

TERRENCE R. MOORE

PERSONAL

College Park, Atlanta, Georgia

EDUCATION

Master of Public Administration - 1994
University of Illinois

Bachelor of Arts, Economics - 1991
University of Illinois

SUMMARY OF RELATED EXPERIENCE

2013 - Present	<u>CITY OF COLLEGE PARK, GEORGIA</u> Population 20,000 City Manager
2010 - 2013	<u>CITY OF MORGANTOWN, WEST VIRGINIA</u> Population 31,000 City Manager
2005 - 2010	<u>CITY OF LAS CRUCES, NEW MEXICO</u> Population 101,000 City Manager
1999 - 2005	<u>CITY OF SEBASTIAN, FLORIDA</u> Population 22,000 City Manager
1995 - 1999	<u>CITY OF DEERFIELD BEACH, FLORIDA</u> Population 64,000 Assistant City Manager
1994 - 1995	<u>CITY OF PEORIA, ILLINOIS</u> Population 112,000 Management Analyst
1991 - 1993	<u>CITY OF CHICAGO, ILLINOIS</u> Population 2,784,000 Analyst/Auditor, Office of the Mayor

Terrence R. Moore, ICMA-CM
College Park, Atlanta, Georgia

September 3, 2020

Mr. Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road #A-1
Norcross, Georgia 30071
slavin@bellsouth.net

Re: Myrtle Beach, South Carolina City Manager Recruitment Effort

Dear Mr. Slavin:

I am writing to express my interest in candidacy for the position of Myrtle Beach, South Carolina City Manager. After reviewing both my professional and educational background, I am confident that your organization will find me to be worthy of consideration.

My career in local government spans over 28 years, with over the past 21 years as a city manager in growth oriented, university and major metropolitan communities in Florida, New Mexico, West Virginia and Georgia.

My present employment capacity involves over seven years of extremely productive service as City Manager, College Park, Georgia, a full service, inner suburb of Atlanta, Georgia. Also known as Georgia's Global City/Air Transportation Gateway, College Park is home to Hartsfield-Jackson Atlanta International Airport, the world's busiest airport, Chick-fil-A Corporate Headquarters, the Southeast United States Regional Headquarters of the Federal Aviation Administration, as well as numerous other aspects that significantly contribute to Metropolitan Atlanta's socio-economic well-being and vitality.

My accomplishments and contributions to date via public service are numerous - all related to directing and cultivating high performance organizations passionately via a collaborative approach to leadership and management. Additionally, much success has been achieved utilizing various fiscally responsible approaches, including no tax increases while steadily and efficiently expanding services to both residents and the business community alike.

I look forward to your favorable review and a possible discussion relative to this fantastic opportunity. Should interest exist in pursuing a dialogue respectively, please feel free to contact me via either of the above referenced telephone numbers. Meanwhile, all the best to the City of Myrtle Beach with this very importance process.

Sincerely,
Terrence R. Moore, ICMA-CM
College Park, Atlanta, Georgia

Terrence R. Moore, ICMA-CM

College Park, Atlanta, Georgia 30337

Professional Positions

City Manager: College Park, Atlanta, Georgia 2013 to Present

A full service, urban, inner suburb of Atlanta, Georgia, College Park, also known as Georgia's Global City/Air Transportation Gateway, is home of Hartsfield-Jackson Atlanta International Airport, the world's busiest airport, Chick-fil-A Corporate Headquarters, two of the United States top yielding Coca-Cola Bottling Company's production and distribution plants, Sysco Foods Atlanta, and 36 hotel and motel facilities, all to help support a daily daytime population of 300,000, and 20,000 permanent residents. Additional notable aspects of the community include the Southeast United States Regional Headquarters of the Federal Aviation Administration, and Woodward Academy, the largest independent preparatory school in the continental United States. Chief executive officer responsible for preparation and oversight of a \$140 million total operating budget, as well as leadership, supervision, and involvement of operating line departments of police, fire, public works, engineering, airport affairs, finance and accounting, economic development (including the College Park Business and Industrial Development Authority), inspections, recreation, communications, human resources and risk management, and municipal court. Other municipal operations include the Georgia International Convention Center (GICC), the newest and second largest convention facility in the State, as well as multiple service utilities, including College Park Power, the City's electricity distribution system.

