



600 North Second Street, Suite 100
Harrisburg, Pennsylvania 17101
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www.arcus.net

Exceptional Talent. Total Confidence.™

Candidate-Marc Ott

Marc Ott's background includes over 26 years of experience in city management. He has served in six very different municipalities, all of which are full service cities. The populations of these cities range from 39,000 to 686,000.

Highlights of Work Experience:

Assistant City Manager-one of five,
May 2002 to Present

Fort Worth, Texas (Population: 686,850)

- To provide administrative and management oversight for a regional Water/Waste Water Utility, Transportation/Public Works, Engineering, and Aviation. These departments entail combined operating budgets and a workforce of approximately \$ 367 million and 1487 employees respectively, as well as a CIP of approximately \$1 billion.
- Duties also entail coordinating city services and activities among city departments and with outside agencies; and to provide highly responsible and complex administrative support to the City Manager.
- Examples of special projects include providing leadership for Southwest Parkway Toll road (\$975 million), Development of a Asset Management Program, Mobility and Air Quality Plan, and implementation of a Capital Project Management System.

Rochester Hills, Michigan (Population: 69,000)

March 1998 to April 2002

City Administrator

- Served as Chief Administrative Officer.
- Provided administrative and management oversight for all municipal operations.
- Directly assist the mayor with organizational development, budget development, strategic planning, city council relations; and other duties as required.

Kalamazoo, Michigan (Population: 81,000)

City Manager

March 1993 to January 1997

- Served as Chief Administrative Officer.
- Responsible for the day-to-day operations of the city, including 950 employees. Directly supervised the Deputy City Manager and all department directors and division managers including Public Safety i.e., Police and Fire, Public Works, Transportation, Management Information Systems, Human Resources and Labor Relations, Accounting, Treasury, Assessing, Buildings and Housing Inspections, Neighborhood, Community and Economic Development, Recreation, Utilities, and Purchasing.
- Additionally, lead the city's collective bargaining team, and prepared the City's annual operating budget of approximately \$120 million.
- Implemented major City projects and programs; developed a variety of reports requested by the City Commission, met with developers of various industries and businesses, community groups, and citizens.
- Resolved complaints, and implemented appropriate changes for the betterment of the community.



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Education:

Program for Senior Executives in State and Local Government,
John F. Kennedy School of Government, Harvard University,
Cambridge, Massachusetts, 1994

M.P.A., Public Administration, Oakland University, Michigan, 1981

B.S., Management, Concentration in Economics, Oakland University,
Michigan, 1979

Accomplishments:

- o The development of a Mobility and Air Quality Plan
- o The creation of a Storm Water Utility
- o Developing a Long-term Funding Strategy for Transportation Infrastructure
- o Developing the largest neighborhood and arterial street program in the City's history.
- o The design and construction of the first toll road in the City called the Southwest Parkway/SH121. This nearly \$1 billion project is being accomplished in partnership with TxDOT, the North Texas Tollway Authority (NTTA), Tarrant County, and the North Central Texas Council of Governments (NCTCOG). Construction is anticipated in the spring of 2008.
- o Working with the Transit Authority and the NCTCOG to establish a commuter rail system.
- o The acquisition and successful implementation of a capital project financial management system called "Unifier". I've also provided leadership for Enterprise Resource Program (ERP) projects in two different cities.
- o Developing a 3-year major project to re-engineer the City's capital project delivery system. The estimated cost is \$12 to \$14 million.
- o Development of an Aviation System Master Plan for the City's three (3) regional General Aviation Airports.

Personal:



Salary: Current-\$174,000 current, Desired-Open

MARC A. OTT

My name is Marc Anthony Ott. Currently, I am one of five Assistant City Managers for the City of Fort Worth and I have served in that capacity for over five years.

