

# Kevin Jackson



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## **Kevin Jackson**

**Current Position:** Deputy City Manager

**Current Employer:** City of Long Beach  
Long Beach, California  
2017-Present

**Size of Current Jurisdiction:** 462,600

**Highest Degree Attained:** Master of Public Administration  
Arizona State University

**Employment History:**

City of Champaign  
Champaign, Illinois  
**Neighborhood Services Director**  
2008-2017

City of Glendale  
Glendale, Arizona  
**Neighborhood Partnership Administrator**  
2004-2008  
**Senior Management Assistant**  
2002-2004

City of Phoenix  
Phoenix, Arizona  
**Project Management Assistant**  
2001-2002  
**Neighborhood Preservation Inspector**  
2000-2001  
**Case Worker II/Special Programs**  
1997-2000

Black Family and Children Services, Inc.  
Phoenix, Arizona  
**Foster Care Licensing/Supervision Specialist**  
1996-1997

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# Kevin J. Jackson

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January 17, 2021

Heather Gantz, Manager  
The Novak Consulting Group  
26 Hollister Street  
Cincinnati, Ohio 45219

RE: City Manager Recruitment – City of Boulder, Colorado

Dear Ms. Gantz:

Thank you for considering my interest in the City Manager position for the City of Boulder, Colorado. As you examine the substance and breadth of my experience, I anticipate you will find I am uniquely qualified to fulfill the position requirements and provide competent, inclusive, and collaborative leadership to help advance the vision and goals of the City, as outlined in the recruitment brochure.

If selected as City Manager, I am poised to offer 25 years of distinctive public service experience, including 13 years as a high-performing senior executive in City government. My career in City government spans 23 years with substantial commitments in multiple world-class, City organizations in diverse, urban communities, including the cities of Phoenix and Glendale, Arizona, Champaign, Illinois, and currently, Long Beach, California, as Deputy City Manager, assisting with the leadership and management of 23 departments, 5,461 employees, a \$2.6 billion budget, and the 42<sup>nd</sup> largest city and second busiest seaport in America. Notably, I also have significant experience working in one of America's premier college towns. Additionally, the character of my experience reflects consistent success providing visionary leadership and fostering a culture of excellence, fiscal stewardship, service innovation, continuous improvement, equity and inclusion, collaboration, and employee development; facilitating broad-based community engagement in City affairs, public-private, community, and neighborhood partnerships; generating positive and historic community development outcomes, including preserving, revitalizing, and developing affordable housing and neighborhoods; and above all, fulfilling Mayor and City Council priorities. Anchoring my professional experience are concurrent Bachelor of Arts degrees in Psychology and Sociology and a Master of Public Administration Degree from Arizona State University.

In addition to an expectation of making a lasting contribution to the future of Boulder, I look forward to having an immediate impact with exceptional problem-solving capabilities; advanced expertise in policy analysis, program development, and community engagement; extensive leadership experience with interdepartmental coordination and intergovernmental cooperation; strong interpersonal and communication skills; and an inclusive management style that will facilitate effective communication and collaboration inside and outside of the City organization. Highlighted below are some distinctive areas in which I have made significant service contributions:

- Leading and managing positive and transformative organizational and community change;
- Developing and synergizing employee potential into peak performance work teams;
- Articulating a compelling vision and applying strategic management practices to generate results;
- Facilitating broad consensus on significantly complex policy initiatives;
- Excellence in financial management, including local, federal, state, and private funding sources; operating and capital budgets; redevelopment finance, resource development and grants administration; and long-term financial planning to address anticipated revenue reductions;
- Streamlining business processes and leveraging technology to enhance service delivery;

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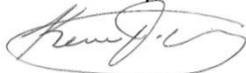
- Directing and managing the planning and implementation of a demanding, multi-dimensional work program, including a vast diversity of service activities, funding sources, and stakeholder interests;
- Providing leadership to City departments on citywide service delivery related to preserving, enhancing, and restoring neighborhood quality of life and community safety;
- Originating breakthrough solutions to address organizational and community needs;
- Analyzing, developing, and managing the implementation of complex urban policy across a wide range of professional disciplines and community issues;
- Engaging all sectors of the community and building strategic partnerships to preserve and enhance services in a fiscally sustainable and inclusive manner; and,
- Successfully working with diverse City Councils of multiple, urban cities to achieve their respective visions and priorities.