Key Achievements:

Lead negotiations to secure both the Women's National Basketball Association's Atlanta Dream and the National Basketball Association's Atlanta Hawks Developmental League Team, the College Park Skyhawks, as a long-term tenant at the Georgia International Convention Center Complex's (GICC) Multipurpose Arena;

Lead property transaction and incentive negotiations to result in development and construction of the new Southeast United States BMW Training Facility at the Gateway Center adjacent to GICC;

Lead negotiations to secure 30 year Car Rental Tax Cooperative Agreement with the City of Atlanta, enabling long-term revenue bond financing for infrastructure improvements at Phillips Arena to support continuous home games and operations for the Atlanta Hawks;

Lead renegotiations on Federal Aviation Administration (FAA) lease agreements with the United States General Services Administration, yielding net user square foot rates increasing 32%, as well as financing and implementation for facility modifications to expand operations by nearly 400 additional federal positions;

Direction to engage Google leadership to consider College Park as one of nine municipalities in Metropolitan Atlanta as a Google Fiber Community. Formal selection to this effect announced January 27, 2015;

Directed various bond refinancing activities that yielded a total savings of nearly \$20 million during the remaining periods for existing loans;

Reduced municipal expenditures by 20% via various managed reduction practices and efficiencies in operations strategies, including continuous process improvement programming via principles adopted from Lean Six Sigma;

Elevated the City's Standard and Poor's municipal bond rating from A+ to AA;
Increased total fund balance reserves by 100%;

Directed various business and industry incorporation and retention efforts, resulting in Chick-fil-A Corporate Headquarters and Sysco Foods Atlanta expanding its facilities and operations presence in College Park; as well as the annexation of Naturally Fresh, Inc., Tree House Foods, Inc. and other adjacent properties in the Buffington Road vicinity of the South Fulton Industrial Corridor;

Resolved various matters with the City of Atlanta, including a multi-million dollar occupational tax settlement resulting from additional net sales revenues at Hartsfield Jackson Atlanta International Airport, as well as acquisition of excess land to help support current and future redevelopment activity in the recently designated College Park Tax Allocation District.

City Manager: Morgantown, West Virginia

2010 to 2013

Growth oriented, full service community that serves as the regional hub of North Central West Virginia. Morgantown is the county seat of Monongalia County and is home of West Virginia University, the largest institution of higher education in the State, with an annual enrollment of over 30,000 students; and is the medical, cultural, and commercial hub of the region, with a daytime population of over 70,000, 31,000 permanent residents, and a metropolitan statistical area of nearly 140,000. Chief executive officer responsible for preparation and oversight of a \$160 million total fund operating budget for city council review and approval, as well as leadership, supervision, and involvement of operating line departments including police, fire, public works and engineering, Morgantown Utility Board (water, wastewater and storm water services provided to over 90,000 residents throughout both Morgantown and Monongalia County), finance, Morgantown Municipal Airport (including commercial air service operations provided by United Airlines), legal, development services, Board of Parks and Recreation, and Morgantown Parking Authority. Management and guidance of day-to-day affairs also involves directing projects, programs and services in a community with a high level of citizen participation with expanding expectations. Chairman of police, fire and general/utility employee pension funds. Recognized by various trade and business periodicals as being one of America's best cities to conduct business (currently ranked third best performing small metro area in the United States by the Milken Institute), as well as one of the smartest places to live (Forbes and Kiplinger's Personal Finance).

Key Achievements:

Secured approval of intergovernmental and real estate purchase agreements involving both the Federal Aviation Administration (FAA) and the Monongalia County Development Authority; necessary to finance and implement infrastructure improvements to support both the recently initiated West Virginia National Guard Readiness Center and Morgantown Municipal Airport Business and Technology Park. Other economic development outcomes include various partnerships with West Virginia University, including the Square at Falling Run commercial development, Evansdale Campus Redevelopment Program, and expansion of West Virginia University Hospital System, yielding significant additional job growth in the community;

Secured and administered grants, as well as state and federal appropriations totaling nearly \$10,000,000. Funding includes support for various infrastructure improvements at Morgantown Municipal Airport, and Downtown Morgantown Streetscape Improvement Program;

Expanded citywide annual street/roadway resurfacing and reconstruction program;

Initiated fund balance policy that yielded an increase in municipal reserves by 90%;

Initiated five year capital improvement planning and programming so as to effectively identify capital projects and equipment purchases, as well as to strategically provide a schedule and identify options for financing;

Instituted organization-wide performance based budgeting model, enabling the identification of goals and objectives of departments and sections to be achieved, with the application of measurement tools to report effectiveness, as well as support funding commitments.

City Manager: Las Cruces, New Mexico

2005 - 2010

Growth oriented, full service community that serves as the regional hub of Southern New Mexico. The second largest city in New Mexico, home to over 101,000 permanent residents, Las Cruces is the county seat of Dona Ana County with many municipal services being provided to various unincorporated areas as well (the Las Cruces Metropolitan Statistical Area population exceeding 200,000). Home of New Mexico State University and is the principal community serving and supporting White Sands Missile Range, one of the largest military installations in the United States. Chief executive officer responsible for preparation and oversight of a \$314 million full service operating budget for city council review and approval, as well as direction, supervision and management of operating line departments including police, fire, public works, joint utilities (water, wastewater, natural gas and solid waste), public services (museums, public bus transit system, seniors services, library and convention and visitors bureau), facilities (including parks and recreation and Las Cruces International Airport), legal, community development and information technology. Leadership and guidance of day-to-day affairs also involves directing projects, programs and services in a community with a high level of citizen participation with expanding expectations. Recognized by various trade and relocation periodicals and journals as being one of the best cities in America to live, retire and conduct business.