[REDACTED]



I was raised in Pontiac, Michigan. [REDACTED]

[REDACTED] I attended public school, although for a time during the summer months I attended the Cranbrook Academy for Boys. After high school, I attended Oakland University where I obtained a BS in Management and Economics, and an MPA (Master of Public Administration). I intended to go to law school after graduate school, but during

my graduate internship I discovered that I really enjoyed public service and especially at the local government level. I realized that local government affects the everyday lives of people, which struck me as profoundly important. It offered the opportunity to serve those with the greatest needs, as well as those who are not challenged in providing the most basic necessities of life. I simply believed that I could make a positive difference in people's lives. I've worked hard in that regard for the past 25 years and have been successful, but I'm not done yet.

My interest now is in harnessing all of my passion, all that I have learned professionally and through life experience, to lead a premier city to its greatest potential. I can't imagine pursuing anything less.

Well, that's some of who I am. When I do have time for myself, I enjoy drawing and painting, weight training, and reading. [REDACTED]



Why I Should Be the Next City Manager for Austin

Not long after deciding to commit myself to a career in city management, I was determined to pursue a course of professional growth and development that would one day enable me to provide highly informed leadership for one of America's great cities. The City of Austin certainly fits that description. While growth and development are a life-long process, I know that I have acquired the skills and experience necessary to provide executive leadership for the City of Austin.

My background includes over 26 years of experience in city management. I have served in six very different municipalities. All of them are full-service cities with populations ranging from 39,000 to 686,000. I have followed the traditional city manager career path, which has included the positions of Assistant City Manager (twice), Deputy City Manager, City Manager, and even City Administrator in a strong Mayor form of government. Nearly all of my experience was obtained in a collective bargaining environment.

I understand that the City of Austin is facing a number of major complex issues including transportation and the need for pertinent strategies with emphasis on transit corridors, airport governance, infrastructure, environmental needs, as well as challenges in the areas of public works and water and waste management.

I trust that you know that Fort Worth is one of the fastest growing cities in America. In that very challenging environment, I lead the Infrastructure Service Group which includes Utilities (Stormwater, Water and Wastewater), Transportation and Public Works, Engineering and Aviation. In total, I provide leadership for 1,487 employees and manage a combined operating budget of \$367 million. My Service Group also sponsors and manages the majority of the City's capital program, which is slightly in excess of \$1 billion. I have led, or am leading a number of major issues including:

- The development of a Mobility and Air Quality Plan
- The creation of a Storm Water Utility
- The development of a Long-term Funding Strategy for Transportation Infrastructure
- The development of the largest neighborhood and arterial street program in the City's history.
- The design and construction of the first toll road in the City called the Southwest Parkway/SH121. This nearly \$1 billion project is being accomplished in partnership with TxDOT, the North Texas Tollway Authority (NTTA), Tarrant County, and the North Central Texas Council of Governments (NCTCOG). Construction is anticipated in the spring of 2008.
- The establishment of a commuter rail system, working with the Transit Authority and the NCTCOG
- The acquisition and successful implementation of a capital project financial management system called "Unifier." I've also provided leadership for Enterprise Resource Program (ERP) projects in two different cities.
- The development of a 3-year major project to re-engineer the City's capital project delivery system. The estimated cost is \$12 to \$14 million.
- The development of an Aviation System Master Plan for the City's three regional General Aviation Airports.



I trust these examples speak directly to my qualifications regarding the Austin City Manager position.

Finally, during my tenure as Assistant City Manager of Fort Worth, my entire focus has been to achieve a level of performance by employees and for our customers that continuously reflects that we are the benchmark by which all other cities compare.

I will bring this focus and carryout that mission for the City of Austin.



Strengths and Accomplishments

My greatest strength is derived from having developed a broad base of knowledge and experience by working for a variety of jurisdictions, and effectively applying it to the full range of municipal issues.

I have already discussed a number of accomplishments within my response to question two (2). However, I will provide additional examples:

City of Rochester Hills, Michigan (City Administrator)

- **Facilities:** Provided leadership for the complete renovation and addition to City Hall. This project resulted in doubling the size of the building. Also, provided leadership for a new Public Services Facility and a new District Court/Police Substation
- **Technology:** Provided leadership for several technology projects including acquiring and implementing an Enterprise Resource Planning System called JD Edwards One World. This project came in on time and under budget.
- Provided leadership for a comprehensive wage and classification study
- Provided leadership for labor negotiations, which resulted in several collective bargaining agreements.
- Provided leadership for the budget development process. Successfully completed several budgets, which resulted in the City receiving the Distinguished Budget Award every year.

