

# ANTHONY N. CAUDLE

## PERSONAL

Wilmington, North Carolina 28402

## EDUCATION

Master of Public Administration - 1986  
University of North Carolina at Chapel Hill

Bachelor of Arts, Political Science and Urban Studies - 1979  
University of North Carolina at Greensboro

## SUMMARY OF RELATED EXPERIENCE

2008 - Present	<u>CITY OF WILMINGTON, NORTH CAROLINA</u> Population 122,000  Deputy City Manager
2000 - 2008	<u>TOWN OF BLACK MOUNTAIN, NORTH CAROLINA</u> Population 7,800  Town Manager
1991 - 2000	<u>TOWN OF WRIGHTSVILLE BEACH, NORTH CAROLINA</u> Population 3,100  Town Manager
1986 - 1991	<u>TOWN OF TOPSAIL BEACH, NORTH CAROLINA</u> Population 300  Town Manager
1985 - 1986	<u>CITY OF WOODRUFF, SOUTH CAROLINA</u> Population 5,300  City Manager
1981 - 1985	<u>LAND-OF-SKY REGIONAL COUNCIL</u> Asheville, North Carolina
1984 - 1985	Regional Planner II
1981 - 1984	Regional Planner I

# Anthony N. Caudle

August 23, 2020

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Robert E. Slavin, President  
SLAVIN MANAGEMENT CONSULTANTS  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, Georgia 30071  
E-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

Dear Mr. Slavin:

Please accept the enclosed materials in response to the solicitation for the position of Myrtle Beach City Manager. As a manager with over 34 years of experience in resort communities, 26 of which have been in coastal communities, I may offer a unique set of qualifications for this position. I hope that you will agree with that assessment following your review of the attached materials.

Local government management should be centered on the principles of long-range planning, strong fiscal management, and vesting corporate responsibility with each employee. A commitment to continuous improvement and pushing appropriate decision-making authority into the organization are bedrocks of my managerial philosophy that have served the communities in which I have worked well throughout my career. These would be the basic intrinsic values that I would bring with me to Myrtle Beach if selected as the next City Manager.

A resume is an excellent tool through which to screen applicants; however, in an attempt to allow you the opportunity to summarily review some additional credentials as measured against the dictates outlined in the position profile, I have compiled an addendum that summarizes supplementary pertinent information. Please use this addendum as a secondary tool in your initial assessment of my suitability to the community's needs. Should this synopsis of credentials spur further interest, I would welcome the opportunity to discuss these qualifications as measured against the needs and desires of the community.

Should you require additional information, please contact me.

Thank you.

Sincerely,  
Anthony N. Caudle

# Anthony N. Caudle

## PROFESSIONAL EXPERIENCE

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**August 2008  
to Present**

**Deputy City Manager  
City of Wilmington  
Wilmington, North Carolina  
Population: 122,000**

Primary responsibilities include general oversight in the provision of general direction to variously assigned departments. Oversight has included (at various times) all departments except for the City Manager's Office. Currently responsible for Economic Development, Emergency Management, Finance (including Fleet Management and Purchasing), Fire, Human Resources, Information Technology, and Railroad Realignment. Additional responsibilities, accomplishments and projects of interest include:

- Development of City's first residential/commercial mixed-use Public-Private Partnership including public parking combined with the sale of air rights over the lease of public property
- Overhaul of emergency management response structure
- Implementation of employee wellness and health management program
- Development of a railroad relocation project designed to expedite shipping to the Port of Wilmington
- Implementation of program designating specified tax rate for capital improvement programming

**November 2000  
to August 2008**

**Town Manager  
Town of Black Mountain  
Black Mountain, North Carolina  
Population: 7,800 (12,000 Seasonal)**

Primary responsibilities included administration of \$8.9 mil. budget and supervision of 82 full-time employees and up to 20 part-time/seasonal/volunteer employees. Provision of police, paid/volunteer fire, planning, water, sanitation, parks and recreation; environmental management, emergency management, and golf course services. Additional responsibilities and accomplishments include:

- Development of initial community-wide comprehensive plan
- Implementation of organizational performance indicators
- Introduction of three-year financial plan and five-year Capital Improvement Program
- Capital facility construction including: two fire department substations; indoor soccer arena (adaptive reuse); water system rehabilitation/expansion; and, skateboard park
- Initiation of community-wide bicycle/pedestrian plan

**July 1991 to  
November 2000**

**Town Manager  
Town of Wrightsville Beach  
Wrightsville Beach, North Carolina  
Population: 3,100 (40,000 Peak Seasonal)**

Primary responsibilities included administration of \$7.5 mil. budget and supervision of 78 full time employees and up to 65 part-time/seasonal/volunteer employees. Provision of police, paid/volunteer fire, planning, water, sewer, sanitation, parks and recreation, environmental management, and emergency management services. Additional responsibilities and accomplishments include:

- Maintenance of multi-million-dollar intergovernmental beach nourishment project
- Development of all-hazards emergency management response/recovery/mitigation plan
- Oversight of emergency management/recovery operations in four Presidential disasters
- Development of major land use plan revisions
- Introduction of five-year Capital Improvements Program

**August 1986 to  
July 1991**

**Town Manager  
Town of Topsail Beach  
Topsail Beach, North Carolina  
Population: 300 (7,900 Peak Seasonal)**

Serving as initial Town Manager, primary responsibilities included preparation and administration of \$1.2 mil. Budget and supervision of 13 paid employees and 20 volunteer employees. Provision of police, volunteer fire, water, sanitation, and environmental management and emergency management services. Additional responsibilities and accomplishments include:

- Development of proposed \$15 million beach nourishment program
- Initiation of major revisions to community land use plan and zoning ordinance

**March 1985 to  
August 1986**

**City Manager  
City of Woodruff  
Woodruff, South Carolina  
Population 5,300**

Serving as initial Town Manager, primary responsibilities included preparation and administration of \$1.2 mil. budget and supervision of 42 paid employees. Provision of police, fire, sewer, and sanitation services. Additional responsibilities and accomplishments include:

- Oversight of construction of \$6 million sewage treatment facility
- Introduction of fiscal management plans and practices designed to re-establish financial solvency

**July 1984 to  
March 1985**

**Regional Planner II  
Land-of-Sky Regional Council  
Asheville, North Carolina**

Primary responsibilities included contract management and land use planning; maintenance and development of analytical statistics; grant procurement and administration; and, economic development activities. Additional responsibilities and accomplishments include:

- Provision of contractual planning and economic development assistance
- Service as contractual part-time Town Manager for Town of Woodfin

**August 1981 to  
July 1984**

**Regional Planner I  
Land-of-Sky Regional Council  
Asheville, North Carolina**

Primary responsibilities included general and contractual fiscal planning, land use planning, and economic development activities for member governments.

- Development of community Capital Improvement Programs
- Drafting zoning and subdivision regulations for member governments

## **EDUCATION**

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Master of Public Administration  
University of North Carolina at Chapel Hill  
March 1986

Bachelor of Arts  
Political Science and Urban Studies  
University of North Carolina at Greensboro  
December 1979

## **CONTINUING EDUCATION**

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- Senior Executive Institute, Weldon Cooper Center for Public Service, University of Virginia
- National Incident Management Systems (NIMS): Entry Level; First Line; Middle Management; and, Command and General Staff
- Various Workshops and Programs Offered through the School of Government at the University of North Carolina at Chapel Hill including but not limited to: Performance Measurement; Essentials of Municipal Government; Public Dispute Resolution; Managing Organizational Change; Municipal/County Administration; Zoning Administration; and, Subdivision Regulation
- Federal Emergency Management Agency: IEMC/Hurricane: Preparedness and Response: and, IEMC Hurricane: Recovery and Mitigation

## **PROFESSIONAL AFFILIATIONS**

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- International City Management Association
- North Carolina City/County Management Association

