

**Town of Melbourne Beach Interview Questions**

1. Human Resource has three primary functions – hiring, evaluating, and terminating underperforming staff. Do you have any direct experience with these functions, and do you have experience in establishing employee performance metrics or addressing workplace issues that required correction?
2. In your experience, what have been the most common sources of tension between a Town Manager and elected Commission, and can you walk us through a specific example where you faced that tension and what you did to resolve it?
3. Please describe your experience in (1) applying for grants, (2) preparing a municipal budget, and (3) infrastructure replacement.
4. The Town of Melbourne Beach is a beachside community that faces the risks of hurricanes each year. Please describe your experience in planning or implementing emergency preparedness and responses. What specific initiatives did you implement to reduce risk?
5. Describe a situation where public outrage over a safety-related decision threatened to derail implementation. How did you handle the community backlash and still achieve the safety objective?
6. Do you have any direct experience with implementing or revising municipal tax initiatives or bonds to fund infrastructure or services, i.e., fire or stormwater?

7. Describe a time when you had to manage a highly vocal or disruptive resident or group of residents during a public meeting or controversial project. How did you de-escalate the situation while still moving the agenda forward?

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8. Please provide your definition of a “working manager” versus a “managing manager.” Which definition would best describe your professional experience thus far and why?
9. When residents are angry about infrastructure failures, fire-rescue response times, or public safety issues, how would you ensure your staff feels supported while still holding them accountable to the public?
10. Please give an example of how you have successfully balanced immediate repair needs with long-term capital planning when the budget was limited. How did you prioritize and obtain Commission and community approval?

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# **Handout - Candidate David Bridle**

## **Executive Summary: Proactive Leadership & Stabilization Plan**

*Designed to eliminate surprises, rebuild trust, and support effective governance*

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### **Guiding Commitment**

#### **No surprises. Early visibility. Clear options.**

The goal is to move the Town from a reactive posture to a predictable, transparent decision-making process that supports the Commission, staff, and residents.

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#### **First 30 Days – Listen & Stabilize**

**Focus:** Trust, clarity, and confidence

- One-on-one meetings with Commissioners and Department Directors
- Establish consistent communication cadence
- Rapid assessment of budget, CIP, contracts, and operational risks

**Outcome:** Reduced uncertainty and clear expectations

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#### **60 Days – Structure & Early Signals**

**Focus:** Proactive management

- Introduce standardized reporting (budget, CIP, risks)
- Share early budget and cost-pressure indicators
- Identify quick wins to improve communication and process

**Outcome:** Commission is informed earlier and more consistently

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#### **90 Days – Alignment & Predictability**

**Focus:** No new surprises

- Formalize budget and decision timelines
- Align CIP priorities with fiscal reality and Commission goals
- Improve public-facing transparency and information access

**Outcome:** Better discussions, fewer rushed decisions

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#### **120 Days – Organizational Readiness**

**Focus:** Long-term stability

- Assess staffing capacity, policies, and procedures
- Identify operational and succession risks
- Prepare transition materials for permanent leadership

**Outcome:** Strong operational footing and reduced institutional risk

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## **One-Year Vision – Sustainable Governance**

**Focus:** Confidence and continuity

- Fully proactive budget and CIP cycles
- Predictable Commission agendas
- High staff morale and public trust