Key achievements:

Secured approval of six revenue bond issues totaling \$75 million to respectively finance and implement development and construction of New Las Cruces City Hall, the Las Cruces Convention Center, the Joint Utilities Water and Wastewater Treatment Plant, New Laabs Swimming Pool, the East Mesa Bataan Memorial Pool, the Waterfalls Regional Pond and other neighborhood enhancements and infrastructure improvement projects;

Successfully secured grants and state and federal appropriations totaling over \$50 million. Funding includes for the Downtown Main Street Plaza Revitalization Program, various capital infrastructure improvements, runway infrastructure/economic development expansion at Las Cruces International Airport, new and existing parks and recreation improvements, new active and passive park construction, historic preservation and various crime prevention/law enforcement expansion initiatives;

Established Las Cruces Downtown Tax Increment Development District, including financing to implement the three phase Downtown/Main Street Plaza Revitalization Program;

Successfully annexed 22 additional squares miles of unincorporated land resulting in substantive and revenue positive commercial and residential development, as well as assurance of future "growth elasticity" and management;

Secured approval of Vision 2040 Plan – regional comprehensive plan; via partnership with both Dona Ana County and New Mexico State University;

Implemented citywide annual street/roadway resurfacing and reconstruction program;

Implemented additional managed reductions resulting in reduced operational expenses by 25%.

City Manager: Sebastian, Florida

1999 - 2005

Rapidly growing, suburban, waterfront community situated along East Central Florida's Treasure Coast. Encompassing nearly 15 square miles with a build out rate currently at 60%, with a permanent resident population exceeding 22,000 that anchors a metropolitan statistical area of nearly 140,000. Known nationally as 'Home of Pelican Island', America's First National Wildlife Refuge. Chief executive officer responsible for preparation and oversight of a \$30 million full service operating budget for city council review and approval, as well as direction, supervision and management of 10 operating line departments including police, public works, stormwater utility, municipal airport and golf course, while concurrently directing projects, programs and services in a community with a high level of citizen involvement and expectations. Recognized by Money Magazine as being one of the best communities to live on the Southeast United States.

Key achievements:

Secured approval of three revenue bond issues totaling \$20 million to respectively finance the 2001 Sebastian Municipal Golf Course Renovation Program; Sebastian Municipal Complex to include construction of the City's first fully functional city hall facility, police station expansion and municipal complex park; and implementation of the Sebastian Stormwater Utility Master Plan – encompassing various citywide stormwater related capital improvements;

Successfully secured various federal and state grants totaling over \$10 million. Funding includes first blighted neighborhood revitalization program, capital infrastructure improvements, airport facility rehabilitation/economic development expansion, new and existing parks and recreation improvements, new park construction, historic preservation and various crime prevention initiatives;

Secured approval to establish various alternative revenue sources while concurrently reducing millage (property) tax rates by 29.4% in three-year period;

Secured adoption of Sebastian Municipal Airport Master Plan, resulting in tremendous public and private sector capital investment, as well as initiation of a corporate park resulting from respective improvements;

Funded and expanded Community Redevelopment Agency, including updates to respective master plan and financing of respective improvements in the Sebastian Waterfront Overlay District;

Successfully annexed 3.5 additional square miles of unincorporated land, resulting in substantive and revenue positive commercial and residential development;

Secured approvals of various growth management policies designed to effectively and efficiently manage and direct future commercial and residential development citywide;

including adoption of a revised Sebastian Land Development Code and visioning "charette" community planning exercise performed in conjunction with the Treasure Coast Regional Planning Council;

Established the Sebastian Stormwater Utility Division, responsible for directing and implementing citywide stormwater infrastructure improvements and annual maintenance program;

Concluded Sebastian Water Expansion Program – in conjunction with the Indian River County Department of Utilities and via private development and investment.

Assistant City Manager: Deerfield Beach, Florida

1995-1999

Full Service, waterfront community situated along Southeast Florida's Atlantic Ocean Gold Coast, located in Northeast Broward County, the state's second largest county. Primary responsibilities included ancillary support for preparation and oversight of a \$63 million full service operating budget for city commission review and approval, as well as Federal, State and County grant procurement and administration. Duties also included interviewing and selecting personnel for employment and executive appointment, writing and administering the City's Capital Improvement Program, assisting in the direction of 10 operating line departments, serving as management representative in labor negotiations and disputes, monitoring and responding to citizen complaints as received by the City Manager's Office.

