT had control of the project. MnDOT provided the City with a contract in which they proposed to have oversight of the utility work. The contract was not in the City's best interest. I successfully negotiated contract amendments benefiting the City, providing the City with oversight of all utility work. I then worked with Minnesota Management and Budget (MMB) to write legislation to receive the funding.

The project also provides for improvements that allow the City to create a Railroad Whistle Quiet Zone. Simultaneous to the road widening project, I have been working with BNSF to complete the Quiet Zone project. The City has received preliminary approval for the Quiet Zone. I am working on the next steps for final approval.

In addition to working with the involved entities, I worked with the businesses affected by the road closures to provide them with the project information and impacts on their businesses. I secured a grant for signage that enabled them to place signs along the detour route notifying motorists that Wadena is open for business.

13. Tell us about the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding your strengths as a professional leader and manager.

Throughout my career, I have never had a negative personnel evaluation. During my latest evaluation I was told the council appreciated my involvement in the community and my ability to interact with the business community. They also expressed their trust in my decisions and appreciation for communicating with them as issues and opportunities arise. They recognized that projects are getting completed and the city is in a very healthy financial position. They told me to keep on doing what I am doing. My staff tells me that they appreciate me and they are happy to be working for me.

14. Describe the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding areas where you need improvement.

One time a former mayor told me that I needed to slow down and to relax. He said it in jest but I do know there was some seriousness to it. I have also been told this by staff members. I do keep this in my mind and know that burn out is real and I do not want to burn out.

15. Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.

The City of Wadena operates the municipal-owned liquor store. I have a lot of experience with state statute regarding liquor stores and issuing liquor licenses. The City of Wadena also owns and provides electricity to our residents. I have experience with the electric service territory expansion process.

16. The stated salary range for this position is \$170,000 to \$210,900. Are you comfortable that you could negotiate within this range? If there are any concerns on your part about this situation, please elaborate.

I do not have any concerns.

First and Last Name: Janette Bower

Date Completed: August 30, 2020

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No, I have not.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
No, I have not.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No, I have not.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No, this has not occurred.
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
In 1998, my ex-husband and I filed bankruptcy. Since that timeframe, I have never any financial issues. I have purchased several homes and have good credit. I have been bonded at each of my municipalities.
7. Is there anything, in your personal or professional background history that an employer could perceive as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No, there is not.
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes, I do.



Michael Brown

MICHAEL L. BROWN

6258 N. Kettle Drive • Palmer, AK 99645 •

REDACTED

REDACTED

REDACTED

September 15, 2020

RE: Borough Manager Position

Matanuska-Susitna Borough Mayor and Assembly:

I am a commended leader with a 25+ year record of consistently achieving aggressive goals while operating in complex and dynamic environments. When I retired from the US Army in 2013, my family and I chose to make the Mat-Su Borough our home. We love this community and I would enthusiastically welcome the opportunity to serve the residents of this Borough in a new capacity. I have been a public servant for over 28 years (21 years active duty Army and 7 years in local government) and left Federal government civil service to move into the local government sector specifically to have an impact in the community in which I live.

I would like to offer three compelling reasons why I am the right candidate for this position:

- **Proven Leader**. I am a proven leader; proficient in strategizing and leading cross-functional teams to bring about fundamental change and improvement in strategy, process, and outcomes. I am adept in strategic plan development and implementation and have consistently created cultures of teamwork and expectation. I am well versed in leading in very dynamic and challenging settings requiring excellent communications skills.
- **Right Skills and Experience**. My skills and experience are ideal for this situation. I value continuous learning and have worked diligently throughout my professional life for an opportunity such as this position. I have a unique brand of skills and experience ideal for the detailed organization and implementation of complex operations.
- **Unique Perspective**. As the former Mat-Su Borough Capital Projects Director and the Executive Director of Operations for the School District, I have unique insight into Borough and School District operations, infrastructure, and communities, and have established positive working relationships with many in this community.

I invite the opportunity to meet with you to discuss in greater detail the valuable contributions I can make to your organization. Please contact me at _____ Your time and consideration are most appreciated.

Sincerely,

Michael L. Brown

MICHAEL L. BROWN, PMP, CISSP

6258 North Kettle Drive • Palmer, AK 99645 •

REDACTED

REDACTED

Professional Profile

- Commended leader with a 25+ year record of consistently achieving aggressive goals while operating in complex and dynamic environments
- Accomplished in strategizing and leading cross-functional teams to bring about fundamental change and improvement in strategy, process, and outcomes
- Success delivering major projects on time and within funding parameters
- Superior business processes in operations and project management in the public sector
- Adept in strategic plan development and implementation
- Skilled and experienced in creating and managing productive internal and external client relationships
- Versed in government budgeting, capital planning, risk management, and procurement

Professional Experience

Matanuska-Susitna Borough School District

May 2015 - Present

Executive Director of Operations, Palmer, AK

Leads, plans, organizes, and directs facility management, information technology, and safety and security for buildings, infrastructure, and grounds for a K-12 school district with 50 sites, over \$1 Billion in assets, and approximately 19,000 students in a geographic area extending over 25,000 square miles.