**Measure of Success:**

- No last-minute budget surprises
  - Improved Commission satisfaction
  - Reduced crisis-driven decision-making
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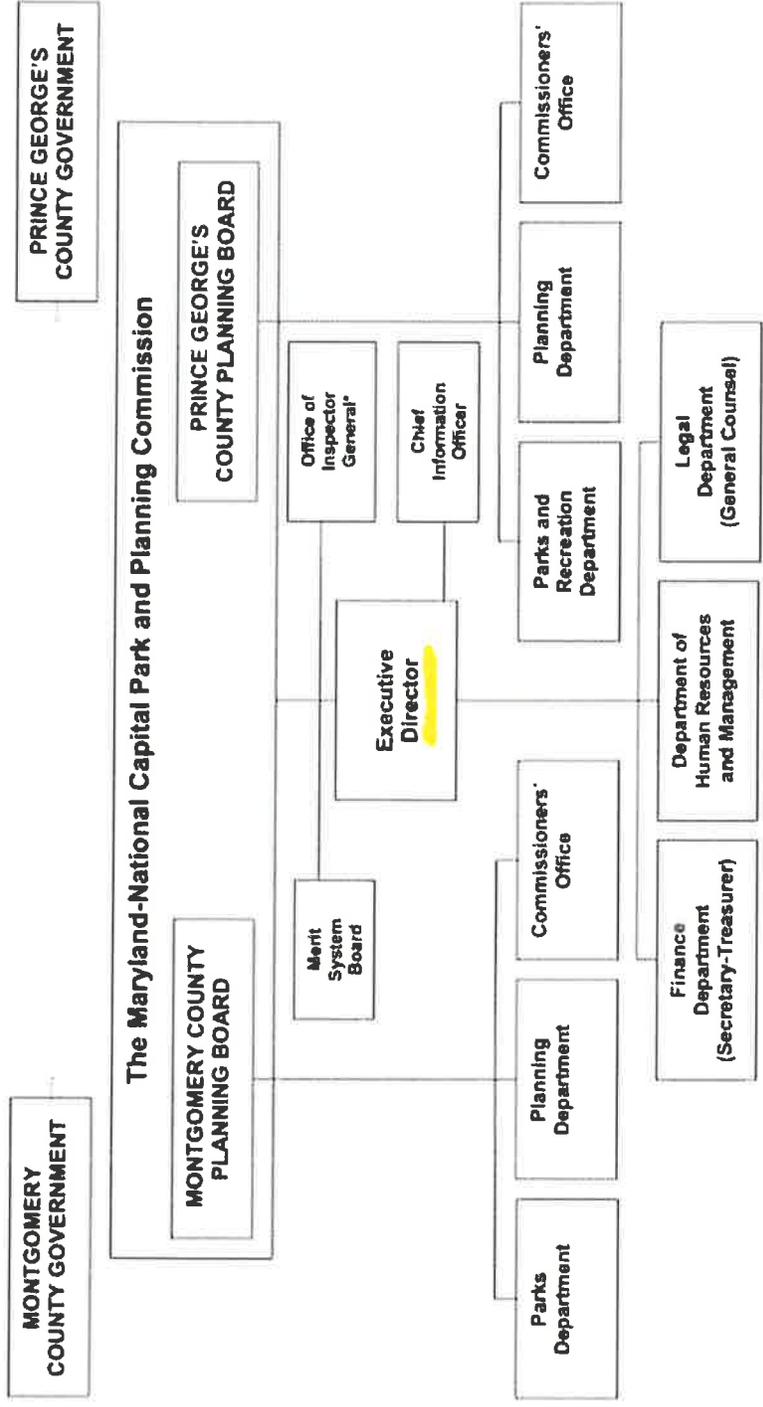
## **Leadership Philosophy**

*Most frustration comes from being surprised or rushed. My role is to bring information forward earlier, show clear options, and ensure decisions are informed, not reactive.*

