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Candidate **Wayne A. Cauthen**

Synopsis CITY MANAGER/PUBLIC ADMINISTRATOR

Senior Operations Officer in public sector administration with a proven track record in managing large, diverse staffs in large urban communities; strong management experience developing and implementing new process improvements and efficiencies. Successfully managed multi-billion dollar budgets and programs to correct structural imbalances in operations; responsible for oversight and delivery of basic services and programs. Aptitude for making assessments of situational challenges and recommending, and leading implementation of the resulting action plans. Key qualifications include:

- ♣ Strong communications experience
- ♣ Project management and delivery
- ♣ Implementation of innovative solutions
- ♣ Implementation of service delivery systems
- ♣ Strategic and operational planning
- ♣ Fiscal responsibility

Experience City of Kansas City, Missouri

2003-Present

City Manager

Manager of a large urban center with diverse neighborhoods and robust corporate community that functions as the economic and public service seat to an administratively fragmented metropolitan region. Duties include managing a \$1.2 billion budget and 35 direct report full-time employees. Responsible for interacting with various policy-making and governing bodies in addition to the City Council, including the Parks and Recreation Board of Directors, and Board of Police Commissioners. Represent the city's interest as an ex-officio and sitting member of various boards and engage non-profit, corporate and other governmental interests throughout the metropolitan region.

- ♣ Corrected the city's previously structurally imbalanced budget; designed and implemented a multiple-year program to creatively address service functions that were cut or reduced as a result of the city's need to identify \$254 million in expenditure reductions over three budget cycles; recommended numerous ballot measures (revenue bond, general obligation bond, tax levy increase, fee increase, and sales tax) totaling \$1 billion to support critical economic development and sustainable community activities including: transit, healthcare for under- and uninsured residents, water and sewer improvements, and capital asset maintenance - - all ballot measures passed; allocated dollars to reflect the policy direction and priorities of the City Council including: basic service delivery, capital asset maintenance, neighborhood livability programs and public safety; ensure regular contributions are made to the city's reserve funds to reach the prescribed balance of 8% of the city's operational budget. Maintained bond ratings of Aa3, AA and AAA from Moody's, Standard & Poor's and Fitch respectively throughout.
- ♣ Achieved \$2 million in efficiency savings by reducing administrative overhead and duplication of effort in basic service delivery areas; consolidated four departments and several internal service functions with no job loss; consolidated internal service functions such as Building Management, Fleet Maintenance, and Procurement

Services. Other key functions consolidated include call centers and information technology staff.

- ♣ Dismantled a failing and ill-functioning Housing Department; cooperated with the U.S. Department of Housing and Urban Development to correct the regulatory and fiscal practices of the previous administration(s). Proactively developed a comprehensive housing program including multiple city departments and collaboration with community partners to address housing and neighborhood livability issues; established the Neighborhood Improvement Plan (NIP) to coordinate city services in targeted neighborhoods throughout the city. Actively engage the city's youth to partner in civic activities associated with the neighborhood improvement plans.
- ♣ Successfully negotiated a pay-for-performance plan with American Federation of State County and Municipal Employees (AFSCME) Local 500 leadership to promote efficient and better services to the citizens and encourage quality job performance among city employees. Commissioned a market salary survey study and initiated the incremental salary increases of the underpaid job classes throughout the city's labor class as a result of the study's findings.
- ♣ Addressed the \$400 million capital construction backlog by streamlining the city's bid, award and project management functions and housing them in one location, the Capital Improvements Management Office (CIMO). Partnered with two internationally-recognized engineering and project management firms, instituted best practices, and implemented a contemporary program management software system to sustain the effort. Today CIMO is staffed and managed solely by city personnel. CIMO has been awarded by the U.S. Conference of Mayors, and lauded by the National League of Cities. CIMO has become a best practice model for delivering capital construction projects.
- ♣ Oversaw the redevelopment a 9-city block square area of the Central Business District in downtown Kansas City with a total value of \$4.5 billion; major new construction projects in the area include the Sprint Center Arena, KCLive! Entertainment District, and the Power & Light District. Directed investment in the city-owned Convention Center, located adjacent to the revitalized area to support local tourism and patronage; initiated and completed a total of \$182 million of capital renovations and new construction including: meeting and conference room upgrades, renovations of entertainment venues, and construction of a brand new ballroom. Restored the 1937 art deco façade of Kansas City's historic Music Hall.
- ♣ Managed re-drafting of the city's Zoning Ordinance, which had not been updated since the early 1970's; the new ordinance will address new 'green' building standards, quality of life and transportation issues and accommodate new urbanism and mixed-use communities; ensure adequate community participation and comments are incorporated into the ordinance.
- ♣ Oversaw the implementation of Kansas City's first ever recycling program, RecycleFirst. A council-directed initiative, the bi-weekly recycling program launched in a phased roll-out in September, 2004, and increased to a weekly frequency city-wide on November 1, 2005. Implemented the trash cart program and semi-automated trash collection throughout the city to complement the efforts of the recycling program, resulting in cleaner neighborhoods and less illegal dumping; Worked with Mayor and City Council to develop policies for LEEDS construction standards for city buildings.
- ♣ Partnered with the Health Commission to host the first Health Summit in the city and develop the Community Health Improvement Plan (CHIP). CHIP is the guiding document to complement the NIP program and address human service and safety issues in neighborhoods as well as education and preventative measures for health issues throughout the city; support the efforts of the Health Director to actively identify resources and educate citizens on how to engage in preventative measures and prepare for effects of pandemic flu.