- ♦ **Effectively manages annual operating funds in excess of \$10 Million.**
- ♦ **Restructured three departments of approximately 200 total employees** resulting in teams capable of keeping pace with a growing organization.
- ♦ **Developed roadmaps for managing technology, facilities, and school safety** effectively establishing and communicating organizational goals to key stakeholders and allowing for budget planning.
- ♦ **Instrumental in response to a major earthquake in 2018 and re-opening planning for COVID-19 pandemic;** healthy comprehension of emergency planning, preparedness, and response.

Matanuska-Susitna Borough

September 2013 – May 2015

Capital Projects Director, Palmer, AK

Planned, directed, and coordinated project activities to ensure that objectives were accomplished within prescribed timeframe and funding parameters. Overall responsible for planning, coordinating, supervising and managing engineering and architectural design, design review, plat review, right-of-way acquisition and permitting, utility permitting, project design, and project management. Responsibility for the purchasing activities of the Borough including procurement, inventory control, and contract administration.

- ♦ **Effectively managed a local government capital improvement program valued at over \$300 Million** resulting in an unprecedented year of construction for the Borough in 2014.
- ♦ **Significantly improved relationships and communications with multiple stakeholders** including the Assembly, School District, State Legislators, State agencies, other Borough Departments, local businesses, civic organizations, and the community, which led to improved trust and confidence in the Borough's ability to deliver needed projects.
- ♦ **Established a new department from a reorganization** resulting in the transformation of three divisions into a cohesive team operating at a very high level as evidenced by the delivery of several large projects.

United States Navy Civilian

May 2013 – September 2013

Chief of Plans, Alaskan Command (ALCOM), Joint Base Elmendorf-Richardson (JBER), AK

Led and supervised a staff of senior military planners and coordinated the efforts of the command-wide planning staff to manage the production of contingency plans in support of the senior Department of Defense (DoD) executive and his staff in Alaska.

- ♦ **Rebuilt a planning project that had failed to meet schedule benchmarks.** Turned the plan into the guiding framework for all command operations for the next three years.
- ♦ **Developed and implemented a new plans framework** enhancing the DoD's preparations for homeland defense and civil support missions in Alaska.

United States Army Officer

June 1992 – April 2013

Deputy Director of Communications Systems, ALCOM, JBER, AK ♦ January 2010 – April 2013

Led a staff of Army, Navy, Air Force, and civilian personnel providing communications support. Improved situational awareness among various Federal and State organizations by developing a standard approach for information sharing further enabling accurate and timely decision-making.

Chief, Communications Plans/Operations Division, ALCOM, JBER, AK ♦ June 2009 - January 2010

Served as the focal point for communications critical infrastructure protection planning and coordination for the DoD in Alaska. Led communications planning for an intergovernmental exercise including the Federal Emergency Management Agency, State of Alaska, Alaska National Guard, and active duty DoD forces in Alaska resulting in a significant improvement in the group's ability to interoperate in a large-scale natural disaster.

Deputy Director, Communications, United States Army Alaska, JBER, AK ♦ June 2008 - May 2009

Served as the communications chief for a deployable command and control organization. Established communications infrastructure for a deployable command and control organization supporting multinational forces in the Pacific.

Director, Communications Systems, 4th Brigade Combat Team (Airborne), 25th Infantry Division, JBER, AK and Iraq ♦ July 2005 - May 2008

Directed a team responsible for planning, employing and maintaining communications systems supporting a 3,700 person warfighting organization anywhere in the world. Integrated disparate systems and battle command applications into a communications architecture under extremely austere conditions.

- ♦ **Established the communications architecture for a new organization** yielding a reliable and robust deployable communications enterprise with highly trained, technical personnel.
- ♦ **Employed information technology to enable command and control** of ground forces during war.
- ♦ **Executed over \$4 Million in procurements** during a 15-month deployment to Iraq.

Additional Experience and Training

Director/Treasurer on the Board of a Non-Profit Organization ♦ May 2010 – Present

Incident Command System, completed ICS-100, ICS-200, ICS-700 and ICS-800 ♦ June 2013

Education and Credentials

Private Pilot Certificate, Federal Aviation Administration (FAA), 2018

Project Management Professional (PMP), Project Management Institute (PMI), 2011

Certified Information Systems Security Professional (CISSP), (ISC)², 2008

U.S. Air Force Air University, Master of Military Operational Art and Science, 2005

University of Maryland, Master of Science Telecommunications, 2001

DeVry Institute of Technology, Bachelor of Science Electronics Engineering Technology, 1992

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

Candidate Questionnaire

Name	Michael Brown	Email	REDACTED
Primary Phone	REDACTED	Secondary Phone	Click or tap here to enter text.
Mailing Address	6258 N Kettle Drive Palmer, AK 99645		
Education	Master of Science in Telecommunications, Master of Military Operational Art and Science, Bachelor of Science Electronics Engineering		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Executive Director of Operations	Capital Projects Director	Chief of Plans
Dates of Employment	May 2015 - Present	September 2013 – May 2015	May 2013 – September 2013
Organization	Matanuska-Susitna Borough School District	Matanuska-Susitna Borough School	Alaskan Command, US Department of Defense
Jurisdiction Population	100,000	100,000	N/A
Reports To (Title)	Deputy Superintendent of Business and Operations	Deputy Borough Manager	Deputy J5
Entity Staff	175	25	5
Entity Budget	\$10M department operating budgets, overall \$240M District budget	\$300M capital budget	N/A

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. Please be succinct – limit your responses to 300 words.

