

# DALE "DOC" DOUGHERTY, ICMA-CM

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## EXECUTIVE PROFILE

### Core Competencies

- \* Public Administration
- \* Strategic Planning
- \* Financial Management
- \* Staff Development
- \* Conflict Resolution
- \* Marketing/Communications
- \* Project Leadership
- \* Economic Development
- \* Recreation Programming
- \* Public Works Management
- \* Event Production
- \* Municipal Redevelopment

### Summary:

- For over 26 years, I have held leadership positions where I managed staff and projects by articulating a vision and inspiring others to follow.
- My diverse experiences in public and private administration allows me to mentor staff, as well as have a strong sense of cost-benefit analysis and strategic planning.
- I have a proven record of project management experience from concept analysis to the development of a structured-actionable deliverable, to final implementation.
- I have extensive experience in being accountable to elected and appointed boards, as well as community groups & residents.
- My interpersonal savvy builds rapport and constructive relationships by using diplomacy and tact, whether dealing with citizens, organizational leadership, or working with labor.
- I focus on brand development by positively reimagining the community; promoting its amenities; being responsive to resident needs; and being proactive...*not reactive*.

## RELEVANT PROFESSIONAL EXPERIENCE

### City Manager, ICMA-Credentialed Manager

**City of Garden City (Pop. 27,000 / \$48 million / \$18 million CIP)**

Garden City, Michigan

2018 - Present

- City Council appointed to oversee the daily operation of a full-service municipality with over 170 employees, serving 27,000 residents, in the greater Detroit Metro area
- Determine and formulate policies and procedures, as well as provide overall direction of the City within the guidelines established by the City Council
- Responsible for the preparation of the annual city-wide budget, and the management of revenues and expenditures of more than \$48 million
- Plan, direct, and coordinate all operational activities at the highest level of management, including Police, Fire, Public Works, Finance and Taxes, Human Resources, Building, Planning & Zoning, Code Enforcement, Water Department, Parks & Rec, City Clerk and Elections, Communications, and Community Resources. Quasi-governmental organizations include a District Court, a City Library, and the Downtown Development Association overseeing the Central Business District
- Maintained a positive relationship as lead negotiator with five labor and supervisory unions
- Implemented a "Zero Based Budget", which required budget requests be justified in detail
- Restructured the Water and Streets Division budgets to upgrade the fleets with the purchase of over \$2 million in new equipment
- Campaign manager for the successful passage of two \$15 million bond issues for road repair
- Steered the development of a "Critical Response Team", bringing police, fire, and social services together to alleviate repeat crime and restructure city services
- After receiving a state mandate to replace lead water lines throughout the city at 7% a year, I directed the replacement of 100% of the 200 single home's lines in two years
- Composed the City's first Economic Development Plan; the first Sustainability Plan; the first Strategic Plan; and fully rewrote the five union contracts to be fairer and more professional written

- Created the 4x4 Neighborhood Improvement Program, the Purple Bag Challenge for litter pick-up, and the Golden Book, an all-inclusive book of city laws and services mailed to every property
- Directed and many times composed the instituting of over 100-pages of new and updated policies and City Ordinances, including the removal of many outdated and unenforceable laws
- Spearheaded the first-time installation and the replacement of the City's legacy software with advanced integrated solutions and robust e-government capabilities
- Created "Garden City University", a City-wide citizen engagement program, as well as numerous first-time seasonal events, including personally writing letters to the youth as Santa Claus
- Created employee seasonal events, including emceeding the department vs department annual games
- Managed the reconstruction of a 60-year-old City Hall, as well as personally composed the plans for the reconstruction of a fire station and a 78,000 sq. ft. community center
- Led COVID-19 protocols, while also being aware of continuing governmental services
- The City of Garden City is the home of the Country's first-ever K-Mart and Little Caesars Pizza franchises, as well as the first dine-in McDonald's in the State of Michigan

**Director of Parks and Recreation, CPRE** Tampa, Florida  
**Hillsborough County (Pop. 1.3 million / \$28 million / \$83 million CIP)** 2015 - 2018

