

Frederick D. Gardiner, AICP



February 13, 2021

RE: City Manager's Position

Dear Sir/Madame,

It is with great pleasure and enthusiasm that I submit my application for the City Manager's position presently available with the City of Rio Rancho, NM. My 20 years of management experience as a City Manager, Department Head, Division Manager and Supervisor in different size jurisdictions provides me with the broad and detailed practical knowledge of local government operations required for this position. A key to my success as a manager has been my ability to bring a result oriented and an entrepreneurial spirit to public sector operations. I wish to bring the same spirit of service and the following qualities to the City of Rio Rancho.

- ***Broad experience in Public Administration.*** Over the last 20 years, my management experience has increased progressively from leading small divisions to departmental directorship to city management. Presently, I serve as the City Manager of the City of East Point, Georgia, providing leadership and management oversight of a full-service city with a total annual operating budget of \$173 million and 580 employees.
- ***The ability to manage complex projects and situations:***
 - Successfully completed the first bond rating for East Point (Aa3 Rating) with Moody's
 - Oversaw the construction of a new \$17.8 million-dollar City Hall Building;
 - Purchased and renovated an office building for McDonough's Police Headquarters and completed the land purchase and plans for a new Municipal Court Building;
 - Developed and managed Griffin's \$56 million North Hill Street and West Griffin Tax Increment Finance Districts (TIF) and redevelopment programs;
 - Initiated the site selection and relocation plan of a new \$62 million airport in Griffin;
 - Developed and implemented numerous zoning codes, comprehensive and strategic plans.
- ***A realistic approach to solving problems:***
 - Implemented fiscal constraints to eliminate the use of Tax Anticipation Notes (TAN) to cover expenses in East Point;
 - Successfully completed numerous stalled SPLOST III projects (Water Tank Construction, Public Safety Complex and 170 acre park);
 - Secured \$2.7 million dollars in CDBG, HOME and NSP funds to address water and sewer improvements, blight and homeownership opportunities for residents;
 - Secured over \$200,000 in Livable Centers Initiative (LCI) studies to address transportation improvements as well as being designated an Opportunity and Enterprise Zones to assist with Griffin's economic redevelopment and revitalization initiatives.
- ***Managing through efficiency.*** Successfully integrated the use of technology such as a City App (Access East Point); Geographic Information Systems and Database Management software to improve service delivery to our internal and external customers. Implementing a new integrated AMI meter and LED lighting systems and employed fiscal constraints and cost allocation to eliminate the need future Tax Anticipated Notes (TAN) to cover expenses. Won SMART 50 Award for 2020 from Smart Cities Connect Foundation for East Point's transformational project.

I welcome the opportunity to discuss the position and my interest in serving as the next City Manager of the City of Rio Rancho, New Mexico.

Sincerely,

Frederick D. Gardiner

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EDUCATION:

Master of Urban and Regional Planning, Alabama A&M University – Normal, AL	1999
Bachelors of Science: Management, Alabama A&M University – Normal, AL	1994
Bachelors of Art: Economics, St. John's University – Collegeville, MN (52/120)	1989

QUALIFICATIONS:

25 Years of Professional Experience:

Departmental Supervision and Management	Infrastructure Planning and Development
Federal Government Grants Administration	Planning and Economic Development
Environmental Laws and Programs	Urban Revitalization and Development
Public Administration and Leadership	Housing and Community Development
Zoning Administration	Citizen Relation and Customer Service

PROFESSIONAL EXPERIENCES:

City of East Point, Georgia
City Manager \$156,560/yr
December 2014 – Present

Serve as the Chief Executive and Administrative Officer of the City of East Point, Georgia, I'm responsible for the managing the day to day operations of the City by overseeing the performance of 13 departments and 580 employees of city government. Support the City Council in translating their vision and goals into actionable plans. Implement priorities and directives of the Mayor and City Council and ensure they are kept informed of functions, activities, and programs as well as legal, social and economic issues effecting City activities. Under the direction and approval from City Council, and in conjunction with the Director of Finance, directs, prepares and administer the capital and annual operating City budgets consisting of \$173 million. Provide leadership to accomplish long-term and short-term goals of the City and oversees implementation. Makes recommendation and facilitates City information, reports, policy, etc., to the Mayor and City Council for action. Manages, coordinates, formulates, and monitors internal operating policies. Develop policies and procedures designed to facilitate the effective and efficient conduct of City business. Responsible for the administration of City personnel, including approving personnel action in hiring, discipline and termination. Represent the interest of the City before federal, state, and county agencies and community organization.