1.	Why are you interested in this specific position at this specific time?
<p>When I retired from the US Army, my family and I chose to make the Mat-Su Borough our home. We love this community and I welcome the opportunity to serve the residents of this Borough in a new capacity. I have been a public servant for over 28 years (21 years active duty Army and 7 years</p>	

	in local government). I left Federal government civil service to move into the local government sector specifically to have an impact in the community in which I live.
2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the Borough Manager position.
	My role as the Executive Director of Operations provides great insight into the operations of the largest employer in the Mat-Su Borough along with a detailed understanding of infrastructure and services across the Borough. This includes working with our community partners and fostering positive working relationships with various public and private sector organizations across various industries. My current role also allows me the opportunity to participate in and influence strategic planning and objective development and work closely with elected officials. I understand the challenges of working and living in the Mat-Su Borough and all it has to offer our residents.
3.	Explain your approach to working with and engaging a governing body. In your response, please comment on how you balance being responsive to the collective needs of the governing body and to the needs of individual members.
	My approach is to engage directly with individual members and consistently provide timely and accurate responses to questions and needs they may have in order to foster trust and confidence. It is also important to keep individuals informed and included on items of interest (e.g. an issue specific to their district, etc.). For collective items, meetings with the chairperson/president of the body are beneficial in crafting meeting agendas or creating opportunities such as a work session. I would also leverage routine written communications to keep the body informed of ongoing matters. I would also apply this approach to other Boards and Commissions within the Borough.
4.	Expanding on your response to the previous question, what do you see as the Borough Manager's role for contributing to the cohesion of a governing board? Give an example of when you have helped governing board members reach consensus.
	One of the most effective ways to develop cohesion is to facilitate effective communications amongst the elected body. One of the roles for the Manager is to provide accurate information to inform decisions required by the Assembly. The Manager can direct staff action to ensure that topics are researched and communicated to the Assembly to ensure they have what is needed to make the most informed decision. The Borough Manager should use staff resources to prepare documents and presentations in such a way as to communicate complex topics in a way that is also understandable to the general public. This approach assists elected officials in communicating with their constituents. One example I can use to illustrate is a presentation to the Mat-Su Borough Assembly to decide upon the procurement approach for a \$65M construction project. My role, at the time, was to research and present the recommended approach and garner Assembly approval for a new procurement approach that had not previously been used by the Borough for large projects. Materials we developed assisted in describing why we were recommending a 'non-traditional' approach for such a large building project. The approach was approved and the project was successfully completed.

5.	Describe your leadership philosophy. What steps do you take to cultivate trust, collaboration, and a strategic mindset among the Borough's leadership team?
<p>I credit my military background with providing me with an outstanding foundation for leadership. I will share three beliefs at the core of my leadership philosophy: 1) People generally do not come to work to perform badly or produce poor results. However, to perform well, achieve great results, and operate effectively as a team, leaders must establish an environment for success. Success requires clear expectations and priorities, accountability, and the resources to get the job done; 2) Effective leaders provide clear intent, project where they want to go, have a plan to get there, and allow people to execute; and 3) Leaders are responsible for building systems and processes which create an environment where employees can produce results and repeat them. In an environment with these conditions, trust, collaboration, and a vision for the future are likely.</p>	
6.	As Borough Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.
<p>I believe in excellent planning with regular checkpoints. Each department and the overall organization should have a roadmap or plan for where they want to be in 3-5 years. The roadmap should include measurable outcomes that can be broken down into annual objectives with a report. In my current role, we developed roadmaps that have been vetted by administration and published for the School Board and public. We revisit progress on regular intervals. In regard to managing ongoing operations, regular touch points with Directors allows for opportunities to collaborate and share information requiring Manager involvement. I would expect that to involve one on one meetings as well as periodic Directors meetings.</p>	
7.	What is your approach to ensuring fiscal accountability and transparency? What actions have you taken in the communities you have served to maintain or improve the entity's credit rating?
<p>Both local government entities for which I have worked follow government finance guidelines and best practices. Additionally, having a process to audit and report findings ensures a third-party review and reporting necessary to instill public confidence in the operations of the Borough. Often I see a great deal of emphasis on how funding is budgeted, which is important in allocating resources. The flip side of that is to go back to the financial statement and look at how exactly budgeted funds were spent and if they achieved results. Finally, following government finance guidelines produces multiple documents that are available for posting online for public viewing. Graphics similar to the one produced by the Borough's Finance Department showing how property tax dollars are spent is useful in providing a high level overview of where tax dollars are spent and are a great tool for the public.</p>	
8.	What steps have you taken and what strategies have you used to develop leadership at all levels in your current and past organizations?
<p>The primary strategy I use to develop leaders is to develop goals in conjunction with what they hope to achieve, develop opportunities for them to put specific leadership skills to use, and then coach them. One technique is to assign project work to individuals that address a specific or general leadership skill(s) (e.g. provide opportunities for presentations if the goal is to develop</p>	

effective communications skills or pair a lesser experienced individual with a more senior member for mentoring). The key is to create opportunities for individuals to practice and grow that align with an agreed upon development plan.

9. Describe the most challenging infrastructure project in which you have been involved. What factors made the project challenging and how did you address them?