- Responsible for the overall management of a national-sized parks & recreation department, including over 330+ employees, serving a population of 1.3 million residents
- Accountable for six distinct divisions, including finance, maintenance & construction, and therapeutic, managing a \$28 million budget
- Led a capital development plan of \$83 million for the planning and construction of parks and facilities
- Managed a department that included 166 parks, 53 community centers, 291 ball fields, 143 basketball courts, 85 tennis courts, 6 dog parks, and 118 playgrounds, over a territory of 1,048 square miles
- Responsible for all department contracts and agreements, as well as all policy formulation
- In saving the cost of consultants, personally developed and composed a county-wide master plan, including a needs assessment, funding initiatives, sustainable goals, and recommendations
- Directed the achievement of the Department being recognized as a nationally accredited CAPRA agency - an accomplishment of professional organization, policies, and procedures
- Through national involvement, was President-Elect of the National Association of County Park and Recreation Officials (NACPRO) Board of Directors

**Adjunct College Professor** Macon, Georgia  
**Mercer University (Enrollment - 8,500)** 2012 - 2014  
**Middle Georgia State University (Enrollment - 7,500)** 2010 - 2014

- Taught courses including Small Business Management, Entrepreneurship, Facilities Mgmt., and Business Ethics. With 30+ students per class, I received an average 4.73 on a 5.0 scale in computerized student evaluations, with outstanding comments.

**Director of Parks and Recreation, CPRE** Macon, Georgia  
**Macon-Bibb County (Pop. 160,000 / \$7 million / \$40 million CIP)** 2010 - 2015

- 15-member City Council appointed Director with responsibilities that included the overall management of a major parks & recreation department, as well as over 150+ employees
- Accountable for six distinct divisions, which includes a 1,700-acre recreation lake (with park police), 9 recreation centers, 128 parks, 6 swimming pools, a golf course, and a former minor league baseball stadium used in the movies "42" and "Trouble with the Curve"
- Led the consolidation of the department from being City managed to be governed County-wide
- Evaluated current amenities and developed a multimillion-dollar SPLOST leading to the construction of \$40 million worth of SPLOST development
- Developed new athletic programs and revitalized past programs with updated strategies
- Produced a performance matrix system and quality improvement initiatives to improve organizational performance, with specific performance measures
- Restructured the Grounds Division for greater efficiency in maintaining properties, as well as reorganized the Operations Division to be more resourceful in delivering programs & activities

- Restructured the management of each Division including a municipal golf course, where I led the remodeling of the clubhouse, redeveloped the course, and created a strategic 3-year plan
- Constructed a new personnel evaluation system, focused on detailed expectations, to properly appraise each employee's contribution to the organization
- Continually performed reviews of department activities, prepared reports, and recommended policy and operational changes as needed to the Recreation Committee and Board
- Increased employee morale through leadership and staff interaction events, including visioning sessions, seasonal activities, personal meetings, and effective communication

**Executive Director, CPRP (20 employees/\$680,000)** Walterboro, South Carolina  
**Walterboro-Colleton County Recreation Commission (Pop - 40,000)** 2009 - 2010

- Accountable to a Commission, for whom I formulated public policy alternatives and implemented adopted policies to continually strive to provide exceptional parks, programs, and facilities
- Responsible for the expansion of a county-wide program, through the reorganization of rules and regulations and positive park planning
- Led a staff of administrative and maintenance personnel, to whom I encouraged a personal stake in the decision-making process, as well as their first involvement in the preparation of the operating and capital improvement budgets
- Composed the multimillion-dollar reconstruction of passive & active parks, & a recreation center
- Enhanced activities through the acquisition of a large football stadium & surrounding grounds
- Rebranded the organization by changing the organizations name and logo, and special events
- Instituted a communication program, including the founding of the department's first website, directed community meetings, developed press releases, flyers, newsletters, and event ads

**Consultant** Notre Dame, Indiana  
**University of Notre Dame** 2008 - 2009

- Composed deliverables for the University leadership in a wide array of diverse topics such as the development of land conservation financing, a coding procedure for ethical progress, and the implementation of the United Nation's Global Compact (UNGC) upon multinational corporations

**Director of Community Affairs (Including Parks & Recreation)** Lake Park, Florida  
**Town of Lake Park (8 employees/\$350,000)** 1995 - 2007