Key achievements:

Successfully secured various federal, state and county grants totaling over \$6.4 million. Funding includes the City's first redevelopment initiative along the beach, the Federal Emergency Management Agency's Showcase Community Program (Deerfield Beach as one of seven municipalities nationwide selected to participate, 1997), capital infrastructure improvements, recreational/open space improvements, historic preservation, affordable housing, summer youth employment, public facility restoration, transportation services, waterway accessibility and enhanced law enforcement/crime prevention;

Designation of Community Development Block Grant (CDBG) Entitlement Community; Began Fiscal Year, 2000;

Secured approval for the construction of a Boys & Girls Club facility via the acquisition of vacant commercial and residential property by way of good faith negotiations with absentee landlords;

Reduced municipal expenditures 9% in real dollars over two years and reduced workforce 4% without service cuts;

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Increased undesignated fund balance from \$2,946,000 to \$3,950,000 while maintaining a constant millage (tax) rate;

Received Government Finance Officers Association Annual Award for Best Budget Presentation;

Received "best practice" recognition two consecutive years from the National League of Cities Livability Awards Program;

Implemented Total Quality Management (TQM) and customer service training programs throughout all departments.

Management Analyst: City Manager's Office Peoria, Illinois **1994 - 1995**

Community located in Central Illinois serving as the commercial, industrial and cultural center for the 339,000 population of Peoria, Woodford and Tazwell tri-county area. Responsibilities included serving as budget analyst performing field evaluations of departmental operations, estimating current and future year revenues and expenditures and responding to complaints as received by the City Manager. Recruited to become assistant city manager of Deerfield Beach, Florida.

Initiated budget cut recommendations for Fire and Emergency Services Departments;

Developed and initiated five-year capital improvement program;

Provided and initiated recommendations for cost reduction in the municipal warehouse, resulting in annual savings of over \$200,000;

Implemented policy addressing purchasing and solicitation to bids for citywide projects;

Participant in the development of the Human Resource Department's Workplace Diversity Program, which guided hiring practices into the 21st century.

Analyst/Auditor: Office of the Mayor, City of Chicago, Illinois **1991-1993**

Primary responsibilities included auditing financial interest and campaign contribution reports for over 5,000 city employees and all 53 elected officials; as enforced by the City's Governmental Ethics Ordinance and Campaign Financing Ordinance. Performed research and provided inquiries pertaining to various issues city wide as directed by Mayor Richard M. Daley and Dorothy Eng, Executive Director of the Board of Ethics. Left Mayor's Office to accept full graduate assistantship towards completion of the University of Illinois MPA Program - from where ultimately recruited to serve as Management Analyst for Peoria, Illinois City Manager Peter A. Korn. Key Achievements:

Provided and implemented recommendations to the Board of Ethics for Campaign Financing Ordinance violations in excess of \$500,000;

Updated over 600 case summaries pertaining to violations of noted ordinances.

Professional Affiliations and Community Service

- National Board of Directors, Alliance for Innovation.
- Credentialed Manager, International City/County Management Association (ICMA).
- ICMA Advisory Board of Graduate Education and Knowledge Network Advisory Board.
- Practitioner in Residence, Georgia State University Andrew Young School/Policy Studies.
- Guest Lecturer, West Virginia University Division of Public Administration (2011 to 2013).
- Community Board, Health South Mountain View Rehabilitation Hospital (2011 to 2013).
- Director, West Virginia University National Youth Sports Program (2011 to 2013).
- Community Relations Board, Federal Corrections Institute – Morgantown (2011 to 2013).
- Fall 2008 United States Department of Defense Joint Civilian Orientation Conference.
- Board of Trustees, Memorial Medical Center, Las Cruces, New Mexico (2006 to 2010).
- Board of Supervisors, Las Cruces Metropolitan Narcotics Agency (2005 to 2010).
- Life Member, University of Illinois Presidents Council.
- Board of Directors, Las Cruces Public Schools Foundation (2005 to 2010).
- Adjunct Instructor, New Mexico State University Master of Public Administration Program.
- Board of Directors, Florida City/County Management Association (2002 to 2005).