David Bridle MPA, MML, MNM, CPM, PMP

# **Handout - Candidate A. Marie Smith**

# THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION



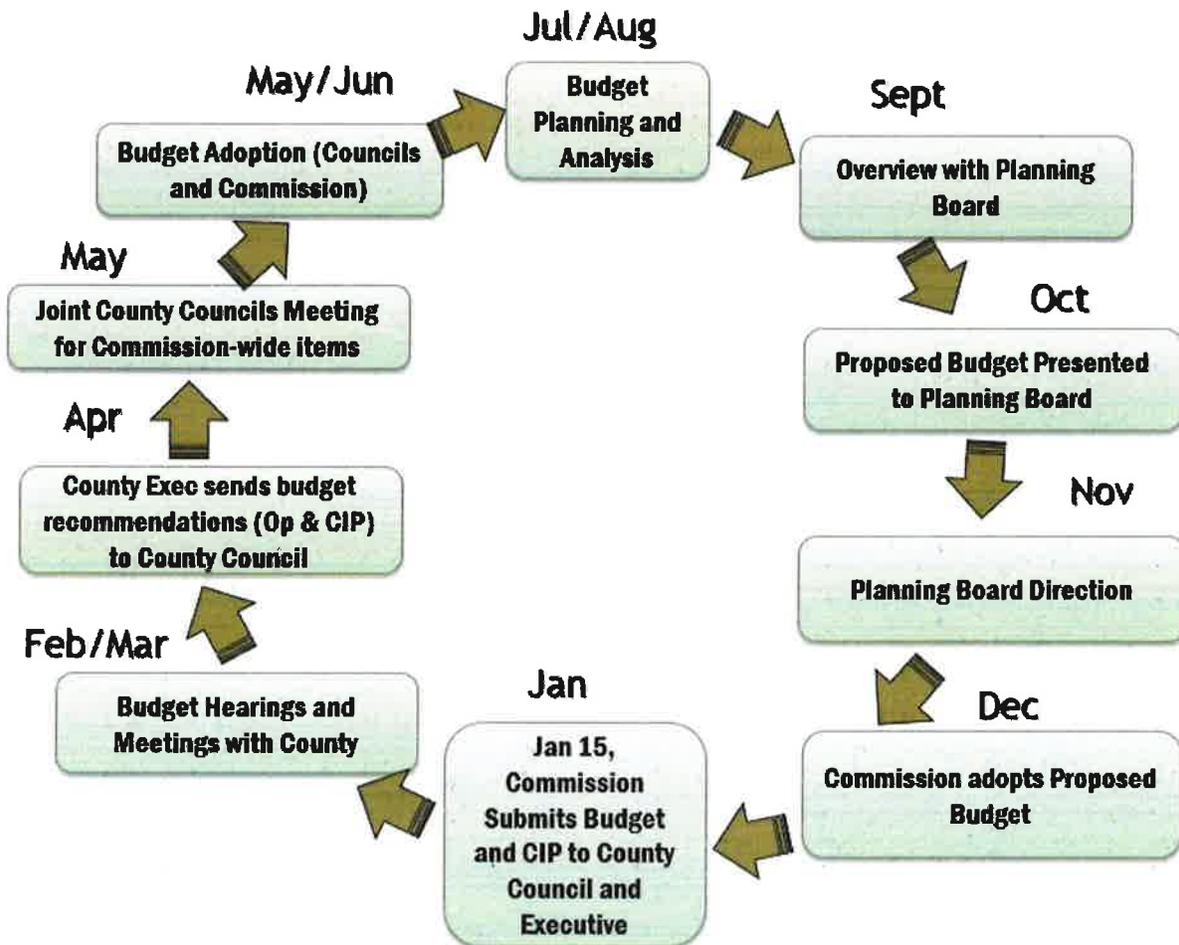
\*Office of Inspector General reports to the Audit Committee.

# Montgomery County Overview - Budget Guide

The CAS budget and other issues common to both Counties must be jointly agreed to by the two Counties. If the two County Councils cannot agree on the proposed budget, the budget is approved as presented.

## Development of the Operating Budget

• Staff Develops Budget Parameters	July to August 2023
• Budget Overview with Planning Board	September to November 2023
• Staff Develops Budget	September to November 2023
• Planning Board Work Sessions	September to December 2022
• Commission Approves Proposed Budget	December 20, 2023
• Staff Produce Proposed Budget Book	December 2023 to January 2024
• Submit Proposed Operating Budget to County Executive and County Council	January 15, 2024
• County Executive Makes Recommendations	January 15 to March 1, 2024
• County Council Holds Public Hearings	April 2024
• County Council Reviews Budget	April 2024
• County Councils Meet Jointly	May 2024
• County Councils Adopt Budget	By June 1, 2024
• Commission Adopts Budget Resolution	June 12, 2024



MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION  
MEETING AGENDA

Wednesday, December 20, 2023

10:00 am to 12:00 noon

Hybrid – Online & Prince George’s Parks and Recreation Administration Building Auditorium, Riverdale

		<u>ACTION</u>	
		Motion	Second
1.	<b>Approval of Commission Agenda (10:00 a.m.)</b>	(*) Page 1	
2.	<b>Approval of Commission Minutes (10:05 a.m.)</b>		
	a) Open Session – November 15, 2023	(*) Page 3	
3.	<b>General Announcements (10:05 a.m.)</b>		
	a) National Human Rights Month		
	b) National Drunk and Drugged Driving Prevention Month		
	c) Global AIDS Awareness Month		
	d) Prince George’s County Department of Parks and Recreation Winter Festival of Lights at Watkins Park		
	e) Montgomery County Parks Winter Garden of Lights Walk through at Brookside Gardens		
	f) Diversity Council Openings for 2024		
4.	<b>Committee Minutes/Board Reports (For Information Only) (10:10 a.m.)</b>		
	a) Employees Retirement Association Board of Trustees Regular Meeting - November 7, 2023		Page 7
5.	<b>Action and Presentation Items (10:15 a.m.)</b>		
	a) Amendments to Practice 2-24 Ethics, Section I(G): Post-Employment Restrictions (Harvin/Beckham) (for information only)		Page 11
	b) Resolution 23-26 Rustic Roads functional Master Plan Update (Pratt)	(*) Page 49	
	c) Resolution 23-30 Henson Creek Sector Plan (Clouatre)	(*) Page 73	
	d) Resolution 23-31 Land Exchange Agreement of Kathmandu Property in Walker Mill Regional Park in exchange for public utility easement and storm drain easement (Sun)	(*) Page 133	
	e) Resolution 23-32 Perpetual Stormwater Management Easement Agreement in Walker Mill Regional Park (Sun)	(*) Page 133	
	f) Resolution 23-27 FY2025 Employer Contribution for Retiree Group Health Insurance (115 Trust) (Cohen)	(*) Page 153	
	g) Resolution 23-28 Employees’ Retirement System Plan Amendment (Rose)	(*) Page 185	
	h) Resolution 23-29 Approval of the FY2025 Proposed Operating and Capital Budget (Knaupe)	(*) LD	
6.	<b>Officers’ Reports (11:40 a.m.)</b>		
	<u>Executive Director’s Report</u>		
	a) Late Evaluation Report, Nov 2023 (For Information Only)		Page 315
	b) Quarterly Budget Transfers Report (For Information Only)		Page 317
	c) CAS Annual Report		Page 321
	<u>Secretary Treasurer</u>		
	<i>No report scheduled</i>		
	<u>General Counsel</u>		
	d) Litigation Report (For Information Only)		Page 351