City of Kalamazoo, Michigan (City Manager)

- **Facilities:** Provided leadership for complete renovation of the historic City Hall building
- **Technology:** Provided leadership for several technology projects including a new financial system
- Provided leadership for all labor negotiations, which entail six collective bargaining units
- Provided leadership for the budget development process. Successfully completed several budgets, which resulted in the City receiving the Distinguished Budget Award every year.
- **Economic Development:** Provided leadership for major projects including a downtown revitalization project called Arcadia Creek/Arcadia Commons. Also led a major business retention effort.
- Successfully led major cost reduction program without program or service reduction and without laying off employees.



Detailed Work Experience

Transportation Strategy (with emphasis on transit corridors and regional planning)

Of course transportation and related projects are areas of responsibility that I currently have as an Assistant City Manager. It is no secret that one of the most challenging problems facing the entire State of Texas is transportation mobility and air quality. I am involved along with others in addressing these issues on a variety of fronts.

In Fort Worth, we are in the final stages of developing a Mobility and Air Quality Plan. We, along with others in the region, are working with the Transportation Authority to expand commuter rail service and ultimately provide a mass transit network as a viable alternative to personal vehicles. Our hope is to create a seamless regional transportation system utilizing all modes in relation to growth centers, urban villages, and surrounding municipalities.

I also provide leadership for an unprecedented level of investment in transportation infrastructure for the City, including neighborhood and arterial streets, bridges, and the City's first toll road which has an estimated cost of nearly \$1 billion. The toll road is being funded, designed, and constructed in partnership with the North Texas Tollway Authority, TxDOT, Tarrant County, and the North Central Texas Council of Governments.

Finally, I am leading the City's effort to establish a transportation impact fee to fund infrastructure for new development.

Growth Management

Growth management, smart growth, and sustainability are all terms with similar meaning. However, the contemporary perspective among most city managers is that sustainability, in its broader definition, is the over-arching theme in growth management and planning for the future.

Frankly, I think we are all still learning, and that is as it should be. In my view this issue is not just about managing growth in the traditional sense, which includes new development, or trying to redevelop a vacant industrial property. I think it pertains to everything we do in local government. Sound growth management practices should improve quality of life and make our cities more livable without harming the environment or creating a burden for future residents. These remarks reflect my developing perspective regarding growth management.

My experience in Fort Worth as the Assistant City Manager for infrastructure has entailed the challenge of trying to find the proper balance between maintaining our existing infrastructure and developing strategies, including long-term funding that will enable the city to keep pace with the demand for infrastructure needed for growth.

One approach that I am leading entails the establishment of Transportation Impact Fees. Of course impact fees are assessed against new development based on the resulting impact on the transportation system. It is a very viable, albeit controversial source of funding for new infrastructure. Programmatically, it is more efficient and cost effective. For example, in the outlying areas the city could apply the maximum allowable fee under the law as a way of



discouraging leapfrog development. The city could also use impact fee revenue to address gaps in the street network.

Budget and Strategic Planning

Of course I have served as a City Manager and a City Administrator, and therefore have been responsible for providing leadership for budget development and ultimately recommending a sound fiscal plan to the City Council.

My philosophy regarding budgets and financial management is generally conservative, although within that context, I believe in challenging staff to identify and recommend best practices that are consistent with the City's mission and goals. I believe that both budget development and financial management require a long-term perspective. This fact, of course, is challenging in a political environment because short-term demands are often pursued for the sake of political expedience. Unfortunately, in some cities, it is simply "the nature of the beast." My job as a City Manager is to balance the short-term needs always prevalent in a political environment, with long-term goals of the community.

A long-term perspective is not only appropriate, but also necessary. A number of questions come to mind. Is the revenue structure viable? Will the revenue base be adequate over the next ten or twenty years given the rate of growth and development? If the revenue base as projected is not adequate, what alternate revenue and expenditure strategies should be pursued? These are complex questions that require thorough analysis, but are well within the realm of what the governing body should expect from the City Manager and staff. In the absence of this kind of information, it is difficult, if not impossible to fully understand the long-term implications of financial decisions we make in the short-term. I initiated and now lead an effort to conduct such an analysis for Fort Worth.