As Neighborhood Services Director for nine years with the City of Champaign, Illinois, I held a unique and critical leadership position on the City's Executive Management Team, given the City's institutional philosophy of neighborhood-based City services and the need for Organizational leadership with Citywide engagement and interdepartmental coordination to implement this philosophy. The current Champaign City Manager preceded me in this role. Despite having to grapple with the recession economy at the onset of my tenure, we consistently exceeded expectations in the achievement of City Council goals, resulting in the modernization and strategic expansion of affordable housing, redevelopment, community reinvestment, community engagement, economic development, storm water infrastructure, state and federal resources, and delivery of neighborhood-based City services.

I have served as the Deputy City Manager of Long Beach since June of 2017. In addition to assisting with overall leadership and management of City operations, I have been responsible for direct supervision of Government & Community Relations within the City Manager's Office, consisting of the Citizen Police Complaint Commission; Office of Government Affairs; Office of Public Affairs and Communications; Office of Cannabis Oversight; Office of Sustainability; Citywide ADA Compliance; and City initiatives relating to water quality, transportation, regional planning, grant development, and social equity. During my tenure, we have been successful in enhancing interdepartmental and intergovernmental cooperation, community engagement, internal and external communication; advancing mobility and transportation infrastructure improvements; modernizing public facilities; facilitating the development of affordable and market rate housing; expanding homeless services; restoring and enhancing public safety services; leveraging additional state and county resources; improving the City's brand identity; and institutionalizing social equity in City service delivery.

In the end, I am excited about the prospect of being considered as a candidate for the City Manager position in Boulder! And I am confident that my experience and abilities will offer a credible advantage in fulfilling the position requirements and helping to advance the vision and goals of the City. Thank you again for considering my interest.

Sincerely,



Kevin J. Jackson

# Kevin J. Jackson

Visionary public executive with 18 years of City government management experience, including 13 years as a senior executive, and an exceptionally well-rounded 23-year City government career as a high performer and model of integrity, consistently fostering service innovation, equity and inclusion, and sustainable and historic outcomes for multiple cities, through inclusive, collaborative, and strategic leadership.

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## COMPETENCY PROFILE

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- Strategic Planning
- Personnel Management
- Financial Management
- Stakeholder Management
- Cross-Functional Team Leadership
- Policy Analysis and Development
- Program Management and Development
- Business Process Improvement
- Leading Innovation and Change
- Council, Board, and Constituent Relations
- Public-Private and Interagency Partnerships
- Community Engagement
- Police-Community Relations
- Communications and Media Relations
- Intergovernmental Relations
- Grants Administration
- Property Code Compliance and Enforcement
- Neighborhood Planning and Development
- Affordable Housing Services and Development
- Community Reinvestment and Redevelopment
- Economic Development
- Family, Youth, and Homeless Services

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## MANAGEMENT EXPERIENCE

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### **Deputy City Manager**                      **June 2017 – Current**

#### **City of Long Beach, CA, City Manager's Office**

Executive Management Team member working closely with the City Manager and Assistant City Manager to provide general oversight of City operations and ensure that policies and programs approved by the City Council are implemented in a collaborative, consistent and efficient manner. Assist with the preparation and oversight of the City's \$2.6 billion budget, representing 15 City Manager and three Commission-led departments, and five departments led by elected and appointed officials. Oversee Government & Community Relations for the City Manager's Office, including: the Citizen Police Complaint Commission; Government Affairs; Public Affairs and Communications; Cannabis Oversight; Sustainability; ADA Compliance; and City initiatives relating to water quality, transportation, regional planning, grant development, and social equity.