- Responsible for all public relations, marketing, and promotion to create a positive public image through media relations, community recreation programs, and events
- Lead the campaign for the successful passage of a \$10 million-dollar bond issue, while additionally procuring millions of dollars in grant money for development
- Assisted in the creation of a Community Redevelopment Agency (CRA), as well as the Tax Increment Financing (TIF) Plan, and the Town's Historical Society
- Managed all community sports and activities for youth, adult, and senior residents and guests
- Conceived and produced major regional events and festivals, created, and edited a monthly newspaper, all media press releases, print ads, promotional brochures, & direct mailings
- Produced RFPs, RFQs, reviewed & awarded bids, & assisted in rewriting of the purchasing policy
- Member of a redevelopment team that produced over \$15 million in reconstruction, leading the project teams for the downtown revitalization, reconstruction of a waterfront park, and a marina
- Assisted with hurricane emergency preparation, and led a team for storm damage clean-up
- Developed an employee newsletter and presented internal events for staff interaction

**Executive Director** Allentown, PA/Palm Bch. Gardens, FL  
**High School Football All-American Bowl** 1994 & 1998

- Founded the first ever national high school football all-star game
- Chose the top-rated football players in the country, and coordinated all event activities
- Developed and sold corporate sponsorship packages to regional and national companies, negotiated several major contracts, including the national television broadcast of the game on ESPN2 and FOX Sports, and promoted events via all major marketing channels. Negotiated the sale of the business to a publicly traded NASDAQ company

## LEADERSHIP PROJECTS / MANAGEMENT

**Union Contracts Rewritten** Garden City, Michigan  
**Michigan Collective Bargaining Agreements** 2022

- After decades of the City renewing five different and outdated union contracts, I took it upon myself to rewrite the contracts from the start, as well as the accompanying employee handbook

**Future Planning** Garden City, Michigan  
**Economic Development / Sustainability / Strategic Planning** 2022

- Over the past year I personally composed the City's first Economic Development Plan; the City's first Sustainability Plan; the City's first Strategic Plan, and presented them to the Mayor and City Council

**Plan Development** Tampa, Florida  
**Hillsborough County Master Plan** 2016

- Led community meetings and personally composed an extensive county-wide master plan, which included a needs assessment, funding initiatives, sustainable goals, and recommendations for the future

**Consultant** South Bend, Indiana  
**Rudy Beverage** 2007 - 2008

- Produced the business plan for the sports beverage division of the Rudy Nutrition Company, and assisted the organization in developing a promotional strategy

**HOA President** Palm Beach Gardens, Florida  
**PGA National** 1998 - 2003

- I was a board member and then president of my homeowner's association, where through a redevelopment plan, we increased property values by 80%

## RECOGNITION / MEMBERSHIP / COMMUNITY INVOLVEMENT

- Recipient of a Savvy Award by the national City-County Communications and Marketing Association through regular presentations to community groups and elected boards; Historical/Cultural Facility Award - NACPRO; Class II Parks and Recreation Program Award - NACPRO
- International City/County Management Association (ICMA-CM); Michigan Municipal Executives (MME); Michigan Municipal League (MML); National Parks & Recreation Assoc. (NRPA); Michigan Recreation & Parks Association (MPARKS); Attendee at professional meetings, as well as the annual national and state conferences
- Political appointee to the Southeast Michigan Council of Governments; Conference of Western Wayne; Central Wayne County Sanitation Authority Board of Directors; and an AARP Age Friendly Advisory Committee

## EDUCATION

**University of Notre Dame** Notre Dame, Indiana  
MBA – Marketing/Management 2008

**United States Sports Academy** Daphne, Alabama  
MSS – Sports Management 1993

**King's College** Wilkes-Barre, Pennsylvania  
BS - Health Care Management 1991

### Certifications:

Credentialed Manager (ICMA-CM); Certified Parks & Recreation Executive (CPRE); Six Sigma White Belt & Yellow Belt; NRPA Leadership Certificate, Project Management Masters Certificate; FEMA Emergency Mgmt. Institute: Incident Command System (ICS 100, 200, 300, 400, National Incident Mgmt. System (NIMS 700), 800, & Emergency Support Function (ESF#11, 811)

## **PERSONAL**

I have been married to a professional teacher for 27 years. I am a proud father of five homeschooled children ages 17-23. Our oldest is a graduate of the University of Florida Master's program in Computer Science (summa cum laude, bachelor's and master's degree in 4 years) living and working in Melbourne, Florida; Our second child is a senior at Eastern Michigan University for Sports Management on an Army ROTC Scholarship (summa cum laude and branching as a Quartermaster Army Officer in May); Our third and fourth children are both at the U.S. Military Academy at West Point for Law and Legal Studies; and our last child is in 12<sup>th</sup> grade and just received a Congressional Nomination to West Point and the Air Force Academy.

