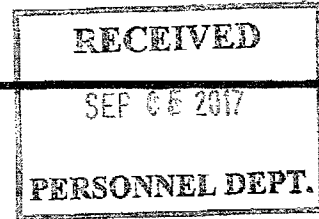


**Monica Flores**



**From:** Robert Smith  
**Sent:** Monday, September 04, 2017 2:44 PM  
**To:** Monica Flores; David Smith; Council  
**Subject:** Application materials for City Manager Position  
**Attachments:** Bisbee Letter of Interest.pdf; Referencessheet extended 7.23.2017 final.pdf; Robert E Smith Resume 6.20.17.pdf

Mayor & Council --

Please accept the attached information as application to the City Manager position with the City of Bisbee.

I have completed application forms online within HR, and reference the attached documents listed below in that online form.


1. A letter of interest in the position
2. A current resume
3. A list of work related references

If additional information or materials would be helpful please contact me directly, at your convenience.

Please do not use 'reply to all' in response to this email -- if there are questions or concerns please contact me directly via email, phone or text message (or stop by!)

Thanks for your time and consideration.

RES

Robert E. Smith  


Mayor Smith & Council  
C/O City of Bisbee Human Resources  
118 Arizona Street  
Bisbee, AZ 85603

September 4, 2017

Dear Mayor Smith and Council:

I am pleased to submit this letter of interest and resume as application for the City Manager position with the City of Bisbee. Based on the announcement for the position and my experience serving the City as interim manager, I believe I am uniquely qualified to meet and exceed the demands and expectations of this position.

I have broad, public CAO experience in municipalities across three states (including AZ), and in roles at the director level in two more. I've creatively overcome a broad range of legislative, procedural, legal, and economic challenges in the service of these communities. Moreover, I've had to resolve such challenges with few resources, often turning around negative trending and practices by employing creativity, innovation and external resources. I have expertise in financial and budgetary crises, land use law conflicts, development and infrastructure challenges, and the creation of strategic & growth oriented planning & management tools. I am also skilled in the cultivation and maintenance of the external networks that are so necessary to team-based and regional problem solving. I'm proud to say that I've tackled a wide range of challenges across several different regulatory structures, and in every post, I've made significant, meaningful and lasting contributions.

My career in the private sector was similarly broad in experience, providing me the opportunity to engage municipalities and counties across the nation, work with state legislators, participate in federal litigation in several circuits and secure passage of legislation in several states. I also competed for and secured presentations at national, state and regional planning association conferences, designing and conducting educational sessions and seminars for the American Planning Association's membership. I have published articles in the *AICP Practicing Planner* and the *ICMA's PM Magazine* for fun, assisted with a \$5 billion corporate merger, and participated in local ordinance revisions in well over 150 local governments across the U.S.

I believe in achieving excellence through core values that guide performance, and through a collaborative leadership philosophy and style that strives for the best in teamwork and work ethic. I employ a values-based approach to servant-leadership, and foster a culture of open, honest communication. I am committed to resolving conflicts and challenges in a manner that repairs and strengthens relationships. I enjoy mentoring and working shoulder to shoulder with staff -- building a team that is professional, confident, and empowered to execute municipal business. I believe that the deployment of technology and software is crucial in public service missions, civic engagement and visioning for a community. My AICP certification and ICMA-CM designation comprise Codes of Ethics which are critical to my practice, and training requirements which help keep me current in my profession.

I am confident that my skill set, vision, and balanced, consensus-building temperament make me an excellent fit for the community, administrative organization, and elected officials of Bisbee. It seems that the City is in exactly the position where my skills and abilities would help it the most. From overcoming financial challenges, to establishment of sustainable processes and decision making, to organic development of staff, retention of culture/community in the face of development pressure, and balanced, incremental growth towards Council's goals and objectives -- I have demonstrated performance in AZ and other states, and possess a wealth of experience to drive creative and innovative solutions for Bisbee.

I also believe Bisbee is an excellent fit for me and my family -- it has the small-town sense of place we seek, as well as the historic, vibrant, and active community we treasure. I am available at your convenience to discuss how I might help to make living, working, and playing in Bisbee even better.