# RESUME ADDENDUM

for

**Anthony N. Caudle**

<p>A strong, charismatic leader, a team builder, and manager with excellent communication skills, public speaking ability and excellent "people" skills</p>	<ul style="list-style-type: none"><li>• Public speaking experience in all venues including both small and large group, personal appearances as well as local, regional and national television</li><li>• Keynote speaker at National Hurricane Conference</li><li>• Guest panelist on UNC-TV</li><li>• Adhere to philosophy that government officials should be able to speak with everyone on the recipient's comfort level</li></ul>
<p>Able to develop and nurture both community and business relationships and to establish contractual public/private partnerships. Must understand how the private sector works. Willing to spend significant time outside of the City Hall to nurture community and business relationships</p>	<ul style="list-style-type: none"><li>• Partner with non-profit organizations &amp; private businesses to support community-wide needs and support services</li><li>• Serve as de-facto city contact for development interests looking to resolve service delivery issues</li><li>• Lead economic development staff member</li><li>• Small town service is basis for personal approach to community outreach</li></ul>
<p>Able to adjust services to meet the individual needs of various and widely diverse neighborhoods, including a sizeable retirement community</p>	<ul style="list-style-type: none"><li>• Served in four resort communities balancing resident interests, including significant and always increasing retirement populations, with needs for economic development</li><li>• Current community has significant diversity in social and cultural interests, necessitating diverse service delivery models</li></ul>
<p>Open, transparent, and able to communicate with and keep all members of Council informed with the same information on a regular basis. Will provide regular updates to Council as prescribed</p>	<ul style="list-style-type: none"><li>• Recognize the need for elected officials to accomplish individual goals and objectives while realizing that Council can only effectively move forward through collective decisions.</li><li>• Worked successfully as manager in four different communities</li></ul>

# RESUME ADDENDUM

for

**Anthony N. Caudle**

<p>Able to effectively handle social media attacks</p>	<ul style="list-style-type: none"> <li>• A requirement of all local officials in today's community empowerment environment</li> </ul>
<p>Ability to and desire to foster and actively participate in regional economic development with surrounding cities and counties, in order to attract new types of businesses such as tech, manufacturing, suppliers and warehousing and to create a more year-round tourist economy.</p>	<ul style="list-style-type: none"> <li>• Responsible for major rail realignment project including two counties and the North Carolina Ports</li> <li>• City staff contact/representative to Wilmington Business Development – a regionally based industrial recruiter</li> <li>• Lead for economic development staff</li> </ul>
<p>Has a "heart and passion" for staff including a commitment to: 1) the effective recruitment and proper utilization of "bright" staff members and not simply "yes" people, 2) the efficient deployment of different staffing levels to accommodate seasonal tourism fluctuations, 3) the effective delegation and staff empowerment, 4) assuming the "face of the City" role with City employees, and 5) properly supporting staff by encouraging and appreciating their input and treating them with compassion, dignity and respect</p>	<ul style="list-style-type: none"> <li>• Career based solely on developing and hiring good employees</li> <li>• Former direct reports hold various leadership positions in other local governments, including City Manager, Deputy City Manager, Parks &amp; Recreation Director, and Planning Director</li> <li>• Objective based management approach with department/division directors providing advice on best avenues for accomplishment</li> <li>• Leadership style/approach/beliefs centered on vesting authority and responsibility with employees at all levels of the organization</li> <li>• General oversight of ongoing succession planning initiative</li> <li>• Lead staff for Value Added Leadership initiative</li> </ul>
<p>Understands redevelopment financing (creative financing techniques such as TIF, incentives, innovation and economic zones, etc.) and how to be a good partner to spur private investment and redevelopment projects and programs and knows how to work with the Council to understand and get excited about the "possibilities".</p>	<ul style="list-style-type: none"> <li>• PPP project manager for mixed use development including sale of air rights and long-term-lease of public property</li> <li>• Team leader for redevelopment within downtown synthetic TIF zone</li> <li>• Developing PPP for joint use of private parking deck</li> <li>• Organizational representative for innovative development projects</li> </ul>

MYRTLE BEACH, SOUTH CAROLINA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Tony Caudle

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1. Why are you interested in becoming Myrtle Beach's next City Manager and how does this job fit your overall career goals?