I am a Wood-Badge leadership trained Boy Scout Scoutmaster, with two Eagle Scout sons and a daughter who received her Girl Scouts Gold Award. In addition, I was the coordinator of the Usher and Altar Server Ministries at different churches, where I composed each program's first policies and procedures manuals.

My hobbies include weightlifting, auto repair, landscaping, bingeing TV series, and taking family trips.

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# RESUME ADDENDUM

## Elected Officials and Volunteer Boards

For 26 years, I have been accountable to many different boards of elected officials, with as many as 15 members, as well as volunteer boards. Because of such experiences, I am aware of the importance of being politically sensitive, while also proactively leading groups to positive outcomes in creating new policies, activities, campaigns, and community development. *What is shared with one, is shared with all!*

## Integrity

I do everything personally and professionally with a sense of honesty and fairness! Within my workplace, I established an Ethical Foundation for myself and all my staff stating: "Be Fair; Be Honest; Tell the Truth; Keep Your Word; Exercise Integrity." Signs are constructed and installed in every department.

## Fairness for Everyone

I spent my entire career treating everyone fairly and equally. As a city manager, I have kept this position and my integrity secure by not allowing anyone to obtain any special benefits that no one else could receive. While this is not always an easy stance to maintain in a very political environment, my commissions, councils, and employees would attest that I am very committed to my above stated Ethical Foundation.

## Transparency and Communication

I pride myself on being an open book. I clearly understand that some issues cannot be discussed during the actual operation, but I also understand that in public administration, secrecy and a lack of transparency is unacceptable. To properly serve my governing members, I stay in regular contact with them as to any controversial issues that just arose, as well as keep them updated on the development of plans. Responding quickly to my council's concerns is a priority for me, which leads to very regular contact.

## Economic Development

After composing an 8-step economic development plan for business recruitment in Michigan, I have begun implementing the defined activities to set the stage for business recruitment. Throughout my career, I have focused on economic development with the simple phrase - "A city must invest into itself before asking others to invest into it". Property values and private investment has increased in Michigan since the passage of my 2018 road bond. My 2022 road bond just passed with 70% support. To further the attractiveness of the community, I have invested into several additional code compliance officers and updated the public safety departments with the most modernized technology, vehicles, and training. After successfully managing the passage of a bond issue in South Florida, I led the project teams for the downtown revitalization, reconstruction of a waterfront park, and a marina. At the same time, I assisted the town manager in the creation of the town's Community Redevelopment Agency (CRA), which allowed the downtown to flourish even more over the years. To create a business-friendly environment by way of laws and processes, I directed the updating of scores of ordinances and made the permit process much more efficient. In addition, through a robust Communications Department, the community is continually kept up to date on current happenings, as well as issues of concern happening in the city.

## Policy Development / Ordinance Updates

In review of all current policies and procedures, I am very proactive in either updating current guidelines or instituting policies for the first time. In the last few years, I personally composed social media policies for staff and board members, travel guidelines, transient vendor policies, and medical marijuana policies. In 2021 alone, I brought over 100-pages of ordinance and policy changes to the Council to consider. The more I evaluated the Code of Ordinances, the more I realized that significant changes needed to be made to not only follow State law, but also modernize the Code Book for today's legal environment. I additionally composed the communities first economic development plan, sustainability plan, and strategic plan.