Thank you for your time and consideration.

Robert E. Smith

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**Nina Williams**

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**From:** noreply@civicplus.com  
**Sent:** Monday, September 04, 2017 2:10 PM  
**To:** Nina Williams  
**Subject:** Online Form Submittal: Job Application

RECEIVED

SEP 05 2017

CITY CLERK'S OFFICE  
CITY OF BISBEE

**Job Application**

**Personal Information**

First Name Robert  
Last Name Smith  
Address1 [REDACTED]  
Address2 *Field not completed.*  
City [REDACTED]  
State [REDACTED]  
Zip [REDACTED]  
Phone Number [REDACTED]  
Email Address [REDACTED]  
Have you ever been convicted of a violation of the law other than a minor traffic violation? Yes  
Are you eligible to work in the United States? Yes  
Upload Your Resume [Robert E Smith Resume public manager.pdf](#)

**Position Information**

Which position are you applying for? City Manager  
Type of employment desired Full Time  
Saraly desired TBD

Hours of work (per week) desired 40+

How did you hear about the position? Interim Public Management

**Education**

High School Greenwood HS

Address Greenwood, SC

College College of Charleston

Address Charleston, SC

Degree BA Fine Arts

Other Virginia Tech

Address Blacksburg, VA

Degree MURPL, MPA

**Employment History**

(From Most Recent)

Company Please see resume

Position *Field not completed.*

Supervisor References provided by email

Phone Number *Field not completed.*

May we contact your previous supervisor for a reference? Yes

Address *Field not completed.*

Responsibilities *Field not completed.*

Employed From - To (Date) *Field not completed.*

Salary *Field not completed.*

Company *Field not completed.*

Position	<i>Field not completed.</i>
Supervisor	<i>Field not completed.</i>
Phone Number	<i>Field not completed.</i>
May we contact your previous supervisor for a reference?	<i>Field not completed.</i>
Address	<i>Field not completed.</i>
Responsibilities	<i>Field not completed.</i>
Employed From - To (Date)	<i>Field not completed.</i>
Salary	<i>Field not completed.</i>

Company	<i>Field not completed.</i>
Position	<i>Field not completed.</i>
Supervisor	<i>Field not completed.</i>
Phone Number	<i>Field not completed.</i>
May we contact your previous supervisor for a reference?	<i>Field not completed.</i>
Address	<i>Field not completed.</i>
Responsibilities	<i>Field not completed.</i>
Employed From - To (Date)	<i>Field not completed.</i>
Salary	<i>Field not completed.</i>

**References**

Please list three professional references.

Full Name	Pls see references sheet
Relationship	Pls see references sheet
Company	Pls see references sheet

Phone Number Pls see references sheet

Full Name Pls see references sheet

Relationship Pls see references sheet

Company Pls see references sheet

Phone Number Pls see references sheet

Full Name Pls see references sheet

Relationship Pls see references sheet

Company Pls see references sheet

Phone Number Pls see references sheet

**Disclaimer & Signature**

*I certify that my answers are true and complete to the best of my knowledge and that intentional misrepresentations or omissions may be cause for the rejection of my application and that if hired I may be released from employment.*

*I understand that the company may require me to successfully complete a pre-employment drug and alcohol test and a background check as a condition of employment and that continued employment may be based on the successful completion of similar tests.*

*Your electronic signature below indicates your agreement with the following statements: By typing my name in the following box and clicking submit button I certify the above statements to be true and correct, to the best of my knowledge, and that this information can be used for the purpose of processing my employment application and information.*

Applicant Signature RES

Email not displaying correctly? [View it in your browser.](#)

# Robert E. Smith ICMA-CM, AICP, CPM

**ICMA-Credentialed Public Manager:** 12+ years total local government service, with 9+ years as public CAO. 22+ years of public & private management experience. Demonstrated, collaborative, team-based leadership in public management – up to 300 employees & budgets up to \$32M. Employs core values & planning mindset to grow administration's leadership capacities, while protecting & enhancing sense of civic place & growing local economy. Accomplished in coalescing stakeholders, furthering community's needs & reversing negative trends. Creative thinker employing 'first-ever' strategies.