#### *Key Milestones:*

- Assisted with the successful completion of four City budget cycles, including significant investments to enhance public safety, public facilities and mobility; address affordable housing and homelessness; modernization of the City's Enterprise Resource Planning system; and transition into a new \$550 million Civic Center Complex.
- Coordinated development, City Council approval, and successful implementation of the City's historic, Long Beach Values Act of 2018 and the award-winning Long Beach Justice Fund (California Endowment: Excellence in Advancing Health Equity Practice-2019) policies and programs, effectively institutionalizing comprehensive immigrant protections in Long Beach.
- Coordinated development, City Council approval, and successful implementation of the City's historic, Cannabis policies and programs, adding \$8 million in new revenue to the General Fund.
- Initiated process improvements to the Citizen Police Complaint Commission complaint review process and enhanced productivity of case investigations and responsiveness to the Commission.
- Facilitated organization of a comprehensive Communications Team; development of a Citywide Strategic Communications Plan, the City's first Crisis Communications Plan and Social Media Policy; and updates to the City's Style Guide and Communications Handbook, effectively modernizing the City's brand identity and communication capabilities.
- Successful oversight of capital improvement planning for the City's \$470 million Shoemaker Bridge replacement project and related improvements in coordination with the Caltrans I-710 improvement initiative.
- Designed and coordinated implementation of a Community Visioning process for an African American Cultural Arts Center in Long Beach, resulting in the creation of an organization to lead the initiative, supported by the Long Beach College Promise.
- Leadership and management of the City's Census 2020 Complete Count Initiative, including sustained engagement and coordination with City departments, the Long Beach Unified School District, State, County, US Census Bureau and over 40 other organizations representing the Educational, Public Health, Faith-based, Community-based, and private sectors.
- Leadership and management of the City's first ever independent redistricting process, including procurement of related consulting services; recruitment, training, and mobilization of the Redistricting Commission; and facilitating interdepartmental collaboration and broad-based community engagement.

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- Oversaw successful development and implementation of Citywide ADA policies, programs, and \$28 million in capital improvements; updates to the City's ADA Self-evaluation and Transition Plan in accordance with requirements of the Ochoa Class-Action Settlement Agreement; and initiation and approval of design-build legislation (AB 2932) to expedite construction of ADA improvements.

### **Neighborhood Services Director    March 2008 – May 2017**

#### **City of Champaign, IL, Neighborhood Services Department**

Executive Management Team member charged with leading and managing the three operating divisions of the Neighborhood Services Department. Responsibilities included neighborhood planning and development, affordable housing assistance and development, community engagement, code compliance, grants administration, real estate disposition, the Neighborhood Services Advisory Board, and coordinating implementation of the City's intergovernmental agreement for the multi-jurisdictional governance of the Housing Authority of Champaign County. Concurrently responsible for leading implementation of the City's Neighborhood Wellness Plan, including ongoing analysis of community needs, City policies and programs and providing organizational leadership for Citywide interdepartmental planning and delivery of neighborhood-based City services. Member of the City's Economic Development and Capital Improvement Review teams.