## **Project Management**

I have managed major marketing campaigns that included multimillion-dollar bond issues, as well as obtained millions of dollars in grants funds. In Georgia I led the transfer of a department from being city managed - to county-managed - to become governed by a consolidated government, as well as developed a \$40 million-dollar SPLOST redevelopment plan. After overseeing the development of a CIP budget of \$83 million in Florida, I am presently managing \$24 million in road and reconstruction projects in Michigan. By way of construction, I have managed projects including the building of facilities, the redevelopment of historic parks and open spaces, and the construction of millions of dollars' worth of development. Through a "Court Building Fund" I inherited in Michigan, which sat dormant for many years, I designed the plans and led the reconstruction of the Council/Court Chamber, the city and court offices, and the Community Development Offices. I am presently leading the reconstruction of a 78,000 sq. ft. former school into a large/diverse community center. As a natural organizer, I am always looking forward with strategic planning to lead projects through detailed analysis and evaluation. Through the development of business/strategic plans, I enjoy leading projects to successful outcomes. In addition, as a professional public administrator, I annually develop, defend, and manage a large budget. I am also accustomed to effectively controlling costs through the economical use of staff, materials, and equipment.

## **Staff Management**

I have hired, evaluated, promoted, suspended, and terminated full-time, part-time, seasonal, and contract employees. I provide a work environment where employees are treated equitably as individuals and are cultivated to maximize their potential. I believe that the ability to show legitimate concern for each employee is essential, while also juggling the necessity of keeping intact the manager/employee roles. In my "management by walking around" approach, I often take the time to effectively teach and counsel my subordinates. Since I see my role as coach and mentor, I enjoy sharing my experiences and knowledge on how to manage a situation and how to deliver the best outcome. I also encourage my staff to acquire new skills, as I support continuing education to expand their knowledge and to open other opportunities for themselves and their families. To additionally share my experiences, I also taught business ethics and management courses at Middle Georgia State College and Mercer University in Georgia for five years.

## **Performance Measurements**

I am presently working with each of my department heads in developing key performance indicators to define annual comparisons, as well as our position in relation to national standards. In my effort to strive for perfection and recognition, as a well-managed organization, I appointed my trusted police chief to lead the self-assessment phase of the Baldrige Performance Excellence Program.

## **Union Management**

Although I had dealt with Unions on a smaller scale in past positions, in Michigan I manage an environment comprising of five different Unions, involving five different Collective Bargaining Agreements. Not only have I negotiated MOUs with each of the Unions to make changes to the current Agreements, I have also personally split apart each of the Agreements to compare all five side-by-side to rewrite each one to make them more uniform and up to date.

## **Technology**

Always looking to work more efficient with technology, in Michigan I quickly moved the community's operations into the "Cloud". Having to apply for the City Manager position in 2017 by way of a handwritten application, my first change was to have Human Resources shift to a computer-based application software. In addition, the payroll system was changed from timecards to a computer-based payroll software program. I also purchased a GIS/GPS software program for the Public Works Department to electronically record all utilities locations, as well as locate all water main repairs, and oversee fleet management. In addition, upon my arrival in early 2018, all police vehicles and officers are now fitted with automated body cameras, which have already been of great use.

## Procurement

I have personally organized hundreds of RFPs and RFQs for everything including construction projects, maintenance services, and event activities. In leading procurement services for my organizations, I created spec sheets; advertised bids; accepted and opened bids; and then created a matrix of the received bids for a side-by-side comparison. After choosing the most responsible bidder, I defended the decision before boards of elected officials, and then worked with the winning bidders by way of timelines, mobilization, and payments.

## COVID-19 Action

Without hesitation, I moved to rearrange all staff schedules to continue offering the government's normal services without the concern of perpetuating the passage of the virus. I was the first in the State to relocate Council meeting outdoors, as well as contact the Governor's Office to explain our disagreement with laws being passed down on the cities. Through the temporary layoff of employees who made more money on unemployment, my community saved nearly \$200,000 in two months. Through a relationship with Wayne County, I led vaccine pods that vaccinated our employees, as well as residents. In the very early days of COVID-19, my wife voluntarily and professionally sewed nearly 200 masks for the staff to wear. Through efficient measures, the employees stayed healthy and city services did not lapse for a moment.

