

Terrence R. Moore, ICMA-CM

Professional Positions

City Manager: College Park, Atlanta, Georgia

2013 to 2021

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;

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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;

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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
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