MAJOR ACCOMPLISHMENTS:

- Negotiated a multi-year water service agreement with the Cities of Hapeville and College Park Georgia
- Achieved the first ever Bond Rating of Aaa3 with the rating agency Moody's as part of the financing of a new 32,000 square feet City Hall Building and renovation of the 1932 historic auditorium and old city hall.
- Reorganized the City's Organization Structure hereby giving the deputy city manager oversight of all enterprise departments to include Park and Recreation and Contract and Procurement. Initiated a new Information Technology Department that has served as the foundation for all of our city's innovative projects.
- Negotiated a public private partnership with the Georgia Soccer Park Foundation to facilitate improvements for regional soccer events and a boost in the City's hotel motel tax revenues.
- Instituted Priority Based Budgeting (PBB) under the FY 16 budget, which would evaluate programs and projects to better provide explanation of how the City's tax dollars are being utilized.
- Implemented full cost recovery and fiscal constraints to eliminate the need for Tax Anticipation Notes (TAN) to cover general funds expenses.
- Constructed a new \$3.6 million fire station and training facility to replace a 1950s dilapidated structure.
- Initiated and implementing the City's first Automated Meter Instrument (AMI) electric and water meter systems and operations center to include upgrading our SCADA monitoring systems.
- Instituted the development of a 5-year strategic plan, which is reviewed annually at the Mayor and Council retreat for completion of the priority goals and objectives achieved.
- Increased the completion percentage rate on CIP projects from around 12% to 65% in four (4) years.
- Developing plans for a new 64,000 square feet recreation and aquatic center to provide comprehensive recreational programs to all citizens and visitors to the city.
- Replace an antiquated servers systems and Enterprise Resource Planning (ERP) systems to improve internal business unit communications and collaboration.
- Instituted a new performance measurement system that is supported by the City's Five-Year Strategic Plan document.

City of McDonough Georgia
City Administrator, \$115,000/yr
March 2012 – November 2014

Serve as the Chief Administrative Officer for a suburban community of approximately 22,500 residents. Responsible for coordinating the day to day activities of eight operating and staff departments within the City governments and providing management and leadership to 166 employees. Prepare policy and program recommendations for City Council consideration and ensure the implementation of its policy decisions. Prepare and administer the annual operating budget of \$22 million and five year capital improvement program of \$62 million. Serve a seven member Mayor and Council in a Hybrid Manager Council/Strong Mayor form of government.

MAJOR ACCOMPLISHMENTS:

- Negotiated the purchase and construction of a \$7 million public safety complex (Police and Court) that saved the city almost \$2 million in total cost from the original site and plans. Also formulated a plan to allow for the expansion of the City Cemetery that will net the City an estimated \$4.1 million dollars.
- Implemented full cost allocation of support services, reducing the burden on our general fund.
- Implemented new in house IT services, which allowed for the upgrade to virtual servers; voice of internet protocol (VOIP) systems; a robust WIFI system and offsite backup systems.
- Reorganized the development and planning functions to include a new Business Development Department to enhance our economic presence and provide for business friendly environment.
- Developed an Employee Recognition Program that highlights exceptional service to the city and its citizens.
- Renegotiated and updated multiple contracts associated with City operations whereby providing cost saving across functional departments and divisions.
- Implemented new budgeting process that resulted in the City achieving the GOFA Budget Presentation Document Award for FY 2014.
- Developed, evaluated and presented professional services proposals and contracts adopted by Mayor and Council for new Unified Development Code.
- Developed in conjunction with Mayor, Council and Management Staff a Vision and Strategic Plan for the City that would guide the City over the next five years.
- Developed the City's first capital improvement program with over \$62 million in capital projects.
- Initiated the development of the City's first Unified Development Code to improved and streamline the planning, zoning and development plan review process.
- Coordinated the development of the City's \$23 Million Special Purpose Local Option Sales Tax (SPLOST IV) projects and served as the City's representative on the Countywide SPLOST Committee.
- Coordinated the startup of the City's Downtown Development Authority with assistance from key staff.
- Initiated the development of an Annual Accomplishment Report that highly our yearly accomplishments.

City of Griffin, Georgia
Director of Planning and Development Services, \$84,000/yr
November 2004 – March 2012

Provide administrative and management oversight of five divisions under the Development Services Department that included the Municipal Airport, Planning and Zoning, Building and Code Enforcement, Griffin Regional Welcome Center and Economic Development, which encompasses the Griffin Business and Tourism Association, Occupational Tax and License Administration and the Griffin Main Street Program. These divisions entail a combined operating and grant administration budget of approximately \$5.3 million and a workforce of up to 18 employees respectively.