Education

- 1988 to 1991 **Bachelor of Arts, Economics, University of Illinois.** Illinois Scholar Awarded.
- 1992 to 1994 **Master of Public Administration, University of Illinois.** Graduate College of Urban Planning and Public Affairs. Full graduate assistantship with placement in the City of Chicago's Cooperative Education Program and the Office of Student Affairs. Areas of interests in city management and public finance/budgeting. Elected Vice President of the University of Illinois Chapter of Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration.
- 1996 to 1997 **Certificate, Community and Economic Development, Florida Atlantic University.** Graduate College of Urban and Public Affairs. Post graduate certificate program for agents responsible for developing and administering community and economic development initiatives in municipalities.
- 1997 **Certificate, Senior Executive Institute, University of Virginia.** Management program for senior level executives in local government. Program provided annually via faculty and resources from the Colgate Darden Graduate School of Business Administration and the Weldon Cooper Center for Public Service.

Nationally Recognized Lectures and Speaking Engagements

The Cornell University Lab of Ornithology: "Urban Farming as a Function of Sustainability in Cities". March 2017 Urban Farm of Metropolitan Atlanta, College Park, Georgia.

International City/County Management Association 101st Annual Conference: "The Phantom Menace: Addressing E-Hostility in Your Community". September 2015, Seattle, Washington.

International City/County Management Association 93rd Annual Conference: "Results Oriented Performance Measurements and Indicators". September 2007, Pittsburgh, Pennsylvania.

Florida Government Finance Officers Association 2004 Annual Conference: Communication, Staying Connected, "Capital Planning – A Necessary Tool and Process", May 2004, Tampa, Florida.

University of Illinois Graduate College of Urban Planning and Public Affairs 2003-2004 Public Administration Lecture Series: "Municipal Finance Practice Via the Council-Manager Plan", October 2003, Chicago, Illinois.

Florida League of Cities 74th Annual Conference: Evolve Emerge Imagine, "Council-Manager Relations", August 2000, Fort Lauderdale, Florida.

United States Office of Science and Technology 1998 Conference: Public-Private Partnership 2000, "Disaster Recovery Business Alliances", June 1998, Washington, DC.

United States Economic Development Administration 1998 Conference: Building Sustainable Communities, "Disasters: Opportunities for Sustainable Development", May, 1998, New Orleans, Louisiana.

Professional References:

The Honorable Jack P. Longino, Mayor, 1996 to 2020
City of College Park
3667 Main Street, City Hall
College Park, Atlanta, Georgia 30337
404-597-8728
jlongino@collegeparkga.com

The Honorable Ambrose W. Clay, City Council, Ward I
City of College Park
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College Park, Atlanta, Georgia 30337
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MYRTLE BEACH, SOUTH CAROLINA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name:

Mr. Terrence R. Moore, ICMA-CM

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

As one of six career city managers interviewed for an article published in the May 2017 edition of *Governing Magazine* titled "City Fixers" best summarizes, I am consistently drawn to wherever the next big economic development challenge is, not necessarily based on cities that are similar. Likewise, my wide range of professional experiences and resulting accomplishments represent an excellent fit in terms of the needs of Myrtle Beach, as both a municipal corporation and as a community. This includes a solid track record of success in the areas of budget and financial management, economic development, growth management, redevelopment and other various experiences related to public-private partnership; all in growth oriented communities, in addition to my current involvement with a major metropolitan, full service, hospitality centric, urban city that has recently made significant strides to expand sports related tourism. I likewise consider Myrtle Beach to be a next logical step as far as career progression in concerned.

- 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.**

My largest operational experience to date involves service as Las Cruces (New Mexico) City Manager from February 2005 to December 2010, at 1,400 employees and a total fund operations budget of \$314 million. My following experiences as Morgantown, West Virginia City Manager (2010 to 2013) and such for College Park (March 2013 to Present) are \$161 million and \$140 million total fund operation budgets respectively; due to several enterprise fund operations, including water, sewer, sanitation, stormwater and electric distribution utilities services. Additionally, as the City of College Park owns and operates both the Georgia International Convention Center (the newest and second largest convention center facility in Georgia) and the new Gateway Center Arena @ College Park (now home to both the Women's National Basketball Association's Atlanta Dream, and the Atlanta Hawks G-League affiliate, the College Park Skyhawks), are also part of municipal operations as noted. Additionally, municipal budgets in Sebastian, Florida; Las Cruces, New Mexico; and Morgantown, West Virginia all include enterprise funds that support municipal and international airports as part of operations.

- 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.**

As referenced in the response to Question 2, such would be the City of Las Cruces. Additionally however, for Fiscal Year 2008-2009 and Fiscal Year 2009-2010, the total fund budget exceed \$400 million, given development and construction of major capital projects such as a new city hall facility, the Las Cruces Aquatics Center and the Las Cruces Convention Center during my tenure as noted.

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

ICMA Credential Manager since 2002. A member the inaugural class of the ICMA Credential Manager program, as approved by the ICMA Executive Board at its May 2002 meeting.