Budget development is one of the most important tasks undertaken by any organization. In government, it is or should be an inclusive and transparent process, involving city staff, elected officials and citizens. It is not simply an annual exercise in compiling and comparing revenues to expenditures, generating a "wish list" and a menu of "cuts," and then trying to determine what will be funded in the next fiscal year. No doubt that these elements have value in the development process depending on the fiscal objectives of the organization. However, given the financial stress being experienced by municipalities across the country because of an increasing demand for more and higher quality programs and services, deferred infrastructure maintenance, and for some cities, the inability to keep up with the rate of growth and development, the budget development process, then indeed the document itself must be reevaluated and viewed from a new perspective.

Infrastructure/Public Works

As I have already discussed, as an Assistant City Manager for the City of Fort Worth, I provide leadership for the Infrastructure Services Group. My Service Group includes Utilities (Water and Wastewater), Transportation and Public Works, Engineering, and Aviation. We serve as project sponsors or managers for the majority of the City's capital program, which is slightly in excess of \$1 billion.



When I arrived in Fort Worth five-and-one-half years ago, Public Works projects were not data driven and the city was not effectively managing its assets. Our strategy has entailed three goals:

- I have led the implementation of a new capital project financial management system. The technology is currently in full use by all project managers and others with responsibility for our capital program.
- We are prepared to award a major contract for consultant services to assist us in redesigning the entire capital project delivery system. The intent ultimately is to be known and recognized as the best in capital project delivery.
- We are also in the process of establishing a long term asset management strategy and program.

Environmental Issues

As with most communities, Fort Worth is in the early stages of responding to a wide variety of environmental issues in the context of overall sustainability. I am providing leadership in a number of related areas including:

- Development of a Mobility and Air Quality Plan
- Energy Conservation Program throughout all city facilities
- Recently established a Storm Water Utility
- Recently instituted more stringent water conservation requirements, including a rate structure that rewards those who use less water
- Working regionally with other officials to develop viable long-term strategies to enhance water supply and
- We are in the early stages of developing a long-term water reuse strategy.

Diversity Initiatives

All of the communities that I have worked for over the years have been racially and ethnically diverse. As an African American, I am aware of the disadvantages that still too often impact those of minority status. My response over the years has been to stay connected to groups and organizations that represent individuals with diverse backgrounds. It is important to make sure that their interests are fully represented so that when decisions are made, particularly regarding public policy, the outcomes are relevant to their needs as well.

I believe that an organization should, as much as possible, reflect the diversity of the community it serves, but not at the expense of hiring the most qualified individual. When hiring employees, I have always insisted that the pool of candidates be as diverse as possible. This is not always an easy task; however, I have always articulated my commitment to that goal and insisted on the application of legitimate strategies to achieve it. My commitment has been manifested in many ways, including targeted recruitment by way of specific publications, affiliation with minority and women professional organizations, staying connected to area colleges and universities, and making myself personally available as a mentor.



Management Style & Philosophy

First and foremost, I provide leadership. In that context, I offer a vision and a perspective directed toward enabling employees and the organization to continuously pursue the best in all things at all times. My management style involves hiring the right person, putting him or her in the right place, holding him or her accountable, and measuring and evaluating outcomes. Outcomes should always be evaluated in terms of the City's mission as an organization and vision for the community.

I am a courageous leader. I ask good questions and prefer a facilitative approach to dealing with issues. I expect critical thinking from staff and encourage free discussion of issues, even if the perspective of others differs from my own, notwithstanding any hierarchical status. A good idea is a good idea regardless of who it comes from.

People that I have worked with would probably say that I am direct or that I encourage frank and candid conversations with everyone. They would tell you that I have the ability to motivate and inspire people to want to do their best, even at times when they may think they are incapable of accomplishing a certain thing. This characterization is true. People believe that I am sincere when I speak to them. It is because I am.

I would be remiss if I did not also speak to my approach to working with the City's governing body.

