

# FREDERICK D. GARDINER, AICP

## EDUCATION:

Master of Urban and Regional Planning, Alabama A&M University – Normal, AL	1999
Bachelors of Science: Management, Alabama A&M University – Normal, AL	1994
Bachelors of Art: Economics, St. John's University – Collegeville, MN (52/120)	1989

## QUALIFICATIONS:

### 18 Years of Professional Experience:

Departmental Supervision and Management	Infrastructure Planning and Development
Federal Government Grants Administration	Planning and Economic Development
Environmental Laws and Programs	Urban Revitalization and Development
Public Administration and Leadership	Housing and Community Development
Zoning Administration	Citizen Relation and Customer Service

## PROFESSIONAL EXPERIENCES:

City of McDonough, Georgia (Population: 22,500)

### **City Administrator**

March 2012 – Present

Serve as the Chief Administrative Officer for one of the fastest growing city in Georgia during the past decade (166% between 2000 and 2010). Provide leadership and management oversight of all departments of city government to include the following: Police Department, Fire Department, Public Works Department, Community Development Department, Finance Department and Human Resources Department. These departments entail a combined operating budget of \$22 million dollars and 166 employees. Serve a seven member Mayor and Council in a Hybrid Manager Council/Strong Mayor form of government.

### ADMINISTRATION:

- Negotiated the purchase and construction of a \$7 million public safety complex that saved the city almost \$2 million in total cost and allow for the expansion of the City Cemetery that will net the City an estimated \$4.1 million dollars in revenue.
- Led efforts to form a new Business Development Department to enhance our economic presence and provide for business friendly environment.
- Implemented full cost allocation of support services, reducing the burden on our general fund.
- Renegotiated multiple contracts associated with City operations whereby saving over one hundred thousand dollars with more saving to come.
- Implemented new budgeting process that resulted in the City achieving the GOFA Budget Presentation Document Award for FY 2014.
- Implemented new IT services including rolling out of second generation City website, making government more transparent and providing increased information through online applications and mechanisms.

### STRATEGIC PLANNING AND INTERGOVERNMENTAL AFFAIRS

- Developed in conjunction with Mayor, Council and Management Staff a Vision and Strategic Plan for the City that would guide the City over the next five years.
- Developed the City's first capital improvement program with over \$62 million in capital projects.
- Initiated the development of the City's first Unified Development Code to improved and streamline the planning, zoning and development plan review process.
- Coordinated the development of the City's \$23 Million Special Purpose Local Option Sales Tax (SPLOST IV) projects and served as the City's representative on the Countywide SPLOST Committee.
- Coordinated the startup of the City's Downtown Development Authority with assistance from key staff
- Initiated the development of an Annual Accomplishment Report that highly our yearly accomplishments

City of Griffin, Georgia (Population: 24,000)

### **Director of Planning and Development Services**

November 2004 – March 2012

Provide administrative and management oversight of five divisions of city government that include the Municipal Airport, Planning and Zoning, Building and Code Enforcement, Griffin Regional Welcome Center and Economic Development, which encompasses the Griffin Business and Tourism Association, Occupational Tax and License Administration and the Griffin Main Street Program. These divisions entail a combined operating and grant administration budget and a workforce of approximately \$5.3 million and up to 18 employees respectively.

Frederick D. Gardiner, AICP



---

April 30, 2014

James Mercer  
The Mercer Group, Inc.  
5579B Chamblee Dunwoody Road, #511  
Atlanta, GA 30338

RE: City Manager Position

Dear Mr. Mercer,

It is with great pleasure and enthusiasm that I submit my application for the City Manager's position presently available with the City of East Point, Georgia. My 14 years of management experience as a City Administrator, Department Head, Division Manager and Supervisor in different size jurisdictions provides me with the broad and detailed practical knowledge of local government operations required for this position. A key to my success as a manager has been my ability to bring a result oriented and an entrepreneurial spirit to public sector operations. I wish to bring the same spirit of service and the following qualities to the City of East Point:

- *Broad experience in Public Administration.* Over the last 14 years, my management experience has increased progressively from leading small divisions to departmental directorship to city management. Presently I provide leadership and management oversight of a full service city of 22,500 people with an annual operating budget of \$22 million and 166 employees.
- *The ability to manage complex projects and situations.* Successfully completed McDonough Police Headquarters saving over \$2 million dollars over the total project cost. Managed numerous high profile projects such as Griffin's \$56 million North Hill Street and West Griffin Tax Increment Finance Districts (TIF) and redevelopment programs; the \$62 million Griffin-Spalding Airport site selection and relocation project, the one million square feet Henry Town Center Shopping Center Project with a Super Target Anchor and the adoption of numerous comprehensive and strategic plans.
- *A realistic approach to solving problems.* My educational background in management and urban planning, coupled with 20 years of diversified public service experience has allowed me to utilize a comprehensive approach to building relationships and solving complex problems. Successfully completed numerous stalled SPLOST III projects (Water Tank Construction, Public Safety Complex and 170 acre park) totally \$5 million dollars. Collaborating with our local, regional and state officials, we have secured \$2.7 million dollars in Community Development Block Grant (CDBG), Community Home Investment Program (CHIP) and NSP funds to address housing, water and sewer improvements. Also securing \$190,000 in Livable Centers Initiative (LCI) studies, as well as being designated an Opportunity and Enterprise Zones to assist with Griffin's redevelopment and revitalization initiatives.
- *Managing through efficiency.* Oversaw the insourcing of IT services whereby saving cost and allowing for full integration of INCODE systems throughout McDonough's city services and departments. Successfully integrating the use of technology such as Geographic Information Systems and Database Management software to service delivery to our customers.

I welcome the opportunity to discuss the position and my interest in serving as the next City Manager for the City of East Point.

Sincerely,

*Frederick D. Gardiner*

Frederick D. Gardiner, AICP



#### ADMINISTRATION:

- Negotiated contracts for the successful study and potential development of a \$62 million Airport Relocation and Project; \$300,000 in livable Centers Initiative (LCI) Studies, Comprehensive Plan and UDC project.
- Provide leadership to division managers and staff for the successful implementation of the city's goals.
- Successfully administer and implement the department's \$5.3 million operational and grant budget.
- Wrote Griffin's Tax Allocation District designation legislation approved by the Georgia General Assembly.
- Responsible for implementing the \$56 million West Griffin and North Hill Street Tax Allocation Districts.
- Provided assistance with designating \$4.4 million in LCI projects for the Regional Transportation SPLOT.
- Provided leadership in developing and implementing Griffin's Redevelopment Initiative Program that has been the catalyst for over \$3million in state grants and has won numerous state awards and recognitions.
- Provide the City Council with land use, housing, economic development and redevelopment policy recommendations that are consistent with the goals and objectives outlined in our strategic plans.

#### ECONOMIC DEVELOPMENT:

- Oversaw Downtown Griffin's revitalization program sparked by the Town Center LCI Study and Downtown Redevelopment Plans that provided incentive programs for new and expanding business (Opportunity Zone).
- Overseeing the development of a \$62 million dollar new airport project that would incorporate a 300 acre airport business and industrial parks. Coordinating this effort with the City and County Board of Commissioners, Georgia Department of Transportation, and the Federal Aviation Administration.
- Coordinated and negotiated the commitment of a national retailer and regional professional medical office development (Class A) within our Tax Allocation District and Medical Overlay District.
- Coordinated the development of Griffin's two Opportunity and Enterprise Zones that provides job tax credit and property tax abatement for new jobs and redevelopment projects startups.
- Developed a Medical Overlay District (MOD) to facilitate the redevelopment of underperforming properties surrounding the Spalding Regional Hospital. The MOD incorporates both an Opportunity and Enterprise Zones to incentivize medical and professional office uses and jobs.
- Landed The Atlanta Heart Association into a new 20,000 sq. ft. Class A Office Building within the MOD.