- 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?**

With respect to experiences in developing revenue and expenditure options to enhance municipal financial conditions, managed reductions, particularly during periods of economic recession, became realized as a result of implementing minimally adverse adjustments – reductions in overtime spending citywide, suspensions of merit increases, introduction of wage reopener provisions in union contracts (where applicable and available), consolidating operations resulting from retirements and attrition, as well as various other organizational streamlining activities. Also, as a result of executing such fiscally prudent directives, additional financing became available in each of the respective communities to implement capital improvements that had long been contemplated. Record of achievement to this effect includes construction of new city hall facilities in Sebastian, Florida and Las Cruces, New Mexico, as well as convention center development and expansion in Las Cruces and here in College Park, Atlanta; via the recent opening of the aforementioned Gateway Center Arena @ College Park. Not to mention, the noted practices and strategies have yielded significant increases in fund balance reserves, as well as improved bond ratings with Moody's Investors Service and S & P Global Ratings (previously Standard and Poor's). For instance, in December 2014, the City of College Park secured a Moody's bond rating of Aa3 (reaffirmed with a positive upward trajectory in August 2018), and an S&P rating of AA-.

- 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.**

With the development and construction of the aforementioned Gateway Center Arena @ College Park, city administration was able to secure license agreements with both the Atlanta Hawks Basketball Club and the Women's National Basketball Association (WNBA). The Atlanta Hawks outcomes yielded the presence of its G-League team franchise, *the College Park Skyhawks*

(inaugural season in 2019). The WNBA involvement resulted in this facility becoming the new home court for the *Atlanta Dream*, the women's professional basketball team franchise based here in Georgia. The Office of the City Manager likewise led negotiations to secure this presence during the period in which the facility was under construction.

Ancillary experiences involving the expansion of sports tourism and the advancement of related economic development and impact, stemming from meaningful relationships cultivated with New Mexico State University (NMSU) administration (during my tenure in Las Cruces), the development and construction of the Las Cruces Convention Center on NMSU owned land was made possible. Additionally, the execution of a multiple year co-sponsorship agreement to host the Western Athletic Conference college basketball tournament at NMSU's Pan American Center was achieved during this experience as well.

Other specific interesting examples above and beyond my recent accomplishments in my current role included preparations made by both the City of Morgantown and the Morgantown Municipal Airport, in response to the West Virginia University Department of Intercollegiate Athletics transitioning from the Big East Conference to the Big XII in 2012. The broad geographical range of schools in the Big XII Conference necessitated an expedited capital improvement program for runway enhancements needed in order to accommodate the size of aircraft that could effectively and safely transport teams to and from the community.

- 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?**

My first significant engagement to this effect was as an assistant city manager in Deerfield Beach, Florida, via the allocation of Community Development Block Grant (CDBG) funding for a set number of eligible families that met income guidelines who also demonstrated applicable credit worthiness to help be able to purchase their first homes. Collaborative partnerships to administer respective opportunities were also achieved via local single family home developers, as well as local and regional banks and their mortgage divisions, who benefited via goals and objectives of the federal Community Reinvestment Act (first mandated in 1977). Other similar projects and programs were successfully administered in Las Cruces, New Mexico and College Park, Georgia; via CDBG and HOME Investment Partnership dollars, as well as matching city resources as committed by elected officials who were likewise concerned about affordable housing and the merits for creating opportunities as noted.

- 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?**

My experiences to this effect simply involved revenue bond issuances backed and supported by future proceeds from respective enterprise and utility fund proceeds. Recommendation

processes likewise involved revenue forecasts for noted amortization periods, including any resource acquisition cost adjustments that may become necessary during the noted timeframe (e.g. expenses for electricity from generation sources; such related to water utility distribution, etc.). Likewise, a minimal dependency (if any at all) on General Fund sources to implement such improvements becomes the experience, alleviating any considerations to raise property millage rates respectively.

As far as implementation of beach renourishment projects, my notable experience involved an intergovernmental agreement with the Town of Hillsboro, Florida during my tenure in Deerfield Beach to implement a joint beach renourishment project; as both municipalities share public beach along the Atlanta Ocean coast. As initial funding for this project was realized via federal resources that were available during that time, adverse impacts to taxation and the City's General Fund were not the case. However, resulting maintenance responsibilities ultimately became a function of daily operations, with respective financial resources likewise becoming a priority in prospective annual proposed budget processes.

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 practice a team oriented approach to leadership, management and guidance. All appropriate staff are included in the decision making process. In addition to individual staff meetings, I meet with all top level administrators in executive/leadership team group settings on a weekly basis. This includes engagements in advance of city council meetings and other sessions. In addition, meetings are held on each day following regular city council meetings in order to discuss policy directions and expectations accordingly. During these meetings, I encourage staff to express their interpretations of elected official's desires collectively. Staff, resources and time frames in which to accomplish council direction are likewise provided. Pooling the collective knowledge of staff in the policy making process, and empowering them to execute their duties, is therefore a most effective leadership strategy, as such will continue to be my approach respectively if given the opportunity to help lead the City of Myrtle Beach.