- ♣ Support efforts to enhance arts and culture activities throughout the city; collaborated with community and corporate partners to identify funding to complete the new \$340 million Kauffman Performing Arts Center; worked closely with community and arts patrons to ensure the success of the newly constructed Reparatory Theatre; partnered with the city's bohemian arts community located adjacent to the new venues in Kansas City's Crossroads Neighborhood to encourage patronage and development of independent artists by promoting 'First Fridays' art walk activities.
- ♣ Redesigned the city's youth advocacy efforts and launched new programming and resources for youth including: established a Youth Commission, expanded the summer employment program, established a youth resource hotline, published the 'Youth Beat' resource magazine, provided additional dollars to address ACT/SAT standardized test readiness skills; partnered with over 30 community partners to engage youth in civic and corporate activities.
- ♣ Expanded the efforts of the International Trade Office; signed trade agreements with Manzanillo, Mexico and Winnipeg, Canada to create a tri-lateral trade route through the Americas; opened the Mexico trade office to promote partnership and trade with international businesses.

City and County of Denver, Denver, Colorado

2000-2003

Chief of Staff, Mayor's Office

Chief Operating Officer of the largest municipal government and capital city in the State of Colorado. As a direct report to the Mayor, provided strategic and legislative support and implemented policy as directed by the Mayor, City Council and/or voters of the City and County of Denver. Responsible for day-to-day management and oversight of nine Cabinet-level departments such as Aviation, Public Works, Parks and Recreation, and eleven city agencies such as the Clerk and Recorder, Budget and Management Office, and Planning and Community Development. Oversaw the management of the city's \$1.6 billion budget, and 11,280 employees; ensured special projects and economic development activities were successfully completed.

Managed the Stapleton Redevelopment Project, the largest urban infill project in the nation; coordinated multiple city departments and community entities and managed the master development agreement with Forest City Enterprises; oversaw numerous aspects of the redevelopment project including: remediation and abatement activities, zoning, transit /transportation and housing issues.

- ♣ Worked closely with professional sports teams, developers and community stakeholders to execute the successful new construction of the Pepsi Center, and Invesco Field at Mile Hi.
- ♣ Managed the coordination between the city and the local transit authority to further efforts to transform the historic Union Station located in downtown Denver into a multi-modal facility serving all means of transportation; responsible for coordinating the city's efforts in expanding light rail with Union Station's redevelopment plan.
- ♣ Coordinated city departments, contract engineering architect professionals and community stakeholders to ensure the success of the City's Neighborhood Bond Program.
- ♣ Spear-headed international economic development activities and coordinated the establishment of the Mayor's trade offices in London, England in March 2000 and Shanghai, China in April 2001.

City and County of Denver, Denver, Colorado

1997-2000

Deputy Chief of Staff, Mayor's Office

Responsible for the implementation and management of various Mayoral initiatives; managed the city's 11 agencies; oversaw the city's program to recruit and retain business from the national and international communities; responsible for coordinating components of the city's protocol and hosting activities during the Summit of the Eight conference in 1997. Developed and implemented programs designed to invest in neighborhoods identified as performing below key city economic indicators.

City and County of Denver, Denver, Colorado

1997-1998

Interim Finance Director

Managed the city's long range financial issues and use of economic development incentive tools; coordinated regular departmental and programmatic budgeting activities. Directed the activities of the Asset Management Division of the Management Budget Office, which was responsible for maintaining the city's real estate portfolio.

City and County of Denver, Denver, Colorado

1999

Interim Director, Mayor's Office of Economic Development and International Trade

Ensured Denver's businesses of all sizes and industry types received support resources to grow a thriving business in Denver; assisted organizations with business retention, expansion and relocation plans. Assisted international businesses with entering Denver's marketplace, and reciprocally assisted Denver-based businesses with entering various international markets and ensuring those businesses were appropriately partnered.

City and County of Denver, Denver, Colorado

1993-1999

Executive Director, Mayor's Office of Contract Compliance

Managed the Disadvantaged Business Enterprise (DBE) and the Minority Business and Women's Enterprise (MBE/WBE) programs. Ensured the use and distribution of D/M/WBE businesses throughout the city. Responsible for enforcement of these programs in all city departments and agencies, including vendors at Denver International Airport (DIA).

Martin Marietta Aerospace Group, Littleton, Colorado

1986-1993

Manager, Small Business Development Program

Responsible for the Small Business Development program in the Space Launch Systems Division Titan program, an \$11.5 billion space program; advocated and promoted the use of small businesses in the organization's aerospace engineering activities.

Colorado Complex Divisions, Denver, Colorado

1984-1985

Colorado Minority Business Development Agency, Denver, Colorado

1978-1985

General Assembly, State of Ohio, Columbus, Ohio (Intern)

1978

Education Coursework completed toward graduate degree in Political Science
University of Colorado, Boulder, CO, 1982

Bachelor of Science, Political Science
Central State University; Wilberforce, OH, 1978

**Board
Membership**

- ♣ 2003 - Present: Civic Council of Kansas City
- ♣ 2003 - Present: Economic Development Corporation Board of Directors
- ♣ 2003 - Present: Truman Hospital Board of Directors
- ♣ 2003 - Present: University of Missouri, Kansas City Trustee

**Association
Memberships**

- ♣ Member, American Society for Public Administration (ASPA)
- ♣ Member, International City/County Management Association (ICMA)
- ♣ Member, Missouri City Management Association (MCMA)

**Awards
&
Recognition**

- ♣ Public Administrator of the Year - Kansas City Local Chapter (ASPA)
- ♣ Award for Faith and Work - Cathedral Center
- ♣ Herman A. Johnson Award for Public Service - Tuskegee Airmen
- ♣ Recognition for Contributions to Economic Development - Greater KC Industrial Council
- ♣ Visionary Partner Award - NeighborWorks America
- ♣ Recognition of Appreciation (Keynote Speaker) - Engineer's Week
- ♣ Presidential Award - Southern Christian Leadership Conference