MAJOR PLANNING PROJECTS AND INITIATIVES:

- Initiated, evaluated professional proposals for an airport relocation and development plan costing \$62 million.
- Initiated, evaluated professional services proposals for multiple Livable Centers Initiative (LCI) Studies, a Comprehensive Plan and Unified Development Code projects.
- Provide leadership to division managers and staff for the successful implementation of the city's goals.
- Successfully administer and implemented the department's \$5.3 million operational and grant budget.
- Wrote Griffin's Tax Allocation District designation legislation approved by the Georgia General Assembly.
- Responsible for implementing the \$56 million West Griffin and North Hill Street Tax Allocation Districts.
- Provided assistance with designating \$4.4 million in LCI projects for the Regional Transportation SPLOT.
- Provided leadership in developing and implementing Griffin's Redevelopment Initiative Program that has been the catalyst for over \$3million in state grants and has won numerous state awards and recognitions.
- Oversaw Downtown Griffin's revitalization program sparked by the Town Center LCI Study and Downtown Redevelopment Plans that provided incentive programs for new and expanding business (Opportunity Zone).
- Overseeing the development of a \$62 million dollar new airport project that would incorporate a 300 acre airport business and industrial parks. Coordinating this effort with the City and County Board of Commissioners, Georgia Department of Transportation, and the Federal Aviation Administration.
- Coordinated and negotiated the commitment of a national retailer and regional professional medical office development (Class A) within our Tax Allocation District and Medical Overlay District.

- Coordinated the development of Griffin's two Opportunity and Enterprise Zones that provides job tax credit and property tax abatement for new jobs and redevelopment projects startups.
- Developed a Medical Overlay District (MOD) to facilitate the redevelopment of underperforming properties surrounding the Spalding Regional Hospital. The MOD incorporates both an Opportunity and Enterprise Zones to incentivize medical and professional office uses and jobs.
- Landed The Atlanta Heart Association into a new 20,000 sq. ft. Class A Office Building within the MOD.
- Present Staff's reports before the Board of Commissioners, Planning Board and Historic Commission.
- Oversaw the development of Griffin's first Unified Development Code, Transit Oriented Development Overlay District (TOD) and a Medial Overlay District (MOD) that encompasses incentive programs.
- Manage the creation of Griffin's two Tax Allocation Districts (TAD/TIF) worth over \$120 million dollars.
- Wrote two Urban Redevelopment Plans (Thomaston Mill and Southwest Griffin) and managed the development of two others (Downtown and North Hill Street Redevelopment Plans).
- Oversaw the development of two full Livable Centers Initiative (LCI) Studies (Griffin Town Center and West Griffin Activity Center) and three supplemental LCI Studies.
- Oversaw the development of the City's 2024 Comprehensive Plan and the 5 year update of the plan and Capital Improvement Element (CIE).

INTERGOVERNMENT AFFAIRS:

- Coordinated with the Georgia Department of Community Affairs (DCA) to be designated as a Revitalization Area Strategy (RAS) to obtain \$1.5 Million in CDBG, \$300,000 in CHIP and \$2 million in Neighborhood Stabilization Program (NSP) grants to improve water and sewer infrastructure and housing affordability.
- Coordinated with the Atlanta Regional Commission (ARC) on being awarded over \$190,000 to conduct two full LCI Studies, three supplemental LCI Studies and two Community Choice Projects.
- Coordinated and collaborated with Spalding County, Georgia Department of Transportation (GDOT) and the Federal Aviation Administration (FAA) on funding for the relocation of the Griffin Spalding Airport.
- Coordinated with Griffin's State Representatives in the House and Senate for the approval of the City's Tax Allocation District (TAD) legislation by the Georgia General Assembly.
- Coordinated with Spalding County and Minerva Development Group to develop a joint Redevelopment Plan for North Hill Street Corridor that included provision for the development of the Tax Allocation District.

City of Villa Rica, Georgia

April 2004 to November 2004

Planning and Zoning Manager; \$50,500/yr

Responsibilities:

Provide leadership to the administration and implementation of the city's planning and zoning functions to include the 20 year comprehensive plan, zoning ordinance and subdivision regulations.

- Presented staff's zoning reports/analysis before the Villa Rica City Council and Planning Commission.
- Conducted a full cost recovery analysis of zoning fees that was presented and approved by the city council.
- Served as project manager for the development of the Comprehensive plan and Unified Development Code.
- Reviewed annexation proposals and assisted with calculating the impacts on the water and sewer plants
- Conducted pre-application meetings with developments and builders regarding their development proposals.
- Developed, evaluated professional services proposals and managed the contracts for compliance with the scope of works and deadline for project completion.