*My current position as Deputy City Manager is the first time in my managerial career when I have not been the administrative leader of an organization. I took this position for several reasons, the most important of which was to determine if I have the knowledge, skills and abilities to be a manager in a larger organization. My successful 12-year tenure here would indicate that I was able to make that transition. I would now like to move on to be the manager in a similarly sized organization whose needs parallel my career experience.*

*I have chosen to apply in Myrtle Beach for several reasons, not the least of which is its outward appearance of being a politically and administratively stable community with a history of successful growth and opportunity. It's one of but a few communities for which I would consider leaving my existing position. My unique skill set includes a heavy emphasis on economic development (especially in tourism-based communities) and emergency management. That would seem to fit nicely with what I perceive to be the needs of Myrtle Beach as they look for their next City Manager.*

*I considered applying for this position when it was open several years back but chose not to do so for personal reasons. This seems to be a good opportunity at the right time in a premier community.*

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

*During my tenure as Deputy City Manager here in Wilmington have been responsible for the supervision all departments except for the City Manager's Office. Supervisory responsibilities have shifted over the years between the two Deputy City Managers and the City Manager, depending on workload, skillset, and community need. I am currently responsible for the oversight of six operational areas that include 301 authorized positions. The largest number of positions for which I have been responsible at any one time would be approximately 650, which included both the Police and Fire departments here in Wilmington. There are no inordinately high*



*or low numbers.*

3. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amounts relative to population such as enterprise operations.

*This has varied over the course of time with the City of Wilmington depending on the departments supervised and the responsibilities contemporarily assigned thereto.*

*At one point I was responsible for all departments that had projects within the Capital Improvement Fund. That is no longer the case. Currently the Finance Department reports to me which gives me indirect responsibility for proper expenditure and accounting of all capital funds. Our Capital Improvement Fund is \$45m.*

*In terms of Operating Budgets, I am currently responsible for departments that are allocated to spend \$34,952,350. In past years I have had responsibility for oversight of departments that had budgets totaling approximately \$71m. Once again, I am responsible for the oversight of the Finance Department which watches over the entire \$183m budget for the City of Wilmington.*

4. Do you hold any professional certifications such as ICMA - Credentialed Manager?

*I voluntarily chose to relinquish my ICMA Credentialed Manager status last year when the emphasis of the program became so heavily weighted on number of hours spent and not on knowledge gained. I continue to pursue life-long learning.*

*I hold FEMA National Incident Management Systems (NIMS) certifications in the level 100, 200, 300, 400, 700 and 800 courses.*

5. Describe your experience in developing revenue and expenditure options to enhance a city's financial condition. What is your jurisdiction's bond rating? Has it changes during your tenure?

*The vast majority of my career has been spent in tourism-oriented communities trying to find ways in which to allocate the appropriate cost of service provision to the customer base. Staffing for "peak seasons" can put a strain on traditional revenue sources to say nothing of the related equity factors.*

*On the expenditure side of the equation we have been successful in contracting services that are more cost effectively provided by the private sector. In addition, we have used techniques like zero based budgeting in order to force the organization to closely scrutinize each programmatic expense. Most recently we have used a service prioritization tool that allows us to review the organization's portfolio against the Council's current strategic objectives. This is proving to be a valuable tool that provides flexibility in the changing social environment.*

*On the revenue side of the equation, user fees have been a common practice. We have also used non-traditional sources, such as parking fees, to assist in paying for non-resident service costs. One particularly successful practice has been to alter the way in which sales and use taxes are distributed to municipalities from the State, although I do not have sufficient familiarity with the current South Carolina tax structure to determine if that is a feasible alternative in Myrtle*

*Beach. In Wilmington we have dedicated a certain number of pennies on the tax rate to go specifically for debt service. We have supplemented that allocation with ongoing revenue to create a debt model that has been favorably received by the bond rating agencies. We have recently created a new municipal tax district in our downtown to pay for services that have been specifically requested by the merchants and residents in that area. It serves our economic development interests in that geographic area well.*