#### STRATEGIC PLANNING AND ZONING ADMINISTRATION:

- Present Staff's reports before the Board of Commissioners, Planning Board and Historic Commission.
- Oversaw the development of Griffin's first Unified Development Code, Transit Oriented Development Overlay District (TOD) and a Medical Overlay District (MOD) that encompasses incentive programs.
- Manage the creation of Griffin's two Tax Allocation Districts (TAD/TIF) worth over \$120 million dollars.
- Wrote two Urban Redevelopment Plans (Thomaston Mill and Southwest Griffin) and managed the development of two others (Downtown and North Hill Street Redevelopment Plans).
- Oversaw the development of two full Livable Centers Initiative (LCI) Studies (Griffin Town Center and West Griffin Activity Center) and three supplemental LCI Studies.
- Oversaw the development of the City's 2024 Comprehensive Plan and the 5 year update of the plan and Capital Improvement Element (CIE).

#### INTERGOVERNMENT AFFAIRS:

- Coordinated with the Georgia Department of Community Affairs (DCA) to be designated as a Revitalization Area Strategy (RAS) to obtain \$1.5 Million in CDBG, \$300,000 in CHIP and \$2 million in Neighborhood Stabilization Program (NSP) grants to improve water and sewer infrastructure and housing affordability.
- Coordinated with the Atlanta Regional Commission (ARC) on being awarded over \$190,000 to conduct two full LCI Studies, three supplemental LCI Studies and two Community Choice Projects.
- Coordinating with Spalding County, Georgia Department of Transportation (GDOT) and the Federal Aviation Administration (FAA) on funding for the relocation of the Griffin Spalding Airport.
- Coordinated with Griffin's State Representatives in the Housing and Senate for the approval of the City's Tax Allocation District (TAD) legislation by the Georgia General Assembly.
- Coordinated with Spalding County and Minerva Development Group to develop a joint Redevelopment Plan for North Hill Street Corridor that included provision for the development of the Tax Allocation District.

City of Villa Rica, Georgia (Population: 12,000)

April 2004 to November 2004

#### **Planning and Zoning Manager**

##### Responsibilities:

Provide leadership to the administration and implementation of the city's planning and zoning functions to include the 20 year comprehensive plan, zoning ordinance and subdivision regulations.

- Presented staff's zoning reports/analysis before the Villa Rica City Council and Planning Commission.
- Conducted a full cost recovery analysis of zoning fees that was presented and approved by the city council.
- Served as project manager for the development of the Comprehensive plan and Unified Development Code.
- Reviewed annexation proposals and assisted with calculating the impacts on the water and sewer plants
- Conducted pre-application meetings with developments and builders regarding their development proposals.



Henry County, Georgia (Population: 140,000)

November 2000 to December 2003

**Interim Director/Assistant Planning and Zoning Director**

**Responsibilities:**

Provided administrative and management oversight of the Long Range Planning and Zoning Administration functions of the county and three municipalities: Stockbridge, Hampton and Locust Grove. Managed an operational budget of \$1.3 million and provided leadership to a staff of eight professional planners and three admin staff.

**COMPREHENSIVE PLANNING AND ZONING ADMINISTRATION:**

- Recruited, selected and provided leadership to a group of professional planners and administrative staff.
- Oversaw the development of the County's Horizon 2020 Growth Management Plan in 2000-2001.
- Presented staff's zoning report and analysis before the joint city/county planning commission, county board of commissioners and city councils of three municipalities.
- Updated and implemented the zoning ordinance and subdivision regulations of the county and three cities.
- Conducted site plan review of large scale residential, commercial and industrial development projects.
- Conducted a comprehensive analysis of the department's zoning administration activities that justified amendments in the zoning ordinance that improved service delivery to our customers
- Oversaw the development of the one million square feet Henry Towne Center Shopping Complex anchored by a Super Target; worked with the developer and large tenants on signage and architectural designs.