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

As organizational and performance analysis (synonymous with organizational effectiveness) is a function of the high performance organizational model, such has been a feature of my leadership acumen during the course of my city management career to date. Most common to this effect involved the application of performance measurements, indicators, goals and objectives via annual proposed budget processes; enabling respective expectations for each department to achieve, as well as to yield goals and objective outcomes via the availability of resources allocated for purposes intended. Both the performance budget format, as well as goals and objectives aligned with the organization's strategic plan, likewise both serve as the monitoring system that charts the progress of the organization, and determines when changes in policies, procedures or practices need to be made.

- 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.**

In addition to community development, economic development and redevelopment opportunities that have stemmed from various growth management strategies, the employment of incentives has, at least on occasion, proven to be an effective strategy to encourage activity in areas that would otherwise continue to underperform economically. For designated downtown redevelopment areas of all communities served to date, leadership and guidance was therefore successfully offered to establish tax increment financing districts (known as tax allocation districts in Georgia), and thus, the College Park Tax Allocation District #1 – Downtown and Airport Gateways, was first authorized in 2015. Resulting economic development outcomes, notably, the execution of College Park's *Six West* mixed use large scale development project on acreage that was recently reacquired from the City of Atlanta, is the current direction. As Hartsfield Jackson Atlanta International Airport is located in the College Park Corporate Limits, property that was likewise deemed excess in the vicinity of the facility (that was previously acquired for airport expansion purposes by the City of Atlanta), became available to the City of College Park as noted. Specific outcomes achieved during the past few years to this effect include the Southeast United States BMW Training Facility, as well as the expansion of the Georgia International Convention Center via development and construction of the aforementioned Gateway Center Arena @ College Park. I am especially proud of this achievement in that a public-private partnership that was first initiated in 2016 to encourage a future home for the Atlanta Hawks Developmental League team came to fruition, via the authorization of a ten (10) year license agreement to govern its relationship with the City of College Park respectively. League athletic competition as noted, as the *College Park Skyhawks*, likewise began in November 2019. Additionally, a similar agreement with the Women's National Basketball Association has since been authorized for the facility to become the new home court for its *Atlanta Dream* professional franchise.

- 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.**

Strategic planning and visioning for long range policy development and budgetary purposes is perhaps one of the most critical tools to be employed relative to applicable focus in these regards, and one that I fully subscribe to. The process of creating a strategic plan and vision unique to any particular area is an excellent opportunity for all involved to learn the intricacies of a community's needs, and how to prioritize those needs based on the financial landscape of a municipal organization. This gives city council, city administration and staff at all echelons clearly defined goals and objectives. Resulting outcomes and sentiments are then tied to noted professional development expectations and specific annual proposed budget considerations, to include communication of resulting expectations to ancillary boards and commissions of city government as well.

Notable examples of leadership involvement to this effect include strategic planning and related team-building synergy currently underway here in College Park (including the recently revised and adopted College Park Strategic Plan now posted online via the City's website), as well as the issuance of the City of Las Cruces Strategic Plan Public Report 2010. The Las Cruces exercise, which began one year prior in 2009, defined a series of two-year strategic themes outlining specific goals and objectives for citizen impact, service delivery and foundation support. This process also yielded a revised mission statement for the organization and the community – "To provide responsive, cost effective and high quality services to the citizens of Las Cruces". Once adopted by the Las Cruces Mayor and City Council, a community and regional outreach effort to promote and publicize respective outcomes and expectations was successfully directed, including follow-up engagements with the local media and applicable dialogue with major stakeholder organizations.

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.?

Given the aforementioned experiences with major events at the Georgia International Convention Center and the Gateway Center Arena @ College Park, as well previous involvement with major collegiate athletic events, notably, after the West Virginia University Department of Intercollegiate Athletics began competition in the Big XII Conference, creative policing, crowd control methods, and practices were necessary to help manage potential issues and challenges respectively. This included public safety units directing alternative traffic routing, as well as collaborating with other agencies to augment deployment activities. Interestingly, with the Morgantown experience, this also included such in response to more people arriving to the community from out of state for Big XII Conference games; via more airplane traffic at Morgantown Municipal Airport due to both opposing teams and their loyal fan base arriving to the community for noted athletic competition and spectatorship.