First and foremost, I cannot over emphasize the importance of good communication between the City Manager and the Mayor and City Council. It is the foundation for building a relationship of trust and support. It is important for the Manager to respect the policy-making role of the governing body and for that body to respect the role of the City Manager. That is not to say that there is a clear line of demarcation between policy and administration. If there is, it is defused at best, which reflects the "art" associated with the successful performance of any City Manager.

As I said before, I believe in frank and candid conversations regarding all matters even at times when the information or recommendations may be undesirable to elected officials and perhaps to others as well. However, the City Manager's responsibility is in fact to provide the Council with reliable information and sound recommendations based on his or her best efforts.

In my past experiences as a City Manager and City Administrator, I maintained an open-door policy. I held weekly meetings with the Mayor, and we met or communicated otherwise, as necessary. Again, I can't over emphasize the importance of good communication between the Mayor and the City Manager.

I have in some instances established office hours dedicated specifically to meeting with individual council members. It was simply an effort to be accessible to all members. Sometimes, the communication was in written form, occasionally by phone during the evening, or even in an informal setting outside of city hall. My point is that there are many methods for good communication and the City Manager should use them to keep the Mayor and Council informed.



I understand that no one, and especially elected officials, want to be surprised or caught uninformed, but in reality, despite the best efforts of the City Manager and staff, it does happen. When it does, it is important for the City Manager to take responsibility, learn from it, make the appropriate adjustments, and move on, hopefully with the understanding and support of Council.

I believe the leadership characteristics and management style I offer would be effective in any city. It is my sincere hope to demonstrate my abilities in Austin as the next City Manager.



Contact:
Doug Firestone
President & CEO
600 North Second Street, Suite 100
Harrisburg, PA 17101
Doug.Firestone@arcus.net
717.703.3200
www.Arcus.net



Candidate **Marc Anthony Ott**

Experience Fort Worth, Texas (Population: 686,850)
May 2002-Present
Assistant City Manager
Responsibilities:

- To provide administrative and management oversight for a regional Water/Waste Water Utility, Transportation/Public Works, Engineering, and Aviation. These departments entail combined operating budgets and a workforce of approximately \$ 367 million and 1487 employees respectively, as well as a CIP of approximately \$1 billion.
- Duties also entail coordinating city services and activities among city departments and with outside agencies; and to provide highly responsible and complex administrative support to the City Manager.
- Examples of special projects include providing leadership for Southwest Parkway Toll road (\$975 million), Development of a Asset Management Program, Mobility and Air Quality Plan, and implementation of a Capital Project Management System.

Rochester Hills, Michigan (Population: 69,000)
March 1998-April 2002
City Administrator
Responsibilities:

- Served as Chief Administrative Officer.
- Provided administrative and management oversight for all municipal operations.
- Directly assist the mayor with organizational development, budget development, strategic planning, city council relations; and other duties as required.

Kalamazoo, Michigan (Population: 81,000)
March 1993-January 1997
City Manager
Responsibilities:

- Served as Chief Administrative Officer.
- Responsible for the day-to-day operations of the city, including 950 employees. Directly supervised the Deputy City Manager and all department directors and division managers including Public Safety i.e., Police and Fire, Public Works, Transportation, Management Information Systems, Human Resources and Labor Relations, Accounting, Treasury, Assessing, Buildings and Housing Inspections, Neighborhood, Community and Economic Development, Recreation, Utilities, and Purchasing.
- Additionally, lead the city's collective bargaining team, and prepared the City's annual operating budget of approximately \$120 million.
- Implemented major City projects and programs; developed a variety of reports requested by the City Commission, met with developers of various industries and businesses, community groups, and citizens.
- Resolved complaints, and implemented appropriate changes for the betterment of the community.

Kalamazoo, Michigan
February 1991-March 1993
Deputy City Manager
Responsibilities:

- Oversaw the Finance, Public Safety, Human Resources, Neighborhood and Community Development, Economic Development & Planning and Purchasing Departments; Coordinated submission and reviewed department budgets; served as spokesperson for the City; planned, developed, and implemented major City projects and programs; served as City's representative to various committees and boards; represented the City Manager at Commission meetings and made administrative decisions in absence of the City Manager.
- Met with citizens and groups to resolve complaints, plan programs, and to otherwise facilitate change when appropriate.