Henry County, Georgia

November 2000 to December 2003

Interim Director/Assistant Planning and Zoning Director; \$60,000/yr

Responsibilities:

Provided administrative and management oversight of the Long Range Planning and Zoning Administration functions of the county and three municipalities: Stockbridge, Hampton and Locust Grove. Managed an operational budget of \$1.3 million and provided leadership to a staff of eight professional planners and three admin staff in the fastest growing county in Georgia at the time.

COMPREHENSIVE PLANNING AND ZONING ADMINISTRATION:

- Recruited, selected and provided leadership to a group of professional planners and administrative staff.
- Oversaw the development of the County's Horizon 2020 Growth Management Plan in 2000-2001.
- Presented staff's zoning report and analysis before the joint city/county planning commission, county board of commissioners and city councils of three municipalities.
- Updated and implemented the zoning ordinance and subdivision regulations of the county and three cities.
- Conducted site plan review of large scale residential, commercial and industrial development projects.
- Conducted a comprehensive analysis of the department's zoning administration activities that justified amendments in the zoning ordinance that improved service delivery to our customers
- Oversaw the development of the one million square feet Henry Towne Center Shopping Complex anchored by a Super Target; worked with the developer and large tenants on signage and architectural designs.

- Wrote and managed a \$2 million dollar Greenspace grant from the Georgia Department of Natural Resources to acquire and place into conservation critical areas of Henry County.
- Wrote an \$86,000 Congestion Mitigation Air Quality (CMAQ) grant to build natural gas fuel stations around the county to be utilized by 11 building inspection and private fleet vehicle operating on CNG.
- Coordinated with the Atlanta Regional Commission and Georgia Department of Community Affairs on the review and approval of the joint county/cities comprehensive plan and map amendments.
- Coordinated with the Atlanta Regional Commission on model ordinances and Development of Regional Impact (DRI) of large-scale industrial, residential, commercial and mixed-use projects.

City of Decatur, Illinois

September 1999 – November 2000

Acting Neighborhood Renewal Administrator/Program Specialist; \$35,500/yr

Responsibilities:

Provided administrative and implementation oversight of the City's \$1.4 million dollar Community Development Block Grant (CDBG) and \$665,000 HOME federal entitlement funds.

- Reviewed all CDBG and HOME sub-recipient projects and programs for compliance with approved Department of Housing and Urban Development (HUD) requirements and adopted city policies.
- Oversaw the financial disbursement consisting of over \$1million dollars for 2 Community Housing Development Organizations (CHDO) for the rehabilitation and new construction of affordable housing.
- Assisted with the development of the City's 5-year Consolidated Housing Plan and Action Plan utilized to plan for the implementation of the city's CDBG and HOME federal grant funds.
- Coordinated with local non-profit organizations to facilitate neighborhood redevelopment and revitalization and to assist with the implementation of the city's first time homebuyer program.
- Supervised the work of two neighborhood program specialist and two construction rehabilitation specialists.

Bahamas Telecommunication Corporation, Nassau, Bahamas

August 1985 – July 1992

Development Technician II; \$15,000/yr

Responsibilities:

- Served as project manager and supervised a team of up to nine technicians on numerous projects throughout the island of the Nassau and the Bahamas. Promoted rapidly based upon my performance.
- Conducted pre-development planning for the development of major telephone system to include fiber optics within new residential developments and commercial sites utilizing construction drawings (blueprints).
- Performed various telecommunications support services such as installation, adds, moves and repair of telephone systems throughout of the Nassau and the Bahamas.
- Planned and configured portions of the Telecommunications infrastructure design and coordinated with the engineering department and vendors for installation.

PROFESSIONAL DEVELOPMENT AND AWARDS

One of South Metro Atlanta Top City Managers , Atlanta Business Journal	2020
Certificate of Achievement , Carl Vinson Institute of Government, University of Georgia	2020
Economic Development Visionary Award , South Metro Economic Development Outlook	2011
Torchbearer Award , Department of Community Planning, Alabama A&M University	2007
Leadership Griffin-Spalding Graduate , Griffin Spalding Chamber of Commerce	2007
Financial Management Program , Carl Vinson Institute of Government, University of Georgia	2006
American Institute of Certified Planners (AICP) # 020029	2005
Regional Economic & Leadership Development , Georgia Academy for Economic Development	2005
Management for Planning Directors , American Planning Association and Zucker Systems,	2003
Local Government Management , Carl Vinson Institute of Government, University of Georgia	2002
Supervision Skills for Managers , Skill Path Incorporated, Atlanta, GA	2002
Environmental Assessment , University of Illinois-Chicago/HUD, Chicago, IL	1999
Effective Facilitation , US National Conservation Training Center, Shepardstown, WV	1997