#### *Key Milestones:*

- Consistent success in directing and managing the implementation of the department work plan and resources, including a \$5.3 million budget and multiple local (General Purpose, Urban Renewal, and Urban Development funds) and federal funding sources (HOME Investment Partnership and Community Development Block Grant funds); the City's private activity bond cap allocation; grants from the Illinois Housing Development Authority (IHDA); Federal Home Loan Bank of Chicago; and Federal Housing and Economic Recovery Act (HERA) and American Reinvestment and Recovery Act (ARRA) stimulus funding.
- Continuous fulfillment of all City Council goals; increased intergovernmental cooperation; established a sustainable financial, personnel and service strategy for the Department; and advanced the City's reputation in Illinois as a progressive organization in the field of housing and neighborhood development.
- Provided organizational and community leadership to facilitate over \$100 million in public-private partnership investments and commitments to expand affordable housing; stimulate neighborhood revitalization and large-scale watershed improvements in multiple neighborhoods; and promote economic development and opportunity within the city.
- Expanded civic participation in neighborhood initiatives and City affairs from the University of Illinois, local businesses, faith institutions, nonprofit organizations, neighborhood associations, and residents from all sectors of the Community.
- Strengthened the City's Code Compliance Program through a combination of efficiency improvements and Council approval of two complex, politically sensitive policy initiatives, including a systematic apartment inspection program and a nuisance vacant structures ordinance, to promote public safety and timely renovation and reuse of problematic properties.
- Provided critical leadership to help enhance the operational and leadership capacity of the Housing Authority of Champaign County, including assistance with enhancing the stability of the board of commissioners, achieving the federal Moving To Work (MTW) designation, and a public-private partnership for the comprehensive redevelopment of public housing and expansion of affordable, mixed-income housing in the city and county of Champaign.
- Coordinated completion of a "first of its kind" and award winning (IL APA: Sustainability-2015 and IL Congress of New Urbanism: Best Neighborhood Plan – 2014), holistic Neighborhood Plan in the most distressed neighborhood in Champaign, including goals for housing and land-use; public safety; transportation; parks and open space; and human development.
- Provided organizational and community leadership to initiate unprecedented partnerships between the City, Champaign County Housing Authority, a Design-Build Development and Finance Team, the Champaign Park District, Human Kinetics Publishing, and the Don Moyer Boys and Girls Club for the comprehensive redevelopment of the city's most distressed neighborhood into a model for social, economic and environmental sustainability with: 140 mixed-income/tenure housing units; extensive watershed improvements; expanded park and open space; and a state of the art multi-purpose facility.
- Initiated an unprecedented multi-agency/jurisdictional funding partnership with the City of Urbana, Village of Rantoul, Regional Planning Commission, and the Housing Authority of Champaign County, to complete a regional housing study; and successfully coordinated the implementation of a comprehensive affordable housing strategy and long-term funding plan.
- Collaborated with the Champaign Community Reinvestment Group (a multi-bank consortium) to develop an innovative Housing Acquisition-Rehabilitation Program, resulting in a \$4 million public-private partnership to facilitate the purchase and revitalization of 36 homes in 18 months during the economic downturn. The impact of this program resounds today.
- Successfully coordinated a multiagency, competitive application for Illinois Neighborhood Stabilization Funds, receiving an award of \$2 million and providing for 15 different affordable housing and redevelopment activities.
- Partnered with Habitat for Humanity, the UI Colleges of Law and Urban Planning, and the City of Urbana to secure a \$2 million Illinois Attorneys General Foreclosure Settlement grant to fund 45 different affordable housing activities, within a strategic revitalization zone spanning across Champaign-Urbana.

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- Coordinated resolution of a major, unprecedented crisis housing event, including an emergency condemnation of a dangerous hotel structure and relocation of 52 families and over 100 individuals in two days, effectively managing communications with the media, public, City personnel and the City Council for the duration of the event. Implemented a creative strategy to facilitate the demolition and clearance of this major, long-term dilapidated/dangerous structure, preparing the way for future economic development opportunities at a major entry point of the city.
- Engaged a multi-agency/jurisdictional team to originate and institutionalize an emergency tenant-relocation response plan to account for the potential of future crisis housing situations during the economic downturn.
- Coordinated development and City Council approval of a Tenant-based Rental Assistance (TBRA) Program that subsequently expanded to a countywide collaboration; a Housing Safety-net Revolving Loan Fund; and an Emergency Tenant Relocation Fund, to address emergent community housing issues during the economic downturn.
- Helped to inspire and create a multi-agency regional partnership with the United Way of Champaign County; Regional Planning Commission; the Champaign County Continuum of Care; Champaign Council of Homeless Service Providers; the Housing Authority of Champaign County; and the cities of Champaign and Urbana, to establish an unprecedented, year-round emergency shelter for families.
- Institutionalized a partnership and initiative (“CommUnity Matters”) with the Champaign Unit-4 School District, Champaign Park District, and the United Way of Champaign County to expand access to recreational, academic, college, vocational, career, employment, mentoring and support services for youth and families in four of the neediest areas of the city.
- Originated and obtained City Council approval for a new neighborhood-based economic development initiative for small and emerging businesses and to encourage commercial revitalization in low and moderate-income areas, including funding for microlending and commercial property improvements; a new Tax Increment Financing (TIF) District; and new Enterprise Zone incentives for targeted neighborhood improvements, affordable multifamily housing, commercial district enhancements, historic structure rehabilitation, and tourism development.
- Engaged CBS Affiliate WCIA News Channel 3, Busey Bank, University of Illinois, Office of Public Engagement, and the Neighborhood Services Advisory Board in a partnership to establish a highly acclaimed Community Expo and Civic Engagement Recognition Program – Service Together Achieves Results (STAR) for Champaign Neighborhoods. As of 2017, the partnership publicly recognized more than 300 residents, neighborhood organizations and leaders, nonprofit organizations, and local businesses for their civic work to preserve and improve the quality of life in Champaign.
- Worked with the Executive Management Team to develop and initiate a City Government 101 Program to facilitate systematic engagement of Executive Leadership and City Council with community residents to promote transparency, facilitate education about City operations and services, and ultimately strengthen public trust and engagement in City affairs.