One of the more challenging projects was the Board Road East Extension project, approximately \$22M project, which built a new road between 49th State Street and Palmer High School. The road was funded through a State Legislative grant with specific requirements. The road impacted two high schools and one middle school; adjoining landowners and businesses; crossed Borough and city jurisdictions; ultimately connected to a future State DOT road project; and was not completely funded at the beginning of the project. Our design team spent months addressing various stakeholder needs and concerns but always with an eye to a specific completion date. We developed the project in phases to provide opportunities for future funding while allowing work to continue and worked diligently to meet community expectations and needs brought forward at community meetings. We employed a communications strategy to keep elected officials at the local and State level informed on project progress and needs and worked with partners at State DOT, within the Borough, the School District, and the City of Palmer to address long-term maintenance needs.

10. Tell us about a career success where building relationships and being visible in the community figured prominently. What was your role and what outcome did you achieve?

My work as the Mat-Su Borough Capital Projects Director ultimately led to my current employment with the School District. Through a number of successful building projects, the District offered me additional responsibility and an invitation to join their team due to the success of multiple school, fire station, and road construction projects. My skills as an effective communicator and the relationships developed through those projects provided the opportunity to move into a role overseeing a great deal of the District's operations.

11. In the Borough Manager recruitment brochure, there is a listing of issues and opportunities for the Borough and the Borough Manager on page 4. Please succinctly describe those challenges in which you have experience and expertise, and also describe those areas that would require professional development on your part.

As a resident of the Borough, former Capital Projects Director, and current Executive Director of Operations with the School District, I am very familiar with our current form of government and proposals; challenges with State funding and school bond debt reimbursement; road service area maintenance and development; issues with solid waste services and septage and leachate treatment and disposal; and ongoing projects with the port and rail line spur. Having worked for the Borough and School District, I am well versed in the diverse nature of the Mat-Su Borough and have successfully navigated providing support and services on multiple occasions to various communities within the Borough over the past 7 years. Every challenge can be an opportunity and I am particularly interested in economic development and what it will take to continue to set the conditions for a thriving economy and the Borough's role in that. Depending on the Assembly's

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

	definition of that role, I could potentially foresee reaching out for additional support and/or partnerships to bolster my capacity as the Manager as well as Borough staff.
12	Tell us about your involvement in a complex intergovernmental issue involving the state and other units of government. As the Capital Projects Director, I was involved in the development and construction of the Port MacKenzie Rail Extension project. This project had multiple complex issues including coordination with the railroad, environmental issues, and State funding challenges to name a few. I assisted the executive project manager and Borough Manager in project communications, right-of-way acquisition, and construction contract administration.
13	Tell us about the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding your strengths as a professional leader and manager. I am a consistent leader who delivers excellent results in complex and dynamic settings. I am an effective team builder who values people, processes, systems, and results. I am skilled in strategic planning and implementation and am a very effective communicator who can deliver complex topics in a way that is understandable to those unfamiliar with the subject.
14	Describe the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding areas where you need improvement. At times, I can be overly assertive which can tend to dominate a group conversation. Additionally, I have learned to dial back my need for perfection when sometimes good enough really is good enough and continuing may tip the scale to where the cost outweighs the benefit.
15	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions. I believe that those who continue to learn and can adapt to changing conditions can be successful in any area. Therefore, I am always looking for new things to learn and often in new areas to expand my horizons as evidenced by my educational background and certifications such as my private pilot license earned in 2018. I also have significant experience in information systems and understand the value of data and information as well as how to leverage it.
16	The stated salary range for this position is \$170,000 to \$210,900. Are you comfortable that you could negotiate within this range? If there are any concerns on your part about this situation, please elaborate. Yes I am comfortable and do not have concerns with this range.

First and Last Name: Michael Brown.

Date Completed: September 22, 2020

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
No
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
No
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
No
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
N/A
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
No
7. Is there anything, in your personal or professional background history that an employer could perceive as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
No
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?
Yes



Travis Mortimer

Travis S. Mortimer, PE
14141 Chesswood Lane
Port Charlotte, FL 33981

13 September 2020

Borough of Matanuska-Susitna, Alaska
350 E. Dahlia Avenue
Palmer, AK 99645

Mayor Halter and honorable members of the Assembly:

I am excited to submit my resume for consideration in your search for a new Borough Manager. While my resume is heavy in engineering and construction, my passion is in building community. I have twenty-five years of leadership experience, with five years in local government executive management. My most recent experience is with a Florida coastal community, leading a tremendous amount of change driven by growth in modernization while balancing the need to maintain the identity and history of the area. My family and I have been stationed with the Navy in remote and challenging areas, and are eager for the adventure of moving to Palmer - the timing of this opportunity is perfect.

I have unique leadership experience in building a team and working with a Board to accomplish 1.) creating and delivery of a successful Septic-to-Sewer program, 2.) driving a \$180M Sales Tax Construction program with outstanding results and positive community support at the ballot, 3.) implementation of a modernized Asset Management System across multiple enterprises, and 4.) development and implementation of a grants compliance program for a \$600M construction program. My strengths are in making complex issues easier to understand, working with the public and local industry to identify solutions, and collaborating to get it over the goal line.