*Wilmington's bond rating has been improved since my arrival in 2008. We achieved a AAA rating from both Standard & Poor as well as Moody's in 2016 and an upgrade to Aaa from Fitch in 2017. Our policies have changed somewhat to recognize the need for appropriate reserves, capabilities to address emergency needs, and, as noted above, the dedication of a certain portion of the tax rate for debt retirement. Some of our success is also attributable to a growing economy and minor diversification of our economic base.*

6. An important goal of the City of Myrtle Beach is to increase opportunities such as sports tourism that expand the tourism season and economic development directed at retention and attraction of businesses conducive to improving and maintaining the community's unique quality of life. Describe any experience you have which substantiates your ability to assist the community in reaching this goal.

*Much of my response to this question will be familiar to folks in Myrtle Beach as many of our initiatives flow along in the same mold as work that has occurred in that community.*

*I was the point person for a failed initiative to bring Minor League Baseball to Wilmington. Despite an exceptional proposal from both a Major League team and a then popular promoter, the voters rejected the acceptance of debt that came with the construction of the proposed stadium. That failed initiative was followed by the construction of a five-acre riverside park that will contain an outdoor concert venue designed to host events of 7,000 to 8,000 people. The new facility will be managed by Live Nation. It will compliment an existing intimate 1,000 seat amphitheater that hosts up and coming national acts.*

*Construction on the Wilmington Convention Center (WCC) began as I joined the City of Wilmington staff. It has been an increasingly attractive facility for small to medium size events and an economic boost for the downtown. It operates without General Fund subsidies which was a key to the success of voter approved bonds for the facility. Prior to the completion of the WCC the downtown was reliant upon a two-mile long wooden Riverwalk and a sizable historic district to hold the interests of tourists to the area. The WCC has contributed to the downtown location of new hotels, a private marina and mixed-use facilities designed to allow folks to live, work and play in downtown Wilmington.*

*I served as project manager for an \$80m mixed use public-private partnership that is about to be completed. The facility provides public parking in an upscale development along the City's waterfront. The development is expected to relocate the hub of downtown activity in Wilmington. Included in the development are supportive commercial uses and approximately 125 upscale residential uses. The project was inordinately difficult due to the sale of air rights, the City's maintenance of fee ownership in the property and the easements necessary for all entities to be able to access their various spaces. It is a transformative project that will change to complexion*

*of our downtown.*

7. A substantial portion of the community's workforce lives inland and/or outside of the City's boundaries but are essential to the viability of the City, creating a need to partner with the development community to spur and provide workforce housing. Any experience or creative thoughts?

*Remote workforce living is something that I have faced since my days as the Town Manager in Wrightsville Beach, NC. In those days we were so desperate for volunteer firefighters that we built residential dorms in the fire station so that we might house college students, free of charge, to serve as members of the Fire Department.*

*Affordable workforce housing is an issue in every successful urban area. Cities cannot pay wage rates sufficient to keep their workforce living nearby simply due to the popularity of urban living. There are numerous initiatives throughout the country designed to address these disparities. For example, while I was in Buncombe County, NC, there was a program that allocated a certain portion of the tax rate to a housing trust fund. Much of those proceeds went to the creation of workforce housing. In Wilmington we provide density bonuses to developers who provide workforce housing. We are developing a fund into which developers might contribute funds in lieu of providing workforce housing on-site. We intend to use the funds to buy down the cost of property for other developers interested in providing workforce housing. We have also provided City owned property to developers under agreements that require them to maintain a certain portion of housing within the development as affordable to the workforce. One of our more innovative projects brings private developers, Habitat for Humanity, and a local housing trust together to provide both owner occupied and rental units to the market for workforce needs. We continue to focus on mixed use developments and increased densities. Implementation of these concepts has led to some pushback from neighboring properties, but the City has moved ahead realizing that density is a key to affordability. We are attempting to find ways in which to make density less objectionable, like the use of secondary or accessory apartments on existing lots. Unfortunately, it takes a different mindset to accept some of the concepts that are both old and new at the same time.*

*There are any number of ways in which to assist in bringing down housing costs, but the popularity of a community makes it a continuous victim of its own success.*

8. How would you go about developing a financing strategy(s) to meet significant infrastructure needs including water and sewer line replacement and beach renourishment without raising taxes?