Kalamazoo, Michigan
April 1990-February 1991
Assistant City Manager
Responsibilities:

- Oversaw the day-to-day administration of several departments i.e., Utilities, Public Works, Metro Transit, Planning, as well as Community and Economic Development.
- Worked with each Department Head in establishing goals, objectives and operating budgets.
- Approved all major actions within the departments.
- Also, served as the City's representative on various committees and boards.

Grand Rapids, Michigan (Population: 185,000)
January 1987-April 1990
Administrative Services Officer
City Manager's Office
Responsibilities:

- Served as Assistant to the City Manager.
- Directly responsible for coordinating the City's legislative program.
- Acted as a liaison with elected and appointed officials including personal contact with regional, state and federal agencies.

Grand Rapids, Michigan
December 1984-December 1986
Director of Management Services
City Manager's Office
Responsibilities:

- Responsible for preparing and administering a budget of approximately \$220,000; supervised two staff members.
- Provided general administrative and managerial assistance directly to the City Manager and to City Departments throughout the organization.

Jackson, Michigan (Population: 39,739)
November 1982-November 1984
Administrative Assistant to the City Manager
City Manager's Office
Responsibilities:

- Served as the principal assistant to the City Manager.
- Specific responsibilities included research projects; policy analysis; program development, implementation and evaluation.
- Also, served as Acting City Manager when required.

Ann Arbor, Michigan
October 1981-November 1982
Staff Assistant
Michigan Municipal League
Responsibilities:

- Responded to inquiries from municipal officials throughout the state regarding local government operations.
- Assisted in planning all Regional Meeting, the Legislative Conference, and Annual Convention.

Administrative Intern
City Administrator's Office, Southfield, Michigan

Head Resident
Oakland University, Rochester, Michigan

Resident Assistant
Oakland University, Rochester, Michigan

Financial Adjuster
Community National Bank, Pontiac, Michigan

Education Program for Senior Executives in State and Local Government,
John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts,
June, 1994.

M.P.A., Public Administration
Oakland University, Michigan, April, 1981.

B.S., Management, Concentration in Economics
Oakland University, Michigan, April, 1979.

Professional Affiliations International City Management Association
Michigan City Management Association (Board Member, 1986-1988)
American Society for Public Administration
Government Finance Officers Association
Texas City Management Association
National Forum for Black Public Administrators

References Robert D. Goode, P.E.
Transportation and Public Works Director
City of Fort Worth, Texas

Robert D. Goode, P.E.
4764 Edenwood Drive
Fort Worth, TX 76123

December 19, 2007

Scott J. Reilly
Vice President
600 N. 2nd Street
Suite 100
Harrisburg, PA 17101
austincitymanager@arcus.net

Re: Marc A. Ott

Dear Mr. Reilly:

Marc Ott has been my immediate supervisor for the last five years. I am the Director of the Transportation and Public Works Department for the City of Fort Worth. As the Assistant City Manager over Infrastructure Services, Marc oversees my department and also the Water, Aviation, and Engineering departments.

Throughout my 25 year career, I have worked for many good organizations and for many good supervisors. Simply put, Marc Ott is the best supervisor I have ever worked for. He brings out the best in me, and that should be the primary goal of any supervisor.

Marc challenges me to be the best director, engineer, and employee I can be. I respect his philosophy that "every employee brings years of experience, not only business experience, but also life experience, to work every day". Marc encourages every employee to apply those experiences in order to bring the best they have to their daily work here at the City of Fort Worth. I can't count the number of times that Marc has challenged me to work outside my traditional role as the Director of Transportation and Public Works in order to help on some challenge that the city is facing. Marc has the unique skill of being able to assess an employee's potential capability and then encouraging that employee to use those talents to help the team succeed. I remember a specific instance that illustrates why I called this a "unique" skill. A few years ago, an employee working in the City Manager's office (directly with all five of the Assistant City Managers) was not performing well. The other Assistant City Managers were essentially resigned to the fact that this employee was never going to be a stellar performer. Marc, on the other hand, worked with this person...mentoring her, challenging her to reach higher. With that encouragement, I saw this employee grow exponentially. The other Assistant City Managers didn't see the potential in this employee. Marc not only saw her potential, he took the time to help her become a much better employee and teammate.