My management style is simple – integrity is paramount. Key pillars of integrity in public service are transparency, accountability, engagement, and performance. My leadership philosophy is based on the *Speed of Trust* – in that every transaction occurs at the speed of trust between the parties, and this applies to individuals and organizations. I believe this is true in dealing with vendors, committees, or State regulatory agencies. As a newcomer to the area, I will bring a fresh perspective to local problems and opportunities, a renewal of regional relationships, and I will bring a new energy and focus to the Assembly's goals.

I hope we can talk soon to see if I'm the fit your organization is looking for!

Sincerely,

A handwritten signature in black ink, appearing to read 'Travis', with a stylized flourish at the end.

Travis S. Mortimer, PE

TRAVIS S. MORTIMER, P.E.

14141 Chesswood Lane ▪ Port Charlotte, FL 33981 ▪

REDACTED

REDACTED

SUMMARY

More than twenty years of engineering leadership and local government management with emphasis in implementing complex solutions under challenging conditions. Extensive background includes administration of construction programs, development of capital and operating budgets, and creating strategy for Public Works and civil infrastructure programs. With an authentic Servant Leadership style, employs emotional intelligence and trust-building practices to develop company culture and shape outcomes to strengthen the workplace and increase the depth of the professional bench. Licensed Professional Engineer (PE) with demonstrated 'hard' skills in leading infrastructure planning, budget building, performance measure and analysis, and change management, and 'softer' capabilities of clear and honest communications, negotiations, team building, and working with citizens and Boards to achieve consensus for the most challenging problems.

QUALIFICATIONS OVERVIEW:

- **Operations Leadership** - Solid experience and proven success in driving complex operations, cross-functional teams, and multi-million-dollar programs. Equally comfortable as a team leader or key contributor. Applies a hands-on, participant buy-in, approach to management that ensures appropriate resourcing, demands accountability, and ongoing feedback for process improvement.
- **Strategic Planning & Execution** - Effectively manages the challenge of balancing big-picture strategic objectives and day-to-day tactical requirements, and prioritizing the competing demands for finite resources. Successfully communicates these challenges in a way to gain buy-in from stakeholders.
- **Organizational Change Management** - Frequently serves as a catalyst for, and manager of change, to include efficiency initiatives, organizational restructuring, culture change, and leading through uncertainty or undefined conditions.

PROFESSIONAL SUMMARY:

- **Capital Programs Administrator and Local Government Leadership.** Implemented a Project Management Office from the ground up, demonstrating the use of policy for efficient and effective government.
- **Active Duty US Navy, Civil Engineer Corps Officer (Retired).** Continuous active service 1994 - 2016. Enlisted as "Seabee" Construction Mechanic, Commissioned as Civil Engineer Corps Officer in 2006.
- **Professional Engineer (PE).** Licensed in Virginia and Florida since 2011. Civil Engineering.
- **Academic Interests:** Transportation Planning, Intermodal Freight, Public Policy, and Economics.
- **Active Affiliations:** International City/County Management Association (ICMA) – member;
Military Officers Association of America (MOAA) – local chapter treasurer;
Peace River Engineering Society – president;
Tau Beta Pi – alum member;
Charlotte STEM Initiative – founder, director

EXPERIENCE

CHARLOTTE COUNTY BOARD OF COUNTY COMMISSIONERS, PORT CHARLOTTE, FL

Assistant County Administrator.

FEB 2019 - Present

County profile: 182,000 residents. Combined annual budget of \$600M (operating, capital, enterprise), 1,240 full-time equivalent employees to provide full municipal services to include: Fire, Public Works, Parks and Recreation, Water and Sewer, Tourism, Finance, and Human Services.

Duties and Responsibilities: Reports to the County Administrator and provides counsel and recommendations for Board actions and policies, provides direction and leadership to the directors of Public Works, Utilities, Facilities and Construction Management departments, and Capital Programs Office; an aggregate responsibility for 530 employees, operation of all civil infrastructure systems, and annual budget of \$340M from multiple funding sources.

- Successful deployment of a county-wide Asset Management System. Involved the operational analysis and formal documentation of processes, workflows, and financial reporting for four departments, procurement of a software and implementation team, and continued performance monitoring and employee training program. Outcome was the county-wide implementation of the *CityWorks* platform – a robust GIS-centered software for managing assets, automating work effort, and leveraging associated data for informed decision making.
- Established a Project Management Office (PMO) to ensure predictable results in the delivery of capital projects. PMO has improved trust by providing transparency and engagement, and demonstrating performance and accountability. This was accomplished through the implementation of a project governance structure and professional development for employees. Local Option Sales Tax Initiative. Developed and led the creation of a slate of capital projects for Board and committee consideration for a ballot measure. Required the creation of long-range master plans, project descriptions and justification, cost estimates, extensive citizen involvement in prioritization and consensus building, and strategy for resource leveling across the six-year program. Initiative will be considered on the Nov 2020 ballot.

CHARLOTTE COUNTY BOARD OF COUNTY COMMISSIONERS, PORT CHARLOTTE, FL

Capital Projects Manager.

JUN 2015 – FEB 2019

Direct responsibility to the County Administrator for policy development and providing recommendations to the Board of County Commissioners, provided administrative direction and leadership to the Public Works, Utilities, Facility and Construction Management departments for development of Capital Projects policy and the delivery of the Capital Improvements Program.