## Education

Master of Public Administration 1993  
*Virginia Tech, Blacksburg, VA*  
Master of Urban & Regional Planning 1991  
*Virginia Tech, Blacksburg, VA*  
Bachelor of Arts 1989  
*College of Charleston, Charleston, SC*

## Strengths

- Land Use Law & Planning
- Community & Economic Development
- Negotiations & Conflict Resolution
- Infrastructure Expansion & Financing
- Financial Management & Grants
- Personnel Management & Culture Changes

## Public Experience

**Interim City Manager, City of Bisbee, AZ**

07/2017 – present

*115-year-Old City created by the mining boom -- Bisbee has the nation's oldest ballfield, and Arizona's first community library and golf course — and is being discovered by the film industry.*

Responsible for operations of full-service City with aging infrastructures and challenging topography. Significant challenges with Public Safety Retirement System unfunded liabilities which now consume 22% of the City's operating budget, threatening continued operation.

**Interim County Administrator, La Paz County, AZ**

01/2017 – 06/2017

*Created in 1983, La Paz, along with 4 Native American tribes, supports agriculture, poultry & livestock production, & significant recreational tourism along the Colorado River & adjacent desert.*

Responsible for operations of full service County (300 employees, \$32M budget) with significant recent turnover in elected offices. Quickly discovered looming insolvency & immediately began financial & operational mitigations. Cut \$2.6M from operational budget within 90 days, with additional \$1M in cuts under development/deployment.

Introduced a collaborative approach to working with leadership, bringing elected & employed departmental leaders together to address organizational challenges. Launched/created revenue enhancement & cost containment/resource sharing programs, supported by multi-departmental collaborative teams. Created documents/plans for effective transition to permanent administrator, follow-thru on active projects, & initiation of County's first strategic planning process.

- Replaced Finance Director, who resigned without notice.
- Secured State Treasurer's support to provide Registered Warrants, a first-ever for AZ Counties.
- Changed Servicing Bank. Secured new Line of Credit, Obtained \$500K loan from IDA
- Developed Cash Flow Model, Payables Inventory/Prioritization, began vendor remediation to re-establish flow of services & materials.
- Instituted procurement, hiring & travel freezes; re-established procurement policy. Priority efforts include creation/deployment of performance evaluation & discipline policies, as well as Software/IT planning.



# Robert E. Smith ICMA-CM, AICP, CPM

Town Manager, Chino Valley, AZ

08/2012 – 10/2016

Interim Town Manager, Chino Valley, AZ

02/2012 – 08/2012

*General Law Town created 1970 largely serves as a bedroom/workforce to the Cities of Prescott & Prescott Valley. Proximity to airport, ADOT improvements & grant funded industrial park/infrastructure development provide for future growth of an employment base.*

Responsible for operation of full service town of 11,000 population with 91 FTE & a \$29M operational budget. Exiting the recession, the administration, organizational layout, budget, classification & compensation plan, financial reporting & performance evaluation process were in desperate need of rehabilitation.

With financial trending pointing to insolvency within 18 months, evaluated fiscal structure & performance, developed triage plan to address critical failures & declining reserves. Re-tooled the budget, began a 3-year deployment of a compensation & classification plan, strengthened reserve policies/funding requirements, & launched transparency initiatives to provide better financial reporting & accountability.

- Began Team-Based Planning to address enterprise-wide civic engagement, website, IT & software issues.
- Created Town's first Industrial Park (\$2M project) with 95% grant funding (EDA) & first sewer extension (\$2M project) with 50% grant from WIFA. Delivered a major library expansion, created public & police shooting ranges, & conducted storm water, street paving, & housing rehab projects with grant funds from external resources.
- Initiated Council strategic retreats to triage financial emergency & avoid insolvency. Established Council's first strategic planning retreats to generate 5 year goals & priorities.
- Replaced key leadership, restructured organizational units, implemented classification & compensation plan, deployed core values, retained 4-day workweek & kept headcount flat for 5 years post-recession.
- Streamlined development process & codes, established Customer Service Initiative & created significant growth in private development/investment with positive community feedback.
- Enhanced reporting, transparency & civic engagement, secured GFOA awards for budget, initiated CAFR (CAFR award expected) & began first Capital programming & asset management plans.
- Negotiated/resolved significant litigation & conflicts (over \$20M).