I have been impressed with Marc's dedication to the city management profession. I have seen Marc approach his work here in Fort Worth not just as a job, but as a professional responsibility. His devotion to "bringing the highest standards of honesty and integrity to city government", which is what he calls "the foundation of the City Management profession", is exhibited every day in the way Marc performs his duties.

Marc has a great blend of the "big picture" coupled with a focus on short term performance. He challenges his department heads to think strategically and then establish our short and long term business plans to help us accomplish the overall city goals. Marc asks us frequently, "Where do we want to be?" and then, "How do we get there?" I have seen other Assistant City Managers get so caught up in the daily challenges, putting out the "fires of the day", that they lose focus on the brass ring...the strategic goals that our Mayor and Council have set. Marc has a wonderful knack of helping us put out those daily fires while keeping us focused on the long term goals. In my opinion, that's the art of city management...having the vision to work with the Mayor and Council to develop long term goals and then ensuring that everyday performance enables the community to achieve those goals. Marc is a very skilled practitioner of this "art". He is a visionary manager...he sees the big picture. That vision, coupled with Marc's passion for the profession, translates into energetic, motivated performance...which is not only exhibited in his individual accomplishments, but in all those that work with him.

Marc's core beliefs, his vision, his passion for the profession, and his personable approach to managing employees make him an outstanding leader and great example of what it means to be a "city manager".

If you would like additional information about Marc, feel free to call me at (817) 392-7801 or email me at Robert.Goode@fortworthgov.org.

Sincerely,

Robert D. Goode, P.E.
Transportation and Public Works Director
City of Fort Worth, Texas

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Dayton Daily News (Ohio)

May 2, 1996, THURSDAY, CITY EDITION

DAYTON CITY MANAGER: CANDIDATE: MARC OTT

BYLINE: Laura A. Bischoff; DAYTON DAILY NEWS

SECTION: NEWS, Pg. 5A

LENGTH: 498 words

After two months as Kalamazoo city manager, Marc Ott had a major problem: Beach Products planned to shut down its paper manufacturing plant and move 500 jobs elsewhere.

Ott and his staff put together a proposal that convinced Beach to not only stay but expand, adding 300 jobs.

Ott, 40, a native of Pontiac, Mich., is praised by his bosses for shepherding a few other key projects since being named city manager three years ago. He redeveloped 39 acres into a professional baseball and soccer complex and managed to attract a U.S. Postal Service remote encoding center with 450 jobs, similar to the center in downtown Dayton.

Ott and his staff also cut government costs to come up with \$ 3.5 million for street projects in 1996 after the city spent nothing on street improvements in 1995.

Mayor Barbara Larson also praises Ott for putting together a plan to redevelop Kalamazoo's vacant industrial sites. "We are now purchasing property, cleaning it up and putting it back on the market and putting together attractive packages for developers," she said.

Not everything has been smooth for Ott, however.

A year ago, he recommended building a new courthouse near the county jail - not downtown where it had been. Complaints flooded the commissioners and Ott withdrew the recommendation, saying if the policy was to have the court downtown, it should have been stated from the beginning.

In January 1995, Ott opted to have his evaluation done in public. Some commissioners said he was an exceptional manager while others criticized him as a poor communicator, stuck on control. Ott, for instance, once suspended his public safety chief for talking to a reporter about a budget item without permission. One commissioner complained Ott does not give out information in a timely manner and has prohibited commissioners from asking staff to answer questions.

Ott said he doesn't care if the mayor and commissioners make inquiries of staff, "but what I absolutely will not tolerate is members of the commission giving staff direction. . . . I view that as entirely inappropriate."

"I'm not perfect so I'm not going to tell you that my communication efforts were always perfect. I think certainly they were very, very good," added Ott, who described his management style as team-oriented, not control-oriented.