**GRANT ADMINISTRATION:**

- Wrote and managed a \$2 million dollar Greenspace grant from the Georgia Department of Natural Resources to acquire and place into conservation critical areas of Henry County.
- Wrote an \$86,000 Congestion Mitigation Air Quality (CMAQ) grant to build natural gas fuel stations around the county to be utilized by 11 building inspection and private fleet vehicle operating on CNG.

**INTERGOVERNMENTAL AFFAIRS:**

- Coordinated with the Atlanta Regional Commission and Georgia Department of Community Affairs on the review and approval of the joint county/cities comprehensive plan and map amendments.
- Coordinated with the Atlanta Regional Commission on model ordinances and Development of Regional Impact (DRI) of large-scale industrial, residential, commercial and mixed-use projects.

City of Decatur, Illinois (Population: 81,000)

September 1999 – November 2000

**Acting Neighborhood Renewal Administrator/Program Specialist**

**Responsibilities:**

Provided administrative and implementation oversight of the City's \$1.4 million dollar Community Development Block Grant (CDBG) and \$665,000 HOME federal entitlement funds.

- Reviewed all CDBG and HOME sub-recipient projects and programs for compliance with approved Department of Housing and Urban Development (HUD) requirements and adopted city policies.
- Oversaw the financial disbursement consisting of over \$1million dollars for 2 Community Housing Development Organizations (CHDO) for the rehabilitation and new construction of affordable housing.
- Assisted with the development of the City's 5-year Consolidated Housing Plan and Action Plan utilized to plan for the implementation of the city's CDBG and HOME federal grant funds.
- Coordinated with local non-profit organizations to facilitate neighborhood redevelopment and revitalization and to assist with the implementation of the city's first time homebuyer program.
- Supervised the work of two neighborhood program specialist and two construction rehabilitation specialists.

Bahamas Telecommunication Corporation, Nassau, Bahamas (Population: 275,000)

August 1985 – July 1992

**Development Technician II**

**Responsibilities:**

- Served as project manager and supervised a team of up to nine technicians on numerous projects throughout the island of the Nassau and the Bahamas. Promoted rapidly based upon my performance.
- Conducted pre-development planning for the development of major telephone system to include fiber optics within new residential developments and commercial sites utilizing construction drawings (blueprints).
- Performed various telecommunications support services such as installation, adds, moves and repair of telephone systems throughout of the Nassau and the Bahamas.
- Planned and configured portions of the Telecommunications infrastructure design and coordinated with the engineering department and vendors for installation.

**Published Works:**

Alabama Academy of Science Journal, July 1999:

Topic: Managed Growth "A Case Study of Palm Beach County Growth Management Tier System"

Georgia Planning Association Newsletter Publications:

Topic: Sun City Peachtree Retirement Development, August 2006

Topic: Preparing for the Base Realignment and Closure, May 2007

Topic: Impact of Kia Coming to Town, April 2008

**PROFESSIONAL DEVELOPMENT AND AWARDS**

<b>Economic Development Visionary Award</b> , South Metro Economic Development Outlook	2011
<b>Torchbearer Award</b> , Department of Community Planning, Alabama A&M University	2007
<b>Leadership Griffin-Spalding Graduate</b> , Griffin Spalding Chamber of Commerce	2007
<b>Financial Management Program</b> , Carl Vinson Institute of Government, University of Georgia	2006
<b>Regional Economic &amp; Leadership Development</b> , Georgia Academy for Economic Development	2005
<b>Management for Planning Directors</b> , American Planning Association and Zucker Systems,	2003
<b>Local Government Management</b> , Carl Vinson Institute of Government, University of Georgia	2002
<b>Supervision Skills for Managers</b> , Skill Path Incorporated, Atlanta, GA	2002
<b>Environmental Assessment</b> , University of Illinois-Chicago/HUD, Chicago, IL	1999
<b>Effective Facilitation</b> , US National Conservation Training Center, Shepardstown, WV	1997