Corporate

FY23

# Human Resources



## ABOUT CORPORATE HUMAN RESOURCES

Corporate Human Resources provides expert guidance and advice on human resources matters for the agency. The Division also provides oversight of all programs and activities relating to employment and working conditions: compensation, benefits, wellness, labor relations, records, and recruitment. Additional services include training coordination, employment for disabled persons, and personnel management reviews.

Classification and Compensation

Health and Benefits

Employee and Labor Relations

Employee Records/HRIS

Recruitment and Selection Services

Learning and Organizational Development

## FY23 DIVISION HIGHLIGHTS



Processed **40,542** job applications (20% increase from FY22); 555 hires (68% increase from FY22).



Processed **25,100** Personnel Actions.



Managed **21,186** enrollments in Benefit Plans for employees, retirees and survivors.



Processed **2,206** compensation changes.



Processed **438** unemployment claims – avoiding state penalties.



Covered **36 union** and management topics.



**Expanded Leadership Training** across the Commission.

# ON AN AVERAGE DAY, THE 2 MILLION RESIDENTS OF OUR AREA / VISITORS TO M-NCPPC ENJOY:



Our 65,781 acres of land



Our 951 Tennis Courts



Our 798 Parks



Our 762 Playgrounds



Our 534 picnic areas



Our 440 miles of trails



Our 338 Athletic Fields



Our 207 Historic Sites and Museums



Our 126 Recreation Facilities and 5 Senior Activity Centers



Thousands of classes for all ages



Our 35 Community and Public Gardens



Our 20 pools and 11 aquatics facilities



Our 13 Equestrian Centers



Our 12 Dog Parks



Our 7 Golf Courses



Our 7 Nature Centers



Camping, boating and fishing



Our 4 Cultural Arts Centers



Our 4 Ice Rinks



Our two miniature trains and carousels



Our airport

[MNCPPC.ORG](http://MNCPPC.ORG)

# WHY M-NCPPC?



HEALTH INSURANCE PLANS  
Medical, Dental, Vision, and  
Prescription



LEAVE PROGRAMS  
• 33 vacation / sick days  
• 11 paid holidays



Excellent  
RETIREMENT PLAN



TUITION ASSISTANCE



COMPRESSED Workweek  
/ FLEXTIME



Low-Cost LIFE and  
DISABILITY INSURANCE



SICK LEAVE BANK  
(e.g., for maternity/paternity  
leave), care of family member, etc.



WORK / LIFE BALANCE



LEADERSHIP and  
MANAGEMENT Opportunities



JOB SECURITY / STABILITY



CREDIT UNION



TELEWORK where possible



REAL commitment to  
DIVERSITY/INCLUSIVITY



EMPLOYEE ASSISTANCE  
Program



COMMUTER BENEFITS

MNCPPC.ORG

Federal Families First Coronavirus Response Act *Qualifying Reasons for*  
Employee Leave

(1) You are Quarantined

You are under COVID-19 Quarantine/Isolation Order from Federal, State, Local declaration **OR** advised by a health care provider to self-quarantine.

You can receive up to 80 hours of sick leave (pro-rated for part-time) at 100% of your pay rate, up to a cap of \$511 daily (Maximum of \$5110 for 80 hours.)

(2) You are Sick

You are experiencing COVID-19 symptoms **AND** are seeking a **medical diagnosis**.

