

DALE “DOC” DOUGHERTY, ICMA-CM

EXECUTIVE PROFILE

Core Competencies

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

Summary:

- For over 27 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 client 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, whereby I fully rewrote the five union contracts to be professionally organized, synonymous, and more fair
- 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 the T.E.A. policy of empowering the employees (Trust, Empowerment, Accountability)

- Personally composed federal/state grant requests and received over \$8 million for redevelopment
- 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 emceeing 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

Hillsborough County (Pop. 1.3 million / \$28 million / \$83 million CIP)

Tampa, Florida

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

Mercer University (Enrollment - 8,500)

Macon, Georgia

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-Bibb County (Pop. 160,000 / \$7 million / \$40 million CIP)

Macon, Georgia

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 nearly 29 years. I am a proud father of five homeschooled children ages 18-24. 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*) working for an aerospace/defense contractor; Our second child is an ROTC graduate of Eastern Michigan University in Sports Management (*summa cum laude*) and is now an Army Officer serving the Country as a Quartermaster; Our third, fourth, and fifth children are all current Cadets at the U.S. Military Academy at West Point as a senior (*Firstie*), a sophomore (*YUK*), and a freshman (*Plebe*). They are all studying Law and Legal Studies.

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, binging TV series, and taking family trips.

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