*Let me preface my response to note that I am assuming that the use of user fees, special assessments and special tax districts would all be considered to be "raising taxes".*

*First and foremost, I would need to be certain that the most cost-effective method of improvement has been selected. For example, is trucking sand can be a less costly alternative as a source for beach renourishment, but the quality of the sand may not be as good (thereby resulting in faster erosion and/or customer dissatisfaction). Similarly, slip lining water and/or sewer lines can cost less to install but may not provide need opportunities for future growth. So, the cost effectiveness*

*of the project must be fully evaluated before pursuing funding.*

*All good capital project funding begins with a review of outside sources available to assist with the costs. This includes grants and shared revenues from other partners. While grants are not generally as plentiful as they once were, there is funding available, especially for projects that improve the wellbeing of disadvantaged populations and/or improve environmental conditions. Water and sewer projects can be good candidates for those types of sources. In addition, economic development funds are sometimes available from federal/state partners. Federal Emergency Management Agency grants for mitigation are available to communities who have recently received a Presidential Disaster Declaration. Sometimes it takes an innovative eye to cast the projects in the correct light to secure funding*

*Benefits from infrastructure improvements to adjacent properties can often translate into increased property values. If that is the case, then debt financing may be a viable alternative. Debt payments can be made from increased revenue without an increase in the levy. Of course, debt financing cannot be secured for greater than the life of the asset, which can be problematic for beach renourishment projects.*

*User fees should always be considered, but, as noted above, I would suspect, for the purposes of this question, that user fees would be considered a tax. Regardless, user fees have been especially effective in funding enterprise types of operations as they allow for benefits to determine cost of service. These fees can also allow for the costs of projects to be allocated to the customer base, which is not always the property owner. Sometimes sliding scale fee structures can allow for even better assignment of benefits to the users of the improvements.*

*Without greater detail it is extremely difficult to fashion a proposed financing strategy/structure. Improved value as a result of the proposed infrastructure upgrade is the most conventional approach. Implementation of user fees may be an alternative that more closely matches benefit with costs; and, in rare cases, privatization of an asset can provide long term cost reductions. The point should be that increases in overall ad valorem tax rates should be the last resort for payment of these types of infrastructure improvements as there is greater benefit derived by some than the community as a whole.*

9. As Myrtle Beach's new City Manager, describe how you would begin the process of working with a senior management staff consisting of highly qualified and respected members.

*I have made a career of working with good people whom I have pointed in the Council provided direction and then encouraged them to stretch their boundaries in service delivery. I would do the same in Myrtle Beach.*

*Coming in, I would spend time with each of the executive leadership team to gain as much knowledge from them as I could. I would share with them my approach to work as well as my values. Most importantly I would need to find out what they think that they need from me in order to be successful. As we move through the initial phases of working together I would like to find out what they have in the way goals and objectives, how they measure their progress and any changes that might be necessary as a result of our discussions and expectations. I also need to*

*determine what motivates them and utilize those strengths both within their area of responsibility and beyond. Going forward I would develop a system of workplans that are tied to the accomplishment of strategic goals and objectives as well as the continuous improvement of daily service. After that, with good people, it is as much a matter of staying out of the way as it is providing guidance.*

*As you might have gathered from my response, I have what is commonly referred to as a team-oriented approach to management. For me that generally means consulting with folks, asking them to, as I like to say, peer up over their divider in order to obtain their perspective on where the organization is headed and how we can best serve the community. All the achievements that I may reference from throughout my career were based upon the work of great individuals with whom I have had the honor of serving. The City of Myrtle Beach seems to have run very well before the arrival of a new manager. The new person should consider what has been successful and build upon that.*