You can receive up to 80 hours of sick leave (pro-rated for part-time) at 100% of your pay rate, up to a cap of \$511 daily (Maximum of \$5110 for 80 hours.)

You are experiencing "substantially-similar" condition specified by the U.S. Dept of Health and Human Services.

You can receive up to 80 hours of sick leave (pro-rated for part-time) at 2/3rds of your pay rate, up to a cap of \$200 daily (Maximum of \$2000 for 80 hours.)

(3) You are Caring for a Family Member

You are caring for your child whose school/daycare is closed due to COVID-19 related reasons.

You can receive up to 80 hours of sick leave (pro-rated for part-time) at 2/3rds of your pay rate, up to a cap of \$200 daily (Maximum of \$2000 for 80 hours.)

You are caring for an individual who is under health care provider-advised, Federal, State or Local Quarantine/Isolation Order.

You can receive up to 80 hours of sick leave (pro-rated for part-time) at 2/3rds of your pay rate, up to a cap of \$200 daily (Maximum of \$2000 for 80 hours.)

If you exhaust the paid sick leave under the Families First Coronavirus Response Act, you may be eligible for an addition 10 weeks of **Expanded FMLA leave** at 2/3<sup>rd</sup> of your pay rate, up to a cap of \$200 daily (Maximum of \$10,000), if you

- Are unable to work **OR** telework
- **AND** need to care for a child under 18 years old
- **AND** the child's school is closed due to COVID-19 health

# Examples of COVID-19 Leave Scenarios\*

SCENARIO 1

Employee is subject to quarantine by Federal, State, Local or health care provider.

Leave that can be used:

- **Federal Emergency Paid Sick Leave (EPSL)** – up to 80 hours at **100% pay rate**
- **MNCPPC Social Distancing Leave** – up to 40 hours
- **Liberal Leave** – any leave accrued by employee

Leave can be used in any order the employee wishes to use their leave. The EPSL and Social Distancing Leave expire at the end of the 2020 Calendar year.



SCENARIO 2

Employee is ill – either diagnosed with COVID-19 or showing substantially similar symptoms.

Leave may include a combination up to 12 weeks consisting of:

- **Federal Emergency Paid Sick Leave (EPSL)** – up to 80 hours (**pay rate of 100% or 2/3<sup>rd</sup> pay rate depending if medical diagnosis is sought**)
- **MNCPPC Social Distancing Leave** – up to 40 hours
- **Liberal Leave** – any leave accrued by employee
- **Leave Without Pay**

Leave can be used in any order the employee wishes to use their leave. The EPSL and Social Distancing Leave expire at the end of the 2020 Calendar year.



SCENARIO 3

Employee is taking care of ill family member either diagnosed with COVID-19 or showing substantially similar symptoms.

Leave may include a combination up to 12 weeks consisting of:

- **Federal Emergency Paid Sick Leave (EPSL)** – up to 80 hours (**at 2/3<sup>rd</sup> pay rate with a cap of \$200 daily or \$2,000 for a maximum of two weeks**)
- **MNCPPC Social Distancing Leave** – up to 40 hours
- **Liberal Leave** – any leave accrued by employee
- **Leave Without Pay**

Leave can be used in any order the employee wishes to use their leave. The EPSL and Social Distancing Leave expire at the end of the 2020 Calendar year.



SCENARIO 4

Employee is taking care of child under 18 whose school/daycare is closed due to COVID-19 public health emergency.

Leave that can be used:

- **Federal Emergency Paid Sick Leave (EPSL)** – up to 80 hours (**at 2/3<sup>rd</sup> pay rate with a cap of \$200 daily or \$2,000 for a maximum of two weeks**)
- **MNCPPC Social Distancing Leave** – up to 40 hours
- **Liberal Leave** – any leave accrued by employee
- **Emergency Paid Family and Medical Leave Expansion Act (EFMLA)** – up to 10 weeks (2/3<sup>rd</sup> pay rate with a cap of \$200 daily for a maximum of \$10,000 for 50 days)

Leave can be used in any order the employee wishes to use their leave. The EPSL and Social Distancing Leave expire at the end of the 2020 Calendar year.



SCENARIO 5

Employee wants to practice social distancing but is not ill or quarantined.

Leave that can be used:

- **MNCPPC Social Distancing Leave** – up to 40 hours
- **Liberal Leave** – any leave accrued by employee

Leave can be used in any order the employee wishes to use their leave. This scenario does not qualify an employee to use the EPSL leave.