## Hurricane (Storm) Management

In addition to my many diverse experiences, I have also been involved in the leadership of securing a municipality and helping its residents through four major hurricanes in Florida. Jeanne and Francis in 2004. Wilma and Katrina in 2005. My involvement included:

- *Member of the leadership team that led the town-wide preparedness*
- *Directed resident ice and food distribution, at two locations*
- *Led the post-hurricane street clean-up and the removal of debris*

## Creative Skills

As a creator of festivals, special events and productions, I developed creative concepts, themes, and ideas, and brought them to life. In several past position, I've changed the name of the department, designed a new logo and colors, and founded and edited the organization's first website. I regularly organized press releases and met with members of the media to develop positive storylines. In my current position as city manager, I personally compose a newsletter that is mailed bi-monthly within the resident's water bill. Through internal communication for employees, as well as external community workshops and presentations, I take responsibility for creating a positive public image for the community.

### **Events, Events, and more Events -**

Over the years, I have personally conceived and produced all of the following events (most on an annual basis): *Youth/Adult Sports Tournaments, Golf Tournaments, 5K Runs, Arbor Day Events, Bicycle Rodeos, Blood Drives, Celebrity Tennis Clinics, Christmas In Dixie Pageants, Christmas Street Fests, Christmas Tree Lightings, Santa Claus Mail Box, Santa Claus Rides, Thanksgiving Basket Drives, Toys For Tots Clock Tower Time Capsule, Crime Rally & Marches, Easter Egg Hunts, Egg Haunt and Costume Competitions, Employee Holiday Luncheons, Employee Retirement Luncheons, Fireworks Festivals, Fishing Tournaments, Friday Night Ballroom Dances, Friday Night Flea Markets, Haunted Mansions, Health Fairs, Holiday By The Shore Festivals, Holiday Light Competitions, House of the Month, Imagine Café on Park Ave., Jazzmatazz Festivals, Kaleidoscope Street Fairs, Irish Fests, Safety Fairs, Toy & Train Shows, Park/Marina Grand Openings, Martin Luther King Festivals, Mirror Ballroom Theater, Music On Park Events, National Night Out Block Parties, New Year's Eve Festival, New Year's Eve Reception, North County Green Markets, Paint Your House, Palm Beach County Sheriff Transfer, Police Memorial Service, Interview Receptions, Valentine Dinner Theaters, Veteran's Day Celebration and Classic Car Show, Volunteer Dinners, Watercolor Street Fest, Boxing Tournaments / Georgia Golden Gloves, Movies in the Park, Polar Express Camp, Family Fun Day, City University Classes, etc....*



### Facility Operations

In managing hundreds of parks, scores of building facilities, a minor league baseball stadium, hundreds of ball fields and courts, six swimming pools, and a golf course, I have led teams of grounds, maintenance, and construction employees who have maintained the properties with preventive maintenance and advanced grooming. I also have experience developing schedules for weekly and monthly maintenance, in addition to encouraging the staff to be proactive in addressing concerns. I also have great experience in teaching a college class titled *Facilities Management*.

### Entrepreneurship

With an entrepreneurial mindset, I take ownership of the projects that I manage. From growing up in a retail business environment, where my father was the sole proprietor of a small, community pharmacy, my personal business experience includes concert promoting and founding the first-ever national High School Football All-American Bowl. Because of my great interest in strategic planning, I have also composed several business plans for companies, including one for a national sports beverage company, as well as a strategic plan for a municipal golf course, a county-wide master plan, and city-wide strategic and sustainability plans. By teaching college level entrepreneurship classes for several years, I have additionally become in tune with the many aspects of strategic planning in academia.

### Communication Style

One of my best attributes is my interpersonal savvy and disarming personality. I can relate well to all people, up, down, inside, and outside of the organization. Whether I am working with a member of labor or meeting with an elected official, I build rapport and constructive relationships by using diplomacy and tact. This consciousness and organizational agility have served me well over the years and has garnered me the reputation to be a very approachable leader. In addition, my political savvy effectively aids me in maneuvering within the formal channels and informal organizational networks to get things done. While all organizations have different cultures, I easily adapt to my surroundings to make the best of every situation.

### Customer Service

Customer service was ingrained in me from a young age by growing up in a family business - *where service with a smile was expected*. Even more, as an experienced public employee, I have the temperament to deal with the most demanding customer – *the resident*. It is because of my diverse experiences; I can deal effectively with all classes of people and demand fair treatment and opportunity for everyone.

**This resume addendum, along with my resume overall, will hopefully offer a glimpse into my unique experiences. With such a diverse background, I can speak on many topics...not because I have heard or read about them, but because I have done them myself.**

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