10. What experience do you have with organizational and performance analysis?

*Over the years I have used any number of instruments to gauge organizational performance. In smaller jurisdictions where we had less time and technical capacity, we used workload measures to determine what was being done and where emphasis was being placed. In Wilmington we have used performance measures tied to departmental business plans (based upon the Council's Strategic Plan) to guide our direction and allow for the assessment of achievement. In all cases, we have tied departmental achievement to individual goals, objectives, and workplans for employees. The key has been to develop a process that does not so encumber the staff with paperwork that they do not get the work done. In any event, the individual work of the employee has to be judged by what they can do to move the organization forward in the direction set by Council.*

11. An important current project for the City is funding for and implementation of the Myrtle Beach Downtown Master Plan - - the revitalization of Downtown Myrtle Beach. The purpose is to create a more urban setting targeted at encouraging an attractive and vibrant live/work/play atmosphere. Please describe any background you bring that suggests that you can assist the City to succeed with this project.

*While serving as the Town Manager in Black Mountain we undertook a comprehensive planning process that resulted in a community vision. That vision was designed to make the community more self-sufficient in terms of the provision of daily services (as opposed to being reliant upon the City of Asheville for daily commerce) and the growth of attributes that made the core of the downtown vibrant. That process was built on significant public input and community buy-in at every step of the process.*

*In Wilmington, we have undertaken a comprehensive planning process that resulted in our first truly community based comprehensive plan. The process was intense and widespread, also being based upon the sharing of ideas and concepts that were developed through considerable public outreach. That plan is now the basis for a land development code overhaul that places emphasis on density and mixed uses, especially as they apply to our downtown.*

*Downtown Wilmington was the subject of an area-wide plan that many years ago set forth a vision for growth and attraction. The planning effort, known as the Vision 2020 Plan, set forth objectives and concepts to be fostered over a 16-year period. I am proud to say that I had oversight responsibility for the completion of objectives contained in that plan – prior to the year 2020. Many of the concepts and objectives were the basis for us being able to change the downtown from an undesirable location to an area attraction that draws people from both North Carolina and a larger multi-state region.*

*The City of Wilmington has and maintains a Strategic Plan. That document is updated every five years. It covers far more than our downtown, but from that document we make decisions and offer direction designed to improve all of the City as well as to nurture the continued growth and development of our downtown. As noted in an earlier response, our Strategic Plan serves as the basis for departmental business plans and employee personal workplans.*

- 12. Please describe any experience you have in developing and implementing a strategic planning process that resulted in the establishment of plans and priorities for both the community and the organization.**

*As noted in previous responses, the use of guiding documents, such as the City of Wilmington Strategic Plan, have been integral throughout my work as a municipal administrator. Once again, we have used that plan to guide our success in putting together initiatives and programs designed to improve our daily services and accomplish significant objectives. My role in that process is to assist the Council in the development of the objectives and then work with all departments to translate those objectives into action items for funding within in the Annual Budget. I also make certain that performance evaluations of those whom I supervise are based upon their ability to accomplish the specified goals.*

- 13. What experience do you have in any innovative policing or crowd control methods related to community event(s) involving significant crowds and their associated traffic, noise, criminal activity, etc.?**

*Our innovative work in Policing has been centered on the initiatives that are undertaken prior to events that involve crowd control. In Wilmington we work throughout the City to build a sense of community prior to events that may lead to the assembly of large crowds. We have ministerial outreach programs that allow us to work with area churches to become acquainted with the parishioners in a less formal setting. We have a community consultation group to whom we reach out in times of potential community strife. We also foster youth interaction with our Police Athletic Leagues and our Port City Supergirls. All of these programs, and more, are designed to allow us to integrate into the community so that we can avoid or at least minimize to detrimental effects of critical incident issues.*

*We also work with our local university to provide cooperative patrols of areas in which we have high concentrations of student housing. Those are generally the areas where (outside of the downtown) we see the greatest issues with noise ordinance violations. These patrols have been especially helpful at disseminating information during the COVID-19 pandemic.*

*The downtown has a special designated task force made up on City police officers and members*

of the County Sherriff's department to address crowd control, noise and alcohol violations in the area where we have the greatest amount of nuisance type violations. The task force members have become well known to downtown property owners and residents, to the point that they are sometimes treated like family members.