City Manager, San Juan Bautista, CA

07/1998 – 01/2001

*Historic Mission City with State Park & Mission within City limits. Historic District, space constraints & reliance on tourism required significant planning & growth management for this bedroom community with an 1850's historic downtown, 1812 Adobe Mission & the last remaining Spanish Plaza (Town Square) of the 21 California Mission Cities.*

Managed Historic Mission city with \$4M annual budget via in-house staff & service/professional contracts. Established a cooperative relationship between City, Catholic Mission & State Historic Park, creating an Historic District Plan for future development & cooperation.

- Created EDA, USDA Rural Development, CDBG, HOME & COPS grants (\$8M).
  - Introduced computers to the administration & setup/managed the peer-to-peer network.
-



# Robert E. Smith ICMA-CM, AICP, CPM

- Created merit-based pay classification system, GAAP-compliant separation of fiscal duties, & updated personnel policies for ADA compliance. Created new chart of accounts, budget, procurement processes & financial reporting
- Worked with Assisted City Attorney to create new growth management ordinance & compliance with the Fair Housing Act.

## Town Administrator, Shallotte, NC

12/1996 – 07/1998

*A 115-year-old town served as the economic support center for the Brunswick County beach communities which rely on seasonal tourism. Formerly a strong mayor town, Aldermen changed government to a Council/Manager form on a split 3/2 vote.*

First Town Administrator for this river town (also served as volunteer firefighter). Oversaw \$3 Million in EDA grant funds for sewer-treatment plant expansion -- a process that also required use of eminent domain/forced condemnation of International Paper holdings. Constructed a cutting-edge plant that distributed effluent to pulp wood trees to allow growing & harvesting a crop to offset some operational costs. Facilitated annexation of NC state highway right of way through legislative action (a first-ever in NC) to annex property adjacent & create an industrial park. Secured over \$1 million in grant funding (no match required) for economic development & infrastructure of the industrial park.

- Built Town computer network, introducing computers to administration, deployed fund-based accounting software
- Updated personnel & procurement policies & fiscal reporting.
- Instituted GAAP-compliant practices, wrote various ordinances for the town's code & plans for compliance with the Coastal Area Management Act & DOT.

## Director Planning, Community & Economic Development

North Delta Planning & Development Dist. (NDPDD COG), Batesville, MS 09/1995-12/1996

*NDPDD serves 7 Counties & 35 Towns in one of the poorer areas of MS, administering millions in grant & subsidized funds & services to communities in need.*

Managing a team of planners/grants administrators, & offering project support to 7 Counties & 35 Towns, processed over \$14M/yr. in grants & loans for housing, storm water management & infrastructure installations & expansions. Served the Executive Director & State Inspector General with special projects, including emergency operation of the finance department, facilitation of audit of several divisions of the organization, & provided response to several EEOC claims & State Treasurers' Demands.

- Served as interim Finance Director when the entire department resigned. Worked on response to \$4.1M state audit demand; deployed budgeting/fiscal reporting improvements. Interfaced with State Inspector General daily.

## Director of Community Development, City of Dillon, SC

04/1994 – 09/1995

*A community of about 7,000 serves as a longstanding community, the county seat, & regional trade area, supporting travelers along the I-95 corridor*

Provided direct service to the recently hired City Manager, produced the City budget, oversaw licensing & code enforcement, staffed the planning & zoning commission, & administered federal grant funds for the City.

- Responsible for Current & Comprehensive Planning. Ensured compliance with new state enabling act.



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- Managed \$820,000 in HOME & CDBG grant funds & documentation for ongoing EDA project for Tyson Chicken.
- Provided technical support to staff for Novell networked financial system.

## ADA Technical Assistance Coordinator,

Pee Dee Regional Council of Governments, Florence, SC

08/1993 – 04/1994

- Developed ADA accessibility plans, policies and projects to bring Pee Dee Regional COG government members and their facilities into compliance with new accessibility law and ADAAG standards.
- Surveyed buildings and programs, wrote plans and policies, and developed design solutions for local governments to adopt and execute.
- Assisted with HOME and CDBG projects as needed.