Former vice mayor Alexander Lipsey said the commission had its own issues regarding communication. Larson said since she has been mayor and talked to Ott about the information supply, communication has been better.

Still, in his 1996 evaluation, Ott scored high on budgeting and following up on citizen concerns, but lowest on his relationship with commissioners.

In his spare time, Ott enjoys reading, drawing and painting and lifting weights. He also memorizes famous speeches and has recited the Rev. Martin Luther King Jr.'s speeches in Kalamazoo's City Hall on M.L. King Day.

* THIS STORY contains information from the Kalamazoo Gazette.

LOAD-DATE: May 3, 1996

LANGUAGE: ENGLISH

GRAPHIC: PHOTO: Marc Ott

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Fort Worth Star-Telegram (Texas)

November 22, 2005, Tuesday

Fort Worth, Texas, traffic to get a lot worse

BYLINE: By Scott Streater

LENGTH: 721 words

FORT WORTH -- The problem seems overwhelming.

Fort Worth will add roughly 300,000 new residents in the next 25 years, placing tens of thousands more cars and trucks on already-congested roadways. If that is not addressed, traffic on nearly half of the main freeways and roadways in Tarrant County will be at a standstill for most of the day, city leaders say.

All those idling vehicles stuck in traffic will have a significant effect on air quality. Collectively, those vehicles will spew tons of ozone-forming pollutants into a region already struggling with ozone, which at high concentrations can trigger asthma attacks and aggravate bronchitis, emphysema and other respiratory problems.

Fort Worth is spearheading a regional effort to tackle the problem, and over the next year city planners will work with leaders throughout Tarrant and adjoining counties to hammer out a plan to reduce projected traffic congestion for the sake of clean air.

"There is no decent quality of life if we can't breathe the air," said Fort Worth Mayor Mike Moncrief. "There is no decent quality of life if our citizens can't get to work on time, or can't get their children to school. I think we have to use this process to look at the tools that we have now, look at the tools that we need to add to our tool kit, and look at how we go about getting and using those tools before we see a total gridlock."

City leaders outlined what they called a regional mobility and air quality plan during a meeting Monday with the Star-Telegram's editorial board. The Star-Telegram and Dallas Morning News editorial boards issued a challenge to North Texas leaders in July 2003 to step up and address transportation and clean-air problems.

The city's efforts illustrate how traffic congestion and bad air, at least in Dallas-Fort Worth, go together.

About half the ozone-forming pollutants in the region originate from automobile tailpipes; half the rest comes from off-road vehicles, such as bulldozers and backhoes, environmental regulators say.

A car or truck pollutes most during startup and acceleration, such as in stop-and-go traffic.

During Monday's meeting, Paul Geisel, chairman of the Fort Worth Transportation Authority's board of directors, presented a map showing that by 2030 nearly half

the freeways and adjoining arteries in Tarrant County, and portions of Parker, Denton and Dallas counties, are projected to be severely congested for most of the day.

Geisel said that if motorists could somehow be persuaded to eliminate one trip per day -- perhaps by using mass transit or carpools -- the projected congestion would be cut nearly in half.

The city's plan will focus on expanding public transportation, synchronizing traffic signals and offering incentives for individuals and businesses to carpool. City leaders also will develop options to find the money to pay for the plan's recommendations.

Officials want to complete the plan late next year and have it in place in early 2007, said Assistant City Manager Marc Ott.

The plan comes as the region gropes to meet federal ozone standards by 2010. The nine-county region, including Tarrant, does not meet the standards and faces severe federal sanctions, including the possible loss of hundreds of millions in annual highway transportation dollars, if it cannot.

Getting more cars off the road will be a key to reducing air pollution and congestion.

"What we need to do as a community is embrace other modes of transportation," said Robert Goode, director of the city's Transportation and Public Works Department. "We can't just build more roadways."

But expanding public transportation will cost many millions of dollars.

"The elephant in the room is: How do we pay for it?" said Fort Worth City Manager Charles Boswell.

It won't be possible without help from the state, Boswell said. That could include an increase in the region's sales tax, he said.

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