Finally, one of the more innovative ideas that we have employed came from a task force of City representatives, bar/restaurant owners and historic district residents to develop guidelines for the issuance of alcohol permits to downtown establishments. This program resulted in the issuance of voluntary guidelines for behavior while operating in the downtown. Those included things such as the individual business owners monitoring and policing the behavior of patrons. The most significant result was agreement by the State of North Carolina Department of Alcoholic Beverage Control not to issue alcohol distribution permits in the downtown for large bars in close proximity to one another. This was a monumental step in slowing the proliferation of bars and allowing us to turn the corner to bringing more traditional retail establishments back into the area.

**14. What management experience do you have related to weather-related or any other significant community emergency or crisis situations?**

*Summarized below, categorized by then contemporary employer, is my emergency management experience. I served as Incident Commander in these events. I have prepared or provided administrative oversight for all FEMA documentation associated with the federally declared disaster events.*

**Woodruff, SC**

- 1986 - Tornado response. No federal disaster declaration.

**Topsail Beach NC**

- 1991-92 - Two nor'easters within 30 days. Over \$1m in property damage and catastrophic beach erosion. No federal disaster declaration.
- 1989 - Christmas Eve blizzard. Eighteen inches of snow, inland waterway freeze over, and community-wide loss of power. No federal disaster declaration
- 1989 - Hurricane Hugo. No federal declaration.

**Wrightsville Beach, NC**

- 1996 - Hurricane Bertha. Federal disaster declaration
- 1996 - Hurricane Fran. Federal disaster declaration
- 1996- Tropical Storm Josephine. Combined federal disaster declaration with Hurricane Fran
- 1998 - Hurricane Bonnie. Federal disaster declaration
- 1999 - Hurricane Floyd. Federal disaster declaration
- 1999 - Hurricane Irene. No federal disaster declaration.

**Black Mountain, NC**

- 2004 - Hurricane Ivan. Federal disaster declaration.
- Various local states of emergency for snowfall events

Wilmington, NC

- 2014 – Ice storm. State disaster declaration. No federal disaster declaration.
- 2015 – Tropical Storm Juquin. No federal disaster declaration
- 2016 – Hurricane Mathew. Federal disaster declaration
- 2018 – Hurricane Florence. Federal disaster declaration.
- 2020 – COVID-19 Pandemic
- 2020 – Hurricane Isaias. Federal disaster declaration.

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

*No, there are no such considerations.*

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

*The resume is accurate as submitted.*

17. If selected as a finalist candidate for this position, we will conduct comprehensive background checks on you. These will include educational degree verification; driving, civil and criminal court record checks; a credit check; internet checks, Sex Offender Registry check and reference checks. Will we find anything concerning you that you need to disclose and explain ahead of time?

*No.*

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

*Yes. The City of Wilmington, North Carolina.*

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

*No.*

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

*No.*

21. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

*No.*

22. What is your salary expectation?

*Discussions should be in the \$200,000 range but should be dependent upon the remainder of the compensation package offered to the successful candidate.*



Myrtle Beach, South Carolina  
CITY MANAGER

**ANTHONY CAUDLE**

**REFERENCE/BACKGROUND CHECK SUMMARY**

**References include:**

Assistant Town Manager – Black Mountain, NC – Former Subordinate  
Parks and Recreation Director – Black Mountain, NC – Former Subordinate  
Former City Manager – Raleigh, NC – Professional Colleague

**Professional Strengths:**

Leadership  
Quality communications (both written and verbal)  
Problem solving  
Consensus building  
Professional experience, knowledge and understanding  
Builds strong and constructive relations with City Council members  
Negotiating

**Interpersonal Skills and Characteristics:**

Steady and even temperament  
Excellent listener  
Highly collaborative  
Sincere

**Management:**

Leads by example  
Encourages staff input and ideas  
Delegates and empowers staff while holding them accountable  
Supportive of his staff  
Inspires staff performance excellence