HOPE Coalition Facilitator, Darlington & Chesterfield Counties, SC,  
Area Agency on Aging, Society Hill, SC

Summer 1993

- Created grant-funded program to identify the needs of challenged and senior persons in the communities, and deliver solutions via a group of local volunteers.
- One such citizen action group was still operating in 2005.

## Project Manager

Community Design Assistance Center, VA Tech, Blacksburg, VA

09/1992 - 05/1993

Led team of graduate students under a \$640K contract to write a draft environmental impact statement for the West Virginia Division of Highways to establish a state parkway through part of the New River Valley Gorge and National Park lands.

## Private Experience

President, Anvil Partners, Glendale, AZ

08/2008 – 08/2012

- Planning & development consulting to wireless providers, infrastructure & tower companies.
- Services included zoning/permitting, compliance resolution, conflict management, advocacy, education, ordinance/code revision & property-related services.

Director, Finance/Facilities, Kaplan College, Phoenix, AZ

06/2009 – 01/2011

- Directed financial operations & fiscal reporting. Managed physical plant operations/security & Human Resources/ADA compliance for a \$10 million business unit with 600 students.
- Key role in preparing for & securing regional & national accreditations for the business unit, as well as simultaneous transition of campus leadership to an incoming President.

National Zoning Manager, Zoning SME, Legal/Regulatory, Crown Castle USA

Pleasanton, CA & Canonsburg, PA

02/2001 – 08/2008

- Resolved/assisted entitlement conflicts nationwide (24,000 business units). Participated in ordinance revision processes (over 150) across the country to advocate for better permitting environment for wireless installations & add/mods.
- Constructed towers in difficult localities across CA, secured contentious entitlements through local permitting & federal court litigation.
- Trained zoning/site acquisition personnel, wrote best practices manual for Crown. Helped design/build database tool for permit management for all Crown Towers & permits.



# Robert E. Smith ICMA-CM, AICP, CPM

- Provided advocacy & educational functions/articles to APA, APCO & ICMA – securing state & national sessions at various professional conferences to advocate for the industry sector.
- Helped write & pass state legislation with PCIA. Assisted with formation of State Wireless Associations for the industry sector.
- Assisted with \$5B merger, assimilated permits & legal documents for 12,000 business units (250,000+ pages of data) into database I helped construct to manage timely renewal & satisfaction of permitting renewals.

<b>Professional Certifications,</b>	ICMA – CM	Credentialed Manager, International City/County Management
<b>Affiliations &amp; Associations</b>	AICP	Certification #020647, American Institute of Certified Planners
	ACMA	Former Board Director, Arizona City/County Management
	APA	Member #079166, American Planning Association
	AZAPA	Member, Arizona Chapter American Planning Association
	CPM	Certified Public Manager, Arizona State University
	Rotary	Former President Elect, Chino Valley Club, District 5490
	Lions	Former Member, Chino Valley Morning Club

<b>Publications &amp; Speaking</b>	2009 – <i>ICMA PM Magazine</i> , “Wireless Communications: Still Alive & Kicking”
	2008 – <i>Planetizen</i> “Important Court Decision Restores Local Govt. Control”
	2008 – APA National Conference, Las Vegas, NV, “Wireless Las Vegas”
	2008 – APA National Conference, Las Vegas, NV, “Wireless Infrastructure & the Law”
	2007 – APA National Conference, Philadelphia PA, “Towers & Land Use Controls”
	2007 – <i>AICP Practicing Planner</i> , “Managing Wireless Infrastructure Deployment”
	2007 – NC Senate Bill 831 & NC Model Zoning Code (working with PCIA)
	2006 – PCIA Model Zoning Code & Model Legislation (working with PCIA)
	2006 – APA National Conf., San Antonio, TX, “Wireless Infrastructure & Local Controls”
	2006 – CA Senate Bill 1627 (working with PCIA)
	2006 – APA <i>InfoTEXT</i> , “Facing the Future: Top 3 Actions a Planner Can Take”
	2005 – PCIA, Wireless Special Interest Group Position Statement (with PCIA)
	2005 – APA <i>InfoTEXT</i> , “State Wireless Associations Beginning to Form”
	2004 – APA <i>InfoTEXT</i> , “An Introduction to the PCIA”
	1991 – National Hazmat & Transportation News, Assorted Articles on Hazardous Waste