### **Neighborhood Partnership Administrator August 2004 – February 2008**

#### **City of Glendale, AZ, Community Partnerships Department, Neighborhood Partnership Division**

Directed and managed the staff, activities, and financial resources of the Neighborhood Partnership Division, relating to neighborhood engagement, capacity building and problem-solving, interdepartmental coordination of neighborhood planning and development, grants administration, community volunteerism, civic and community education, community conflict resolution, special events coordination, resource development and the Commission on Neighborhoods. Provided Organizational leadership to City departments on neighborhood-based problem-solving. Served as Interim Community Partnerships Director on an intermittent basis.

#### *Key Milestones:*

- Successfully administered division operations and a \$2 million budget, including capital improvement projects and sponsorship contributions, consistently achieving above average customer satisfaction ratings from more than 95 percent of program participants in all service areas, in addition to recurring commendations from the Commission on Neighborhoods, City Management, and the City Council.
- Assisted with the development and managed implementation of an unprecedented neighborhood protection plan, including an intricate parking and traffic management system, to minimize the traffic impact of the new Arizona Cardinal’s football stadium and related large-scale events on the adjacent neighborhoods.
- Established a new vision for neighborhood revitalization, as directed by the City Manager, and led a multi-departmental task force to develop and initiate implementation of a new five-year comprehensive neighborhood revitalization plan, resulting in the reorganization of the City’s neighborhood-based services to a Citywide holistic approach.
- Planned and implemented a reorganization of the Neighborhood Partnership Division and assisted with the realignment of other Community Partnerships Department staff and functions to enhance service delivery in a sustainable manner, as outlined in the five-year neighborhood revitalization plan.
- Designed a comprehensive benchmarking system to assess the health of Glendale neighborhoods and the impact of neighborhood revitalization strategies; and collaborated with the Information Technology Department to develop a supporting Neighborhood Geographic Information System (GIS) application, catalyzing new funding and direction to accelerate the development and implementation of an Enterprise GIS solution for the entire organization that was foundational to the City’s current open data portal.

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- Institutionalized a funding partnership with Cox Communications and in-kind contributions from attorneys and property management professionals to promote the sustainability of the City's Glendale University Government 101 and Homeowner Association (HOA) Academy community education programs; and coordinated funding partnerships with The Home Depot and Charles Schwab to support Community Volunteer Program activities.
- Provided leadership to help initiate and expand community participation in the City's high priority special events, including working with the City Manager to successfully launch the City's Communitywide Martin Luther King (MLK) Celebration that resounds today and creation of the "Annual Serve Day" engaging a diversity of faith organizations and up to 500 hundred volunteers to complete a wide range of service projects throughout the Community on one day each year.

#### **Senior Management Assistant    September 2002 – August 2004**

##### **City of Glendale, AZ, Community Housing and Revitalization Department, Director's Office**

As a member of the Department's Management Team, provided policy advice and management support to the Director concerning all departmental operations, including housing development and needs assessment, federal grants administration (CDBG, HOME and Public and Section-8 Housing), personnel administration, budget preparation, and strategic business planning. Concurrently responsible for managing the staff and activities of the Housing Division's Administrative Support Section, including oversight of the Agency Plan, the Federal Resident Opportunities for Self-Sufficiency (ROSS) Grant, Fair Housing Program, and administrative support services. Served as Interim Community Housing and Revitalization Director on an intermittent basis.