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

Given the geographic diversity of communities served to date as a city manager, I've directed numerous emergency response endeavors to respond to flooding, heavy winds and other inclement weather events that have adversely impacted municipal operations, infrastructure and respective service delivery. However, perhaps my greatest challenge as noted was during my service as Sebastian, Florida City Manager; via leadership and guidance to respond to several hurricane events that had impacted the community and the surrounding region. Most notable to this effect was the 2004 hurricane season, with Hurricane Frances (Labor Day Weekend) and Hurricane Jeanne (three weeks later) having directly hit Sebastian from the south while moving north along the Treasure Coast region of Florida and into communities located in the Space Coast area. In preparation for the arrival of both storms, the City's Emergency Operations Center was activated, which include applicable collaboration with both the Indian River County Emergency Management Department and the Florida Emergency Management Agency. Although significant damage was experienced along Sebastian's coast as a result of both storms (one arriving three weeks after the

other – each at Category 3 by the time both Frances and Jeanne arrived to Sebastian), all echelons of staff were extremely responsive as far as directing contractual services and other protocols necessary to immediately clear debris and to resolve other resulting issues and challenges. This also included applicable coordination with Florida, Power & Light to restore electricity throughout the community (with power restoration not being activated until 10 and 11 days after each storm), as well as engaging with the Florida National Guard, who were deployed to the area due to the aforementioned blackout periods. Fortunately, the City's efforts relative to being proactive and organized thanks to various emergency management training engagements during my tenure resulted in our organization becoming the first municipality in Florida's Treasure Coast to secure reimbursements from the Federal Emergency Management Agency for eligible expenses in the aftermath of both storm events.

- 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.**

None.

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

Yes. Current, accurate and up-to-date.

- 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 issues and/or concerns at all relative to background, including educational verification, driving, civil, criminal, financial, sex offenses or references. However, I would like to share with you about a very unfair, unjust and cruel experience I had during my tenure in Las Cruces that caused me a great deal of harassment and inconvenience.

In 2008, during my fourth year of service as Las Cruces City Manager, my partner at the time sustained an injury at home directly related to a medical condition. Over a year later, an anonymous rumor surfaced that the aforementioned event was not accidental, and was therefore, the result of a domestic incident. Although this was certainly not the case, enough "interest" was generated to review the facts of the matter. Likewise, both the Las Cruces Police Department and the Dona Ana County Sheriff's Office, as well as the Office of the Dona Ana County District Attorney, all conducted independent reviews of this "inquiry", notably, the analysis of hospital and pharmaceutical records, which all confirmed that she did in fact collapse as a result of an ongoing medical condition and related prescription drug use. As such, this non-event generated a limited amount of local news coverage – including clarification of no wrongdoing whatsoever.

As a number of individuals and groups throughout the nation took exception to the associated unfair and unjust treatment, I've since been invited to speak regarding this experience in various forums. This included guest lectures at public administration programs at both West Virginia University and Georgia State University, as well as (perhaps most notably) via an educational session at the International City/County Management Association's 101st Annual Conference titled "*The Phantom Menace: Addressing E-Hostility in Your Community*" (as a local blogger initiated the creation and publication of a "news story" to this effect, the context of *e-hostility* applies as part of the subject matter), with over 300 conference participants in attendance (for your review and interest, I've attached a copy of the accompanying PowerPoint presentation).

Shared lessons I've been able to offer from this experience therefore target both appointed professionals and elected leadership. For professionals, if such treatment is even remotely tolerated and/or supported, it is perhaps a solid indication that one is no longer welcome (for whatever reason) in that community, and that it may very well be productive to pursue other opportunities. For elected officials, such behavior can and will, compromise the reputation of a community relative to being open and welcoming, which no city in America can afford in this day and age.

Nevertheless and otherwise, I've always, and continue to, enjoy a squeaky clean and responsible background, both personally and professionally, across the board.

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

Yes. As College Park (Atlanta), Georgia City Manager. Since March 2013.

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?

Open, commensurate with market conditions based on my experience, qualifications and the size and scope of Myrtle Beach as a full service municipal operation.

Myrtle Beach, South Carolina
CITY MANAGER

TERRENCE MOORE

REFERENCE/BACKGROUND CHECK SUMMARY

References include:

Mayor, College Park, GA – Current Supervisor
Mayor Pro Tem, College Park, GA – Current Supervisor
Chief Information Officer, College Park, GA - Subordinate

Professional Strengths:

Professional experience and capability
Intelligent
Strategic planning
Excellent communicator – direct, thorough, and comprehensive
Council/Manager/Staff relations
Gives respect and is highly respected

Interpersonal Skills and Characteristics:

Analytical mind
Levelheaded
Engaging
Always businesslike and professional
Stays calm and has a contagious calming demeanor

Management:

Keep all stakeholders informed and “in the loop”
Self-made
Builds and maintains strong working relationships and partnerships
In not a micromanager but likes to stay closely involved on critical projects and issues