- Served as Senior Advisor of Engineering to County Administrator. Provided program administration and leadership of Engineering and Construction efforts across County Departments, external partners, contractors and others.
- Developed strategy for the Capital projects program to meet Board vision and expectations of the Capital Improvements, Sales Tax Construction program, and other special requirements.
- Concurrently, served as **Interim Director of Charlotte County Utilities** (Oct 2017- Aug2018). As a medium-sized system; 90,000 water and wastewater accounts, 240 FTEs and \$70m annual operating budget. Provided strong leadership to drive culture change and fiscal sufficiency. Initiated rate study, and realignment of operating policies to reduce user fees.

DEFENSE THREAT REDUCTION AGENCY - KIRTLAND AFB, ALBUQUERQUE, NM
Construction Engineer (US Navy).

JUN 2013 - JUN 2015

Counter-Weapons of Mass Destruction Test Fielding Branch.

- Served as lead Civil Engineer on several cross-functional teams for the Agency's WMD counter-proliferation research, test and evaluation program. Provided direct management of all construction activities, design, acquisition strategy, and execution of Civil Engineering functions in support of Agency mission requirements.
- Led \$12M construction effort at White Sands Missile Range for dynamic full-scale testing of US Air Force Massive Ordnance Penetrator program. Involved experiment design, subterranean construction and tunneling, support of installation for instrumentation and data acquisition systems, and environmental remediation.

NAVY INFORMATION AND OPERATIONS COMMAND - SUGAR GROVE, WV
Public Works Officer, Department Head (US Navy).

JUN 2010 - JUN 2013

- In support of *National Security Agency* mission, managed a work force of 38 civilian and military personnel to provide all municipal services, facilities engineering, utilities, asset management, transportation support, and environmental compliance for US Navy shore installation.
- Engineer-of-Record for operation of state-permitted water and wastewater treatment plants, NPDES permits, and US Fish & Wildlife permitting activities.
- Directed \$30M in new construction and facility recapitalization effort. Projects included natural gas pipeline rehabilitation, infrastructure modernization, electrical service upgrade, and new construction of a Fire/EMS station and Emergency Management facility (\$12M MILCON).
- Led base through Base Closure process. Spearheaded efforts with local elected officials, US Congressional delegation, GSA and NAVFAC in establishing economic impact baselines, facilities and real property reuse plans, to market and develop the property for reuse activities.

BASE COMMAND GROUP AL ASAD AIR BASE, - AL ANBAR PROVINCE, IRAQ
Resident Officer in Charge of Construction (US Navy).

SEP 2008 -MAY 2009

- As part of US State Department's "*Money as a Weapon*" program, led a team of 8 military and 12 foreign-national contractors in a \$300M construction program aimed to rebuild defunct Iraqi industrial capabilities. Duties combined engineering design, contract management, and entrepreneurial mentorship to accomplish military needs and diplomatic program objectives.
- Projects included completion of repairs and commissioning of Haditha Dam, commercial airfield repairs, regional supply roads, water wells, pipelines, and numerous new structures.

ACADEMIC BACKGROUND

- **MS Civil Engineering, The Georgia Institute of Technology, 2010.**
Specialization in Transportation Systems, Intermodalism, Sustainable Urban Planning, Economics of Civil Infrastructure and Asset Management.
Thesis: Challenges to Development of Coastal Shipping in the United States: An Analysis of the Coastal Shipping Capacities and Recommendations for Further Development.
- **BS Civil Engineering, University of South Carolina, magna cum laude, 2006.**
- **Adjunct Faculty, Instructor, University of New Mexico, 2014 - 2015.**
Courses taught: CE202 Engineering Statics (60 students), and CE350 Engineering Economics (28 students).
- **Continuing Education, International City County Management Association (ICMA),**
Progress toward Certified Manager (ICMA-CM) credential includes completion of Mid-Level Career Managers Course, and ICMA University courses in: Creating Partnerships for Economic Development, Strengthening Board Relationships, and Enhancing Civic Engagement.

Candidate Questionnaire

Name	TRAVIS MORTIMER	Email	REDACTED
Primary Phone	REDACTED	Secondary Phone	Click or tap here to enter text.
Mailing Address	14141 Chesswood Lane Port Charlotte, FL 33981		
Education	MS Civil Engineering - Georgia Tech, Atlanta, GA 2010 BS Civil Engineering - University of South Carolina, Columbia, SC 2006		

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Asst. County Administrator	(US Navy) Construction Engineer	(US Navy) Public Works Officer
Dates of Employment	06/2015 to 09/2020	05/2013 to 06/2015	05/2010 to 05/2013
Organization	Charlotte County BCC	Defense Threat Reduction Agency	Navy Information Operations Command
Jurisdiction Population	190,000		2,000
Reports To (Title)	County Administrator	Chief of Testing & Evaluation Division	Commanding Officer
Entity Staff	1,280	2,500	280
Entity Budget	\$620M	\$2.5B	\$425M

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. Please be succinct – limit your responses to 300 words.

1.	Why are you interested in this specific position at this specific time?
My family and I are eager to escape the heat of SW Florida, and we yearn for nature and adventure again. I have two daughters starting high school this year, and Palmer checks all the boxes for the type of community we're looking for. The opportunity to be a Borough Manager is perfect timing for my career progression because I am ready to take the helm of a medium-sized city or county. I feel I am well prepared to provide positive leadership and meaningful contributions to the challenges at Mat-Su.	