##### *Key Milestones:*

- Assisted with the development and implementation of a new, Citywide strategic business plan model, as a member of the City Manager's Strategic Initiatives Committee.
- Created and coordinated implementation of the department's strategic business planning process, resulting in a new department mission statement and systematic incorporation of department goals into employee performance plans.
- Assisted with reorganization of the Department and developed personnel policies to enhance productivity and morale.
- Prepared and monitored the Department's CDBG, HOME and General Fund budgets of \$5.5 million.
- Led the City's Housing Task Force in developing and gaining City Council approval of the Residential Infill Rebate Program, resulting in the construction of 38 single-family homes and adding \$4 million in property valuation to the City's tax base (City Excellence Award).
- Coordinated and institutionalized a cooperative agreement between the City, the Maricopa County HOME Consortium, and nonprofit housing developers to secure \$350,000 in HOME Funding Match Credit and future match credit, providing an alternative to local funding as a source for meeting the 25 percent HOME match requirement (City Excellence Award).
- Created and implemented an analytical tool to guide the City's evaluation of proposed, multifamily housing projects supported with low-income housing tax credits and/or mortgage revenue bonds.

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### **PROFESSIONAL EXPERIENCE**

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#### **Project Management Assistant    October 2001 – September 2002**

##### **City of Phoenix, AZ, Neighborhood Services Department, Administrative Services Division**

- Provided management support to the Director's Office, involving program coordination, project management, grants administration and policy analysis.
- Managed the CDBG funded Neighborhood Infrastructure and Enhancement programs; assisted with coordinating the City's consolidated planning process and staffing of the Housing and Neighborhoods Commission and Enterprise Community Steering Committee.
- Served as the Department's grants liaison to the City Manager's Office of Intergovernmental Programs to coordinate and track all departmental grant activity.
- Successfully managed a \$3 million portfolio of neighborhood-based capital improvement projects, involving partnerships with neighborhood groups, nonprofit organizations, school districts, and other City departments.
- Assisted with budget preparation for the City's \$18 million CDBG entitlement and the development of the annual action plan and planning and performance measurement process, in consultation with multiple City departments.

#### **Neighborhood Preservation Inspector    June 2000 – October 2001**

##### **City of Phoenix, AZ, Neighborhood Services Department, Preservation Division**

- Investigated complaints and resolved violations related to the City of Phoenix's zoning, property maintenance, and environmental safety ordinances and housing safety regulations.
- Coordinated ongoing community outreach with neighborhood associations and residents about special neighborhood improvement programs and the code compliance and enforcement process.

**Case Worker II/Special Programs June 1997 – June 2000**

**City of Phoenix, AZ, Human Services Department, Community Services Division**

- Provided intensive case management and counseling services for youth, young-adults, and families, working collaboratively with other City departments and community-based organizations to help them attain self-sufficiency.
- Counseled with program participants individually and in groups on matters concerning family crisis and personal development relating to decision-making, parenting, education, vocational training, employment, and career development.
- Assisted program participants with emergency housing using the following funding sources: Emergency Shelter Grant (ESG), Short Term Crisis Services (STCS) and the Low-Income Home Energy Assistance Program (LIHEAP).
- Conducted ongoing program development, including work to establish and maintain partnerships with other governmental agencies and community-based organizations and conducting program evaluation to assess program effectiveness and initiate program improvements.

**Foster Care Licensing/Supervision Specialist January 1996 – June 1997**

**Black Family and Children Services, Inc., Nonprofit Foster Care Agency, Phoenix, AZ**

- Licensed and supervised family foster homes for the state of Arizona; conducted investigative home study with prospective foster parents and formulated recommendations for the state about their fitness to provide care; and developed and implemented corrective action plans and suspended or revoked foster care licenses when necessary.
- Facilitated training workshops and support group meetings to help foster parents understand regulations and cope with the challenges associated with providing care.

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**EDUCATION**

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**Master of Public Administration, December 2001**

**Arizona State University, Tempe, Arizona**

**Bachelor of Arts degrees: Psychology and Sociology, December 1995**

**Arizona State University, Tempe, Arizona**

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**PROFESSIONAL AFFILIATIONS**

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**International City/County Management Association (ICMA)**

**National Forum for Black Public Administrators (NFBPA)**