<b>Training</b>	Certified Public Manager Program, Arizona State University, 2015
	FEMA, 2000 Emergency Management Institute, Disaster Operations & Recovery
	UNC-Chapel Hill, School of Government/1997-8 Municipal Administration Courses

<b>References</b>	<i>Available upon request</i>
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# Robert E. Smith ICMA-CM, AICP, CPM

## Local Government Work References

**Bisbee, AZ**  
**Interim City Manager**

**Tim Pickering, Consultant**  
Owner, Interim Public Management

[REDACTED]

**Mayor David Smith**  
Bisbee City Council

[REDACTED]

**Britt Hanson, Attorney**

[REDACTED]

**La Paz County, AZ**  
**Interim County Manager**

**Tim Pickering, Consultant**  
Owner, Interim Public Management

[REDACTED]

**DL Wilson, Chairman**  
La Paz County Supervisor

[REDACTED]

**Duce Minor, Supervisor**  
**Holly Irwin, Supervisor**

[REDACTED]

**Tony Rogers, County Attorney**  
**Glenn Buckelew, Civil Deputy**

[REDACTED]

**Joy Reeves, Executive Assistant**

[REDACTED]

**Jay Parke (CPA), Partner**  
Walker & Armstrong LLP

[REDACTED]

**John Wright, News, Radio**  
Editor, Parker Live On Line

[REDACTED]

**Chino Valley, AZ**  
**Town Manager**

**Chris Marley, Former Mayor**  
Chino Valley Mayor

[REDACTED]

**Susie Cuka, Frmr. Councilwoman**  
Chino Valley Council

[REDACTED]

**Mike Best, Councilman**  
Chino Valley Council

[REDACTED]

**Laura Kyriakakis, HR Director**  
Chino Valley HR Director

[REDACTED]

**Charles Wynn, Chief**  
Chino Valley Police Department

[REDACTED]

**Ruth Mayday, Former Director**  
Development Services

[REDACTED]

**Phyllis Smiley, Attorney**  
Gust Rosenfeld

[REDACTED]

**Susan Goodwin, Attorney**  
Gust Rosenfeld

[REDACTED]

**Mark Reader, Managing Director**  
Director, Stifel Financial

[REDACTED]

**Pat Walker (CPA), Mgt. Consultant**  
Owner, Pat Walker Consulting LLC

[REDACTED]

[REDACTED]

# Robert E. Smith ICMA-CM, AICP, CPM

## Chino Valley, AZ (Cont.) Town Manager

Scott Freitag, Fire District Chief  
Central AZ Fire and Medical District

[REDACTED]

Lance Decker, Mgt. Consultant  
Owner, LL Decker & Associates, Inc

[REDACTED]

Jim Rounds, Economist/Consultant  
Owner, Rounds Consulting Group

[REDACTED]

Bill Staudenmaier, Water Attorney  
Attorney, Snell & Wilmer

[REDACTED]

Jeff Murray, Risk Pool Attorney  
Attorney, Simms, Murray

[REDACTED]

John Scholl, Superintendent  
Chino Valley Unified School District

[REDACTED]

Ron Romley, Chair  
Yavapai Regional Transit

[REDACTED]

Ken Sain, News Editor  
Chino Valley Review

[REDACTED]

San Juan Bautista, CA  
City Manager

John Hopper, Security Consultant  
Fmr. Mayor, San Juan Bautista, CA

[REDACTED]

## Other Professional References

Craig Sullivan, Executive Director  
AZ County Supervisors Association

[REDACTED]

Tom Belshe, Deputy Director  
League of AZ Cities and Towns

[REDACTED]

James Jayne, County Manager  
Navajo County

[REDACTED]

Terry Cooper, County Manager  
Graham County, AZ

[REDACTED]

Pat McDermot, Senior Advisor  
AZ City/County Management Assoc.

[REDACTED]

[REDACTED]