2.	Describe your current scope of responsibilities and explain how these responsibilities prepare you to take on the leadership and management responsibilities of the Borough Manager position.
<p>My current responsibilities are heavy in engineering leadership and management of infrastructure and capital programs. My infrastructure background is extremely strong, but I have also been responsible for other program initiatives. I created a community task force to address a lack of affordable housing, and another task force to create a workforce development strategy with the major local industries, educators, and regional resources. These initiatives have required months of making contacts and fostering relationships, stoking the embers of good ideas, and deploying support to build consensus and create a strategy to start tackling these tough challenges. I will employ the same hands-on approach to relationship building and community involvement at the Borough.</p>	
3.	Explain your approach to working with and engaging a governing body. In your response, please comment on how you balance being responsive to the collective needs of the governing body and to the needs of individual members.
<p>My approach is straightforward. I put people first – so my relationships will be with individual members. I will hear out any opinion and make a point to understand the individual point of view. I communicate with the Assembly openly and often – the purpose is to make sure all members receive the same information, and there are no surprises. I understand that some discussions must occur on the record, and it takes skill to tee up the subject for productive conversation. I would coordinate with the Chairman for comments during a meeting, or find the right opportunity to bring everyone into the discussion. This function requires solid trust, and I work tirelessly to develop trust with individual members. I prefer to have an abundance of trust, for I cannot do my job without it.</p>	
4.	Expanding on your response to the previous question, what do you see as the Borough Manager's role for contributing to the cohesion of a governing board? Give an example of when you have helped governing board members reach consensus.
<p>The Body is supposed to be a team, let me help you. Aside from issues of ego, I believe the governing body always wants to be productive. I would not put an item on the agenda if the members were not close to approving it, or if it would cause unnecessary friction among the members. I once had to coordinate the efforts of two Bodies, my Board and a City Council. I was building a County library in the city limits and the project was running over budget because of the City's strenuous architectural code requirements. The City's aesthetic standards (such as requiring a tile roof and costly architectural embellishments) forced a \$600k overrun, and the relationship between the two bodies was unfriendly because of other local issues. It took me 8 months to pull together a cost-sharing resolution between the City and County. I accomplished this through a long series of individual meetings and public presentations with the two groups, and by engaging a few local influencers to keep the appropriate attention and pressure on. I was able to gain the collaborative funding agreement from the City and County, and everyone felt they came out on top of the deal.</p>	

5.	Describe your leadership philosophy. What steps do you take to cultivate trust, collaboration, and a strategic mindset among the Borough's leadership team?
<p>My leadership philosophy is to be hands-on and highly visible. I make a point to always follow through on commitments and I sincerely aim to deliver on the expectations of my office. My formula for building and maintaining trust is simple... my organizational core values are <u>performance</u>, <u>accountability</u>, <u>engagement</u>, and <u>transparency</u>. All communications and actions are guided by these values. Trust takes months to build, and only seconds to destroy.</p>	
6.	As Borough Manager, how would you work with department heads to stay abreast of their progress meeting goals and responding to challenges? Give examples that illustrate your approach.
<p>I prefer to meet regularly and often with department heads, and again, it is to develop mutual trust and to learn the routines of their department. Generally, I assume department heads are professional and capable, the subject matter experts of their operation. We set goals together based on Board objectives and department capabilities, and my role is coach and facilitate to keep them accountable to their goals. Some things are easily reported by email but I prefer one-on-one meetings to discuss the progress and any changes or issues. As example, I would have a standing 1-hour appointment on my calendar every week for each director. Maybe Public Works dept programs are going well and there are no road or project issues to discuss, but the time is there in case we need to talk about a personnel matter or recent information needs to be shared. The departments are complex, and the information needs to travel freely up and down the chain.</p>	
7.	What is your approach to ensuring fiscal accountability and transparency? What actions have you taken in the communities you have served to maintain or improve the entity's credit rating?
<p>My approach to ensuring fiscal accountability is to have quarterly business meetings with Fiscal and each dept to discuss how we are performing against the plan, and adjust as needed to get on target. I have experience in my current community of developing a 20-year Capital Improvements Program (CIP) that plans out the method for capital project management and funding strategy. This required writing up policy from scratch and working all the processes through numerous departments for fit and with compliance with the Clerk's office and financial software capabilities. This was a major modernization of the practices at Charlotte County, and it did later help to protect the credit rating of our public Utility. A Moody's audit identified findings of available cash on hand and some minor operational issues, but they listed the formal 20-year planning documents and funding strategy as a strength. We maintained our Aa2 rating. I have also endured a US Treasury audit on a 13-year old FEMA matter. It was just as invasive and harrowing an experience, but it has taught me an appreciation for transparency and good record keeping!</p>	

8.	What steps have you taken and what strategies have you used to develop leadership at all levels in your current and past organizations?
I feel it important to always be developing “the bench” and to surround yourself with smart and capable people. I subscribe to, and encourage others to learn about, improving one’s emotional intelligence. My approach to developing leadership is to help others recognize their potential, and then support them. A step further, I like to build within the organization a succession path for all employees. Everyone should see they have opportunity to grow within the organization, and I will provide HR programs such as “managers university” and “ambassador” training to help develop individual skills and confidence.	
9.	Describe the most challenging infrastructure project in which you have been involved. What factors made the project challenging and how did you address them?
Olean Blvd widening project has been among the toughest so far. The project was a simple widening of a major arterial through a very dense section of the medical district. It was only about a mile-long section, but the project was in the oldest part of town with asbestos-cement water and sewer lines needing replacement during the project. The replacement of pipes required deep excavations and expanded the project impact area to include two major hospitals and the businesses of several prominent (well-connected) citizens. Obviously, I put my absolute best project manager on this project, and full property access was a top priority during the construction. I took a proactive approach to communicating with the business owners of the entire corridor, and set up individual meetings with the CEOs of the hospitals and other critical facilities to share with them the construction plans, hear their concerns, and to introduce my project manager to them personally. These meetings demonstrated good will, defined expectations, and established lines of communication to make sure all the right people were involved in the project. The project was challenging, and there were numerous unintended interruptions to the businesses, but the fallout was managed months ahead of time with the outreach efforts.	
10	Tell us about a career success where building relationships and being visible in the community figured prominently. What was your role and what outcome did you achieve?
We had to fire the Utility Department head because of loss of confidence caused by the rollout of a very controversial utility line extension. I was tasked to be the interim director of the Utility, and I had to jump right into damage control mode. The program caused tremendous blowback from the local Home Builders Association because the previous director made explicit promises of the program and the flat rate pricing “scheme” but the Utility department was not living up to the promises. I had to evaluate the program, and I quickly discovered the program lost thousands of dollars on every transaction – so I cancelled the program. I made several visits to the Home Builders Association meetings to explain the details of the program, and to work with them to still provide water and sewer services to new home construction. I set the record straight without besmirching any person’s reputation, but I was only able to renegotiate a position with the Association because of my relationships with the group and my reputation. In the end, I was able	

	to pull through this challenging issue with my reputation intact and keeping the Utility out of financial trouble.
11	<p>In the Borough Manager recruitment brochure, there is a listing of issues and opportunities for the Borough and the Borough Manager on page 4. Please succinctly describe those challenges in which you have experience and expertise, and also describe those areas that would require professional development on your part.</p> <p>Of the listed items, I have direct experience and expertise with economic development strategies for diversification, growth management and funding, landfill methane capture, roadway maintenance and development of support services, sewage capacity expansion and treatment modification for capacity improvement. My graduate-level academic work was intensive with intermodal freight systems and operations - so I am fluent in rail and deep-water port development. Several of the other issues are typical, and I have exposure to them, but I would need some time to come up to speed on the local details of the school bond debt or the unfunded mandates from census results. The ballot measure to change to strong-mayor form should already be decided if it is to be on the ballot or not. If the measure passes, I am familiar with establishing the services and operations that would come with the powers of a First Class Borough.</p>
12	<p>Tell us about your involvement in a complex intergovernmental issue involving the state and other units of government.</p> <p>I had a wastewater treatment plant at the far end of the County needing expansion to 2mgd capacity. The plant's service area lies in two different surface water management districts and serves homes in the neighboring county. The Utility needed permits from numerous agencies, and all have differing reporting thresholds, timelines, and requirements. The project needed coordination with FDEP, State Revolving Fund office (at FDEP), SWFWMD, SFWMD, Lee County, and the City of Punta Gorda. A mass meeting would not be productive, but I led the project manager through the process of arranging meetings with the appropriate agencies to work out overlapping interests and to formally identify the expectations. It took four well-structured meetings to negotiate details with each agency and to lay out the critical path for the permitting activities.</p>
13	<p>Tell us about the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding your strengths as a professional leader and manager.</p> <p>I have been told my outgoing and approachable personality, my sense of humor and optimism, and my authenticity are all strengths.</p>
14	<p>Describe the feedback you have received from elected officials, peers, supervisors, and subordinates with whom you work regarding areas where you need improvement.</p> <p>I have been told I need to be more concise and to the point in presentations. This is something I am working on for improvement.</p>

MATANUSKA-SUSITNA BOROUGH, ALASKA
EXECUTIVE RECRUITMENT – BOROUGH MANAGER

15	Describe any other areas of expertise or experiences that are relevant to this position that have not been addressed in previous questions.
	<ol style="list-style-type: none">1.) I have led preparation, sheltering, and recovery operations for eight Hurricanes over my career. I have experience with command and communications in an Emergency Operations Center.2.) I've had over ten different duty stations in my 22-year Navy career. I have developed the ability to hit the ground running at a new assignment and to be successful very quickly. The remote location and conditions of the Matanuska-Susitna Borough is not new or a hardship to me and my family. I have a "system" for when I'm new and take the reins, and I've been successful with it every time. I would be able to move to Palmer within 2-3 weeks upon signing a contract with the Borough.
3.)	The stated salary range for this position is \$170,000 to \$210,900. Are you comfortable that you could negotiate within this range? If there are any concerns on your part about this situation, please elaborate.
Yes, I am comfortable, and I have no concerns.	

First and Last Name: **Travis S. Mortimer**

Date Completed: **21 September 2020**

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.

No.

2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.

No.

3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.

No.

4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.

No.

5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?

NA

6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?

No.

7. Is there anything, in your personal or professional background history that an employer could perceive as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.

